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## Commission on Narcotic Drugs

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Agenda item 3

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

## Commission on Crime Prevention and Criminal Justice

Reconvened twenty-fourth session

Vienna, 10-11 December 2015

Agenda item 3 (b)

**Strategic management, budgetary and administrative questions: directives on policy and budgetary issues for the United Nations crime prevention and criminal justice programme**

## Consolidated budget for the biennium 2016-2017 for the United Nations Office on Drugs and Crime

### Report of the Executive Director

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## I. Introduction

1. The Executive Director of the United Nations Office on Drugs and Crime (UNODC) hereby submits the Office's consolidated budget for the biennium 2016-2017 to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, pursuant to General Assembly resolutions 46/185 C and 61/252, section XI. The present report includes information on the provisional implementation of the new full cost recovery funding model pursuant to Commission on Narcotic Drugs resolution 56/17 and Commission on Crime Prevention and Criminal Justice resolution 22/9. The report also provides an update on progress made in implementing the integrated programme approach, and on the promotion of a culture of evaluation throughout the Office and on the work and the functions of the Independent Evaluation Unit, pursuant to Commission on Narcotic Drugs resolution 58/1 and Commission on Crime Prevention and Criminal Justice resolution 22/1.
2. While UNODC continues to strive for the greatest possible conceptual and operational integration to advocate and promote an integrated approach to its technical cooperation programme under its drug and crime-related mandates, voluntary contributions are budgeted and accounted for separately under the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund. In accordance with General Assembly resolutions 46/185 C and 61/252 section XI, the budget of the programme of the Funds (general-purpose funds) is presented to the Commissions for approval. The budgets for special-purpose funds and the related administrative and programme support cost budget (programme support cost funds) are presented to the Commissions for endorsement.
3. General-purpose funds are unearmarked voluntary contributions that are provided to finance normative work, limited core programmatic functions not funded by the regular budget, research, UNODC corporate initiatives and programmatic shortfalls.
4. Special-purpose funds are earmarked voluntary contributions that are provided to finance the Office's technical cooperation and other substantive activities at headquarters (Vienna) and in the field. Programme support costs are the charges incurred in support of programme delivery financed from voluntary contributions. These costs are capped at 13 per cent, in accordance with General Assembly resolution 35/217, and are restricted to indirect support under the following categories: central administration, central programme/departmental administration, other internally and externally provided services (including Secretariat initiatives), and overarching programme/departmental programme services.
5. Regular budget resources are received from the biennial programme budget of the United Nations. The regular budget resources shown in the present consolidated budget for UNODC are submitted to the General Assembly in sections 16 and 23 of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect.16) and A/70/6 (Sect.23)) and finance UNODC policymaking organs, executive direction and management, programme and programme support in Vienna.
6. Commencing this biennium, in order to align the consolidated budget of UNODC with the annual audited financial statements of UNODC prepared under

the International Public Sector Accounting Standards (IPSAS), this budget does not include the regular budget resources of the United Nations Office at Vienna (UNOV) submitted to the General Assembly in sections 1 and 29G of the proposed programme budget for the biennium 2016-2017, as these resources are reported under volume I of the financial report and audited financial statements of the United Nations Secretariat. In accordance with IPSAS principles, only a fraction (28.5 per cent) of the UNOV programme budget of \$40.4 million is allocated to efforts of UNODC programme delivery.

7. UNODC continues to strictly adhere to the 13 per cent rate policy and procedures of the United Nations with respect to programme support costs and to ensure the application of clear and consistent criteria in the granting of exceptions to the standard 13 per cent rate. Reduced programme support cost rates are applied in the consolidated budget for 2014-2015 as prescribed by the Controller, in particular to projected funding for projects implemented in partnership with other organizations in the United Nations system and projects partially or fully financed by the European Union and governed by the Financial and Administrative Framework Agreement between the European Community, represented by the Commission of the European Communities, and the United Nations.

## **II. Overview of the financial situation of the United Nations Office on Drugs and Crime**

### **A. Background**

8. In recent bienniums, UNODC has seen exponential growth in the volume and scope of its technical assistance, contrasted with persistent deterioration of general-purpose income and continuing pressure on regular budget and programme support costs. This trend caused a series of financial crises, including in 2013, when, for the first time, the general-purpose fund closed at an operating loss despite cost-saving measures. Further general-purpose income decreases being realized in 2014-2015 will result in a further general-purpose fund shortfall of \$2.5 million despite a reduced budget.

9. In 2012-2013, UNODC reviewed its funding model, costing methodologies and fund-sourcing options and developed a fundraising strategy with the objective of further enlarging its donor base and linking technical assistance activities to a system of direct cost recovery. The Office assessed its alignment with the Financial Regulations and Rules of the United Nations (as reiterated by the United Nations Controller in June 2012) and responded to the request made by the General Assembly in its resolution 62/208 for the United Nations development system to further standardize and harmonize the concepts, practices and cost classifications related to transaction cost and cost recovery, while maintaining the principle of full cost recovery in the administration of all non-core/supplementary/extrabudgetary contributions, including in joint programmes.

10. Against this background, the consolidated budget for 2014-2015 introduced a revised funding model based on full direct costing. The model is aimed at sustainable and predictable funding of programme delivery by means of: (a) addressing consistent classification of direct and indirect costs; (b) fully and

predictably costing UNODC programmes and direct project implementation costs; (c) aligning UNODC with other Secretariat entities on the use of programme support cost resources; and (d) ensuring the use of all funding sources for their intended purposes and eliminating cross-subsidization. To enable realization at a realistic pace, the 2014-2015 budget introduced transitional measures.

11. In 2014-2015, following commitments made by UNODC upon the adoption of Commission on Narcotic Drugs resolution 56/17 and Commission on Crime Prevention and Criminal Justice resolution 22/9, in implementing the consolidated budget and provisional approval of the new funding model, UNODC improved processes, developed systems, reviewed costs, issued multiple guidelines, monitored implementation (paying particular attention to the UNODC field office network) and briefed stakeholders and Member States. The Senior-Level Full Cost Recovery Monitoring Committee, established by the Executive Director, oversaw the progress of implementation; analysed challenges encountered, endorsed mitigation measures and enabled ownership across the organization. The Committee constantly reinforced the channels of communication and outreach and directed a common position based on the principles of full cost recovery.

12. Further, UNODC monitored closely the pace of transition and ensured that it stayed within the overall budget approved for the biennium. Adjustments were made to support individual offices facing greater transition challenges without compromising the overall pace of the biennium's transition and fairness in the application of full cost recovery to all donors.

13. Externally, UNODC provided briefings on full cost recovery and engaged in individual consultations with donors, recipient countries and Member States. Full cost recovery has been a standing item at the meetings of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC. Throughout the biennium, UNODC has clarified concepts and costing methods in funding agreements and provided comparative cost tables by office.

14. In particular, the launching of full cost recovery necessitated efforts to ensure a consistent and fair application of direct costing to programmes. It required the creation of field office cost centres where direct support costs are planned, recorded and periodically applied to projects based on realistic cost drivers such as headcount. While UNODC made ad hoc improvements in its legacy systems in order to cope with the increased cost management requirements, more advanced solutions will be sought from the robust project and cost management functionalities availed within Umoja (see section D, below).

15. A positive outcome of the new funding model and the improved financial disciplines has been a stronger culture of cost-consciousness throughout UNODC. In 2014-2015, general-purpose funds savings of \$0.8 million arising from delayed recruitment and rationalized non-post expenditure were set aside and not reused. The programme support account also realized net savings totalling \$2.9 million (revised budget over final projections). In addition to recosting factors, the programme support account savings are the result of delayed recruitment, the freezing of five positions in the Division for Operations and the Division for Management and the utilization of alternative funding sources more appropriate to the activities performed. Total net savings of \$1.4 million have also been reported

by the field offices in the form of reduced direct costs attributed to projects serviced. Some progress has also been achieved in obtaining additional local cost-sharing contributions for operational activities and field office costs, such as the provision of office space free of charge. UNODC will continue to scrutinize its costs wherever possible.

16. In view of the requests in Commission on Narcotic Drugs resolution 56/17 and Commission on Crime Prevention and Criminal Justice resolution 22/9 that the new funding model not be applied automatically to existing funding agreements, UNODC has been assessing the impact of the new funding model on funding pledged prior to 1 January 2014 and is liaising with the donors concerned.

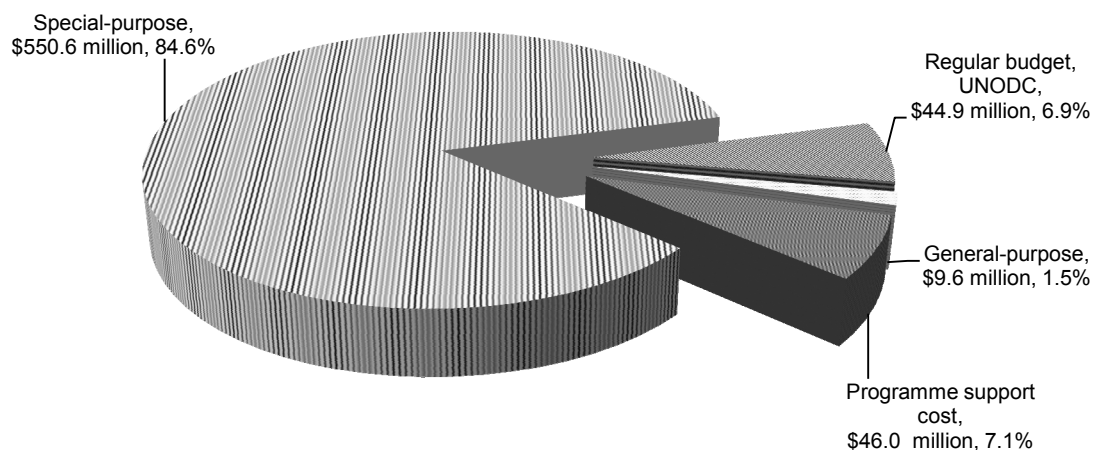
17. Against the background of a continuing decline of unearmarked funding, UNODC improved upon its guidelines for the uses of general purpose funds and made concerted efforts to encourage donors to pledge suitable funding. Notwithstanding, the downward trend has not reversed (see section C).

18. Overall, in 2014-2015 UNODC made important steps towards improving its practices for transparently accepting contributions and fairly applying full cost recovery to all donors alike. All new agreements include consistent clauses and budgets depicting direct cost implications. With the 2016-2107 budget submission, UNODC seeks to continue the implementation of its new funding model and proposes to extend the transition period to 2017 in order to ensure that the impact to UNODC operations is optimally paced.

## **B. Overall financial situation of the United Nations Office on Drugs and Crime**

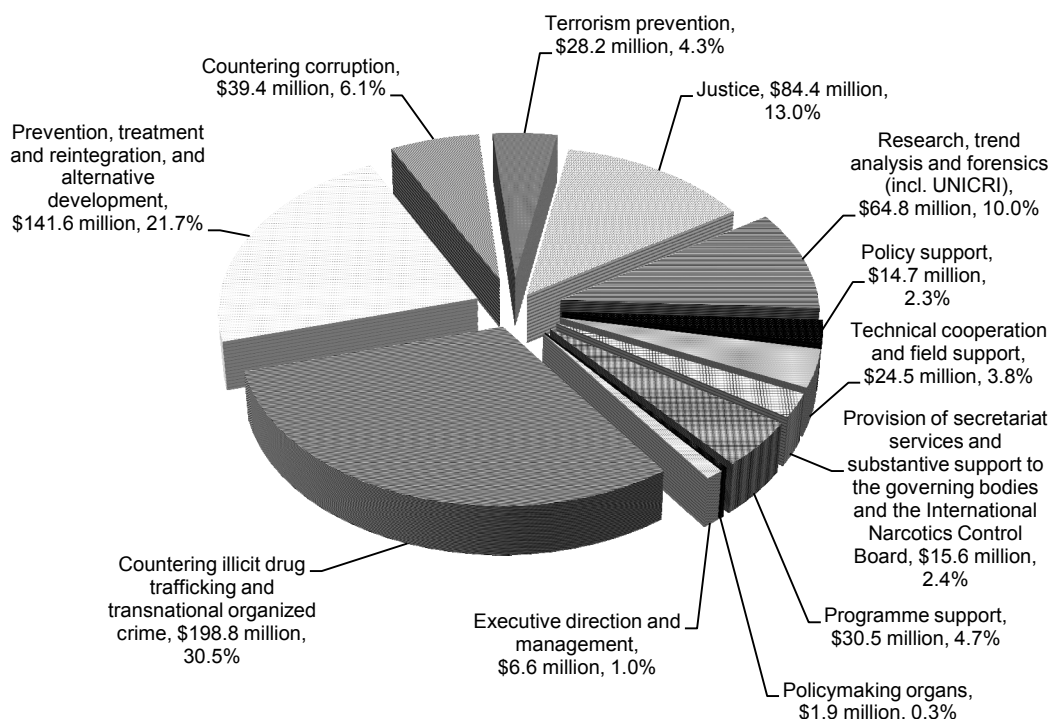
19. Figure I presents resource projections for the biennium 2016-2017 by source of funding and highlights the great divergence between the earmarked and unearmarked components. In 2016-2017, it is anticipated that special-purpose fund expenditures will reach \$550.6 million or 84.6 per cent of the total budget of UNODC, while at the same time, general-purpose funds are projected to decrease to \$9.6 million, or 1.5 per cent of the same budget.

Figure I  
Expenditure projections by source of funding, 2016-2017



20. As illustrated in figure II, the main areas of implementation of UNODC programmes are countering illicit drug trafficking and transnational organized crime, with a projected delivery of \$198.8 million in 2016-2017, followed by prevention, treatment and reintegration, and alternative development with \$141.6 million of delivery, justice with \$84.4 million of delivery and research, trend analysis and forensics with \$64.8 million of delivery. These four areas combined represent 75.2 per cent of the programme of work of UNODC.

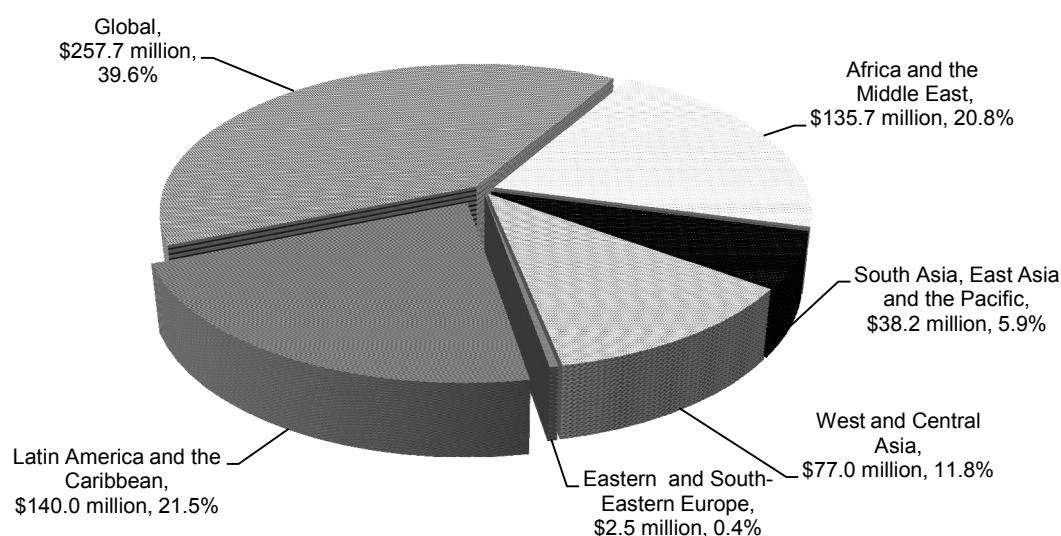
Figure II  
Expenditure projections by subprogramme, all funding sources, 2016-2017



21. With a network of 17 regional, country and liaison and partnership offices and more than 50 programme offices (74 physical locations in total), UNODC covers more than 190 countries. Figure III presents 2016-2017 resource projections by region and shows that for all funding sources combined, after global programmes with a projected delivery of \$257.7 million (for the purpose of figure III, global programmes include regular budget resources of \$44.9 million), the main regions of implementation will be Latin America with a projected delivery of \$140.0 million, Africa and the Middle East with a projected delivery of \$135.7 million, West and Central Asia with a projected delivery of \$77.0 million and South Asia, East Asia and the Pacific with a projected delivery of \$38.2 million.



Figure III  
Expenditure projections by region, all funding sources, 2016-2017



### C. Evolution of the financial situation of the United Nations Office on Drugs and Crime

22. Table 1 highlights that UNODC revised downwards its programme delivery estimates in 2014-2015 by \$94.2 million (revised budget over final projections). The final projections for 2014-2015 reflect a more realistic pace of delivery of the technical assistance portfolio. In particular, special-purpose expenditures are anticipated to reach \$518.4 million at the end of 2014-2015 based on 18 months of experience through the biennium. Notwithstanding the reduced final projections for delivery in 2014-2015, such projections represent an increase of \$103.8 million from 2012-2013 actuals. Further, as shown in table 1, in the biennium 2016-2017 programme support costs utilization will stay level between bienniums, whereas general purpose delivery will decline by \$6.3 million (39.7 per cent) from 2014-2015 revised. The latter is due to the decrease in the unearmarked income pledged.

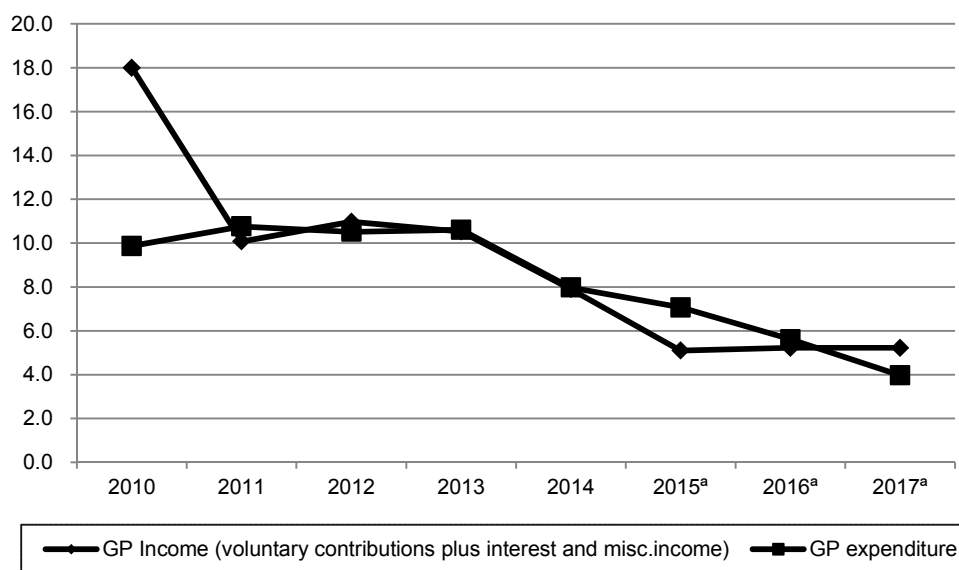
Table 1  
**Resource projections, 2012-2013, 2014-2015 and 2016-2017**  
(Thousands of United States dollars)

Fund category	Resources (thousands of United States dollars)				2016-2017 over 2014- 2015 final
	2012-2013 (actual)	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017 (initial)	
<b>A. General-purpose</b>	21 187.4	15 874.5	15 044.2	9 587.2	(5 456.9)
<b>B. Special-purpose</b>	414 542.0	608 543.9	518 381.8	550 619.7	32 237.9
<b>C. Programme support cost</b>	37 187.6	46 711.5	43 851.5	45 982.6	2 131.0
<b>D. Regular budget</b>	45 959.5	45 524.0	45 143.8	44 936.5	(207.3)
<b>Total</b>	<b>518 876.5</b>	<b>716 653.9</b>	<b>622 421.3</b>	<b>651 126.0</b>	<b>28 704.7</b>

23. The evolution of income and expenditure for general-purpose funds, special-purpose funds and programme support cost funds from 2010 to 2017 is presented in figures IV-VI, the years 2015-2017 represent the most recent projections.

Figure IV

**General-purpose funds: evolution of income and expenditure, 2010-2017**  
(Millions of United States dollars)



<sup>a</sup> 2015 final projections, 2016-2017 (normalized).

24. General-purpose income continues to decline. In the biennium 2014-2015, income dropped to \$13.0 million. This amounts to \$8.5 million (39.5 per cent) less than the income of \$21.5 million in the biennium 2012-2013. A further decline in unearmarked income of \$2.5 million, or 19.6 per cent, is anticipated for the biennium 2016-2017. This continuous decline is attributed to national austerity

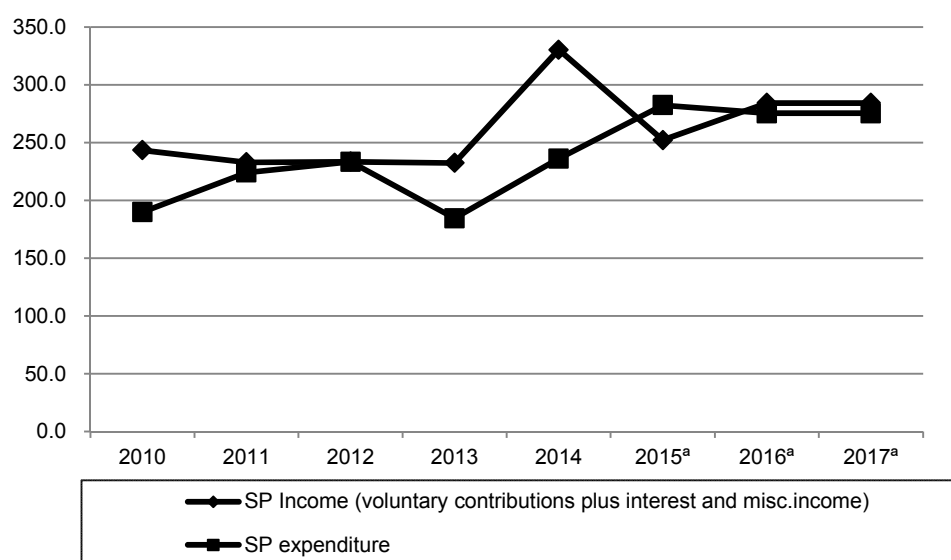
measures, the devaluation of the euro and the general reluctance of Member States to pledge unearmarked funds.

25. The continuous decline in general-purpose funds is unquestionably hindering the medium-term ability of UNODC to (a) strategically manage its operations; (b) improve upon its management processes; (c) exercise effective corporate oversight; and (d) launch new initiatives and programmes. In the biennium 2016-2017, general-purpose funds will fund only some normative work, research, the New York liaison office and the remainder of the transition of field office representatives from general-purpose funds to direct programmatic operations. As the flow of sustained unearmarked resources is key to the Office's viability, UNODC continues to make calls to Member States to pledge adequate general-purpose contributions.

Figure V

**Special-purpose funds: evolution of income and expenditure, 2010-2017**

(Millions of United States dollars)



<sup>a</sup> 2015 final projections, 2016-2017 (normalized).

26. Special-purpose funds show a continuing strong level of donor confidence in the programmatic direction of UNODC and its capacity to deliver technical cooperation activities, with income to special-purpose funds projected at a level of \$568.5 million in 2016-2017. The peak of \$330.2 million in 2014 reflects a one-off recognition adjustment of future-year income at the time of signature of funding agreements. This adjustment was made upon the adoption of IPSAS. Despite the mentioned adjustment which brought earlier the recognition of future-period income, 2014-2015 income levels are 22.2 per cent higher than the 2010-2011 period.

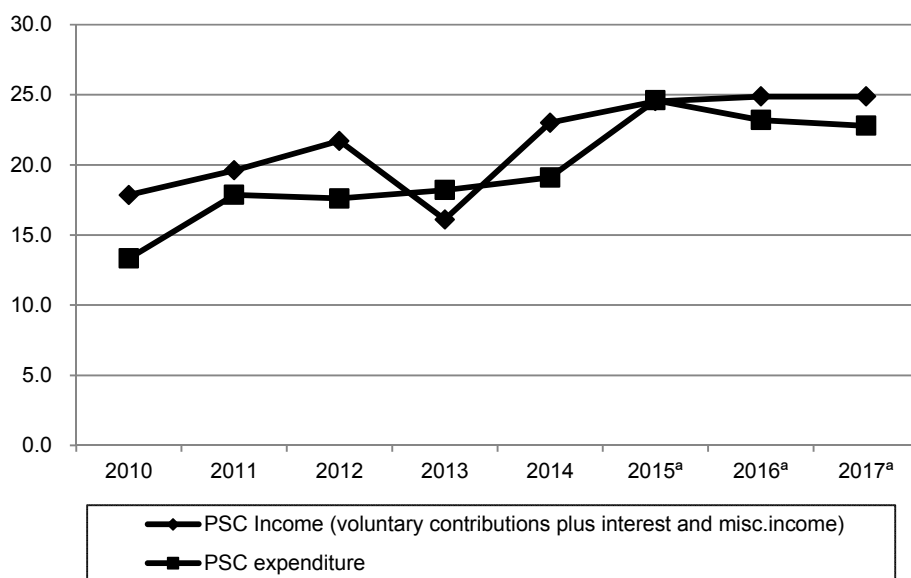
27. Programme implementation in 2016-2017 is projected at \$550.6 million, a 6.2 per cent increase from 2014-2015 final projected amounts. In particular, after lower than planned expenditures in Nigeria and some delayed delivery in other West

African countries in 2014-2015, in 2016-2017 UNODC is expecting a delivery increase of \$24.6 million in Africa and the Middle East. An increase of \$14.8 million is also projected in South-East Asia and the Pacific, due to an expansion of the portfolio in Indonesia, the Lao People's Democratic Republic and Myanmar. The further strengthening of its strategic partnership with key countries in Latin America and the Caribbean is expected to increase the delivery by \$8.3 million. Details on the allocation of special-purpose voluntary contributions by geographical region and thematic area are provided in annex II.

Figure VI

**Programme support cost funds: evolution of income and expenditure, 2010-2017**

(Millions of United States dollars)



<sup>a</sup> 2015 final projections, 2016-2017 (normalized).

28. Programme support cost funds, a derivative of programme execution, also show an upward trend, with a projected income of \$49.7 million in 2016-2017, an increase of \$2.1 million (4.4 per cent) from 2014-2015.

29. Based on the principles of full cost recovery and in accordance with the Financial Rules and Regulations of the United Nations, the use of programme support cost revenue is restricted to indirect central administration, programme and departmental administration, other internal and externally provided services, and overarching programme and department programme services. In an effort to sustain a reasonable pace of transition to the new funding model, in 2014-2015 and to a lesser extent in 2016-2017, programme support cost funds have on an exceptional basis been allocated to cover direct programme support activities in field offices.

30. With the objective of reaching the mandatory level of reserves in the fund, the projected expenditure is maintained at \$46.0 million for the biennium 2016-2017.

## **D. Secretariat initiatives for improvement**

31. UNODC is continuously improving its management, administrative and financial processes. A number of significant initiatives are under way aimed at strengthening accountability, transparency, effectiveness and efficiency of programme execution and utilization of donor funding.

### **Umoja**

32. The implementation of Umoja, the United Nations Secretariat-wide enterprise resource planning project, in Vienna and at UNODC field offices, is taking place in November 2015. In the second half of 2015, preparatory work intensified in the areas of fit gap analysis between legacy systems and Umoja, workflow adaptation, data migration, role-mapping, business intelligence reporting and user training. More than 60 staff members were trained as local process experts in the areas of financial and grants management, accounting, treasury, requisitioning and procurement, travel, human resources, organizational management, payroll, service delivery and asset management. Those experts in turn conducted a series of instructor-led sessions for more than 360 users in Vienna and at field offices. Field-based training was delivered in four hubs: India, Kenya, Panama and Thailand. It is understood that while a critical mass of users will be in place when the system goes live (“go-live”), further significant training efforts will be needed in 2016 in order to augment the expert user base and deliver remedial training.

33. UNODC is fully aware that the nature of its operations (extensive geographical footprint, heavy reliance on extrabudgetary contributions, complex project delivery and large number of out-posted staff) adds to the inherent complexities of deploying Umoja. Change management efforts are taking place to ensure readiness to operate well beyond the “go-live” months. The site deployment team is liaising with the Umoja project and early Umoja adopters for guidance and lessons learned. More importantly, multitier help desk support and clinics are planned in order to provide adequate functional support to the users throughout the deployment period.

34. It is anticipated that the ramp-up and stabilization period will last about one and a half years. By the end of 2016, deployment efforts will also be directed to the Umoja Extension 2 (UE2) release, which is expected to bring major improvements in budget formulation, programme/project portfolio management, grants-out management, supply chain planning, conference and event management and commercial operations. Throughout the biennium 2016-2017, the UNODC site deployment team will continue to liaise with the Umoja project team in New York for all deployment activities and coordinate the implementation in Vienna and UNODC field offices. In the biennium 2016-2017, UNODC will also ensure that Umoja Extension 2 (UE2) provides the required technical infrastructure to support results-based management and reporting.

35. The future of a well-functioning UNODC depends on the successful adoption of Umoja. UNODC is fully committed to successfully implementing it and deploying future releases to ensure efficiency, transparency and effective reporting.

### **International Public Sector Accounting Standards**

36. In 2015, UNODC issued its first IPSAS compliant financial statements with an unqualified opinion. These statements covered the results of the year ending 31 December 2014. The work leading to these statements was intense and span across divisions and field offices. Due to the inherent limitations of the legacy systems (IMIS and ProFi), IPSAS compliance was achieved by reworking existing transactions and manual adjustments and consolidations. The 2014 roll-out has therefore not achieved the benefits of continuous IPSAS compliance. The 2015 IPSAS financial closure will also pose challenges since it will be materially derived from records within IMIS/ProFi (January-October 2015) and to a lesser extent from Umoja (November-December 2015). This added complexity was also acknowledged in the report of the Board of Auditors report on the 2014 financial report and audited financial statements (A/70/5/Add.10 and Corr.1). In their report, the Board of Auditors fully acknowledged the progress made; however, it also highlighted that further work was required in the areas of reliability of the fixed-asset registers, valuation of construction projects and accounting for implementing partners. The Board also commented on the need to embed the IPSAS disciplines in the business processes and programme delivery culture of UNODC.

37. In the biennium 2016-2017, the IPSAS team will focus on the issuance of the 2015 and 2016 IPSAS financial statements, the tailoring of IPSAS processes to Umoja, the conditioning of converted and new records for IPSAS compliance and holistic training of staff in Vienna and in the field. The first IPSAS-compliant statements fully within Umoja will be the 2016 statements, to be issued by June 2017. In the last six months of 2017, the IPSAS team will effect further tailoring of Umoja compliance emanating from changes under Umoja Extension 2 (UE2). Overall, the IPSAS team will focus on IPSAS sustainability, a requirement mandated by the United Nations Controller.

### **Framework of engagement of external parties**

38. In 2014, UNODC launched the framework of engagement of external parties, which is a comprehensive framework and two manuals detailing guidelines, responsibilities, procedures, monetary limits and reporting during the implementation of partner and grantee engagements. The initiative covers transparent selection and award, capacity assessments and consistent programme execution, monitoring and contract closure. With this improvement, UNODC aims to strengthen accountabilities stemming from its fiduciary responsibilities embedded in contribution agreements.

39. The framework's processes will be tailored to the Umoja releases throughout the biennium 2016-2017.

### **Risk management**

40. Enterprise risk management is a critical tool for enhancing governance and improving management and internal control. In 2014, in line with the Secretariat-wide enterprise risk management initiative, UNODC launched a comprehensive approach to risk management encompassing identification, evaluation, mitigation and escalation of organizational and programme risks. In view of the emphasis put on that initiative, the Office of the Executive Director is

coordinating the activities through divisional focal points. UNODC continues to actively contribute to Secretariat-wide working groups on enterprise risk management.

41. UNODC will continue to emphasize the need for a risk oriented approach in programme delivery. Divisional and field-based risk registers are being developed and monitored. It is expected that in the forthcoming biennium the risk culture will bring benefits in the management of resources and activities.

### III. Resource projections

#### A. Projections

42. The consolidated budget for the biennium 2016-2017 for UNODC is based on the following principles: (a) balanced budgets by funding source, (b) compliance with the funding model standards on use of funding sources for their intended purpose, (c) compliance with the United Nations Financial Rules and Regulations, (d) zero growth budget pursuant to calls from the Member States, (e) maintenance of an adequate level of fund reserves, and (f) the extension of the new funding model's transitional provisions to the end of 2017. The extension of the transition in 2016-2017 is due to the need to implement the new funding model at a pace that does not negatively impact programme delivery — an expectation also expressed by Member States.

43. Table 2 and annex I provide a summary of revised and final projections for the biennium 2014-2015 and resource projections for the biennium 2016-2017.

Table 2

#### Resource projections, 2014-2015 and 2016-2017

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	14 848.8	14 048.8	8 934.3	43	29
Non-post	1 025.7	995.4	652.9	—	—
<b>Subtotal</b>	<b>15 874.5</b>	<b>15 044.2</b>	<b>9 587.2</b>	<b>43</b>	<b>29</b>
<b>B. Special-purpose<sup>a</sup></b>					
Drug programme	323 384.7	264 076.6	261 249.9	118	130
Crime programme	285 159.2	254 305.2	289 369.8	188	201
<b>Subtotal</b>	<b>608 543.9</b>	<b>518 381.8</b>	<b>550 619.7</b>	<b>306</b>	<b>331</b>
<b>C. Programme support cost</b>					
Post	37 568.5	32 731.0	37 564.5	174	140
Non-post	9 143.0	11 120.5	8 418.1	—	—
<b>Subtotal</b>	<b>46 711.5</b>	<b>43 851.5</b>	<b>45 982.6</b>	<b>174</b>	<b>140</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>D. Regular budget<sup>b</sup></b>					
Post	36 603.0	36 873.5	36 550.0	124	123
Non-post	8 921.0	8 270.3	8 386.5		
<b>Subtotal</b>	<b>45 524.0</b>	<b>45 143.8</b>	<b>44 936.5</b>	<b>124</b>	<b>123</b>
<b>Total</b>	<b>716 653.9</b>	<b>622 421.3</b>	<b>651 126.0</b>	<b>647</b>	<b>623</b>

<sup>a</sup> The distribution of posts between the drug programme and the crime programme for 2014-2015 has been revised, while the total number of posts remains unchanged. The posts for 2016-2017 include those administered by UNODC and funded from special-purpose funds as of September 2015. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of September 2015 there are 1,229 field office local positions (48 national professional officers, 78 local level posts and 1,103 service contracts) administered by the United Nations Development Programme (UNDP) on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

<sup>b</sup> Includes regular budget resources contained in sections 16 and 23 of the proposed programme budget for 2016-2017.

44. The further implementation of full cost recovery in 2016-2017 remains essential to ensure the financial sustainability of the Office. The consolidated budget for 2016-2017 reflects the continuous efforts of UNODC to ensure financial sustainability across the field office network and the continuous and rigorous review of costs. In particular, the Division for Operations is proposing to transfer six field office representative posts and seven posts related to the direct support provided by the regional desks, abolish 3 posts in the regional desks and transition \$3.9 million of direct programmatic support to special-purpose funds in 2016-2017. These efforts translate into a reduction of \$3.2 million in the requirements for general-purpose funds and a reduction of \$7 million in the requirements for programme support cost funds in 2016-2017. After restructuring the Integrated Programme and Oversight Branch and establishing the Field Operations Management Support Section in 2014, it was possible to redistribute duties and responsibilities within the regional sections with the purpose of more efficiently supporting the field office network. The objective is to ensure full implementation of the new funding model in 2018-2019 and achieve full transparency in terms of attribution of costs. The consolidated budget also reflects the cost efficiency measures taken by the Division for Management with the abolition of 2 posts (one under general-purpose funds and one under programme support cost funds) in the Information Technology Service.

45. In view of the continuous decline in general-purpose funds and the underlying budget principles, the consolidated budget for 2016-2017 proposes additional reductions in general-purpose funds. Total general-purpose expenditure for the drug and crime programme funds will further decrease by \$6.3 million (39.7 per cent), from \$15.9 million in 2014-2015 to \$9.6 million in 2016-2017. The proposed cost reduction measures are as follows:

(a) In line with the transition towards the new funding model, the budget proposes a gradual transfer to special-purpose funds of 6 additional field office representative posts, resulting in a reduction of \$3.2 million to the general purpose



fund budget (see also para. 226). These functions are considered directly related to programme execution;

(b) The transfer from general purpose funds to programme support cost funds of eligible indirect overarching programme support functions, resulting in a reduction of \$2.0 million to the general purpose fund budget, as follows: 3 posts in the Office of the Executive Director (see also para. 106) and 3 information technology posts in the Division for Management (see para. 256). The functions in the Office of the Executive Director exercise overarching programme support based on the United Nations Controller's instructions of June 2012; the information technology posts will engage in the Umoja technical help desk and develop local Umoja reporting requirements, including donor and project reports;

(c) The proposed conversion of the existing post of the Director of the Division for Operations to the regular budget, resulting in a reduction of \$0.8 million (see also para. 216). This conversion, which is also part of the transition process emanates from the realignment by UNODC of normative and operational functions in all divisions and establishes a fully harmonized management structure of the Office, within which all UNODC executive and division-level Director posts are funded from the regular budget of the Office;

(d) The abolition of 1 post related to ProFi development in view of the introduction of Umoja, resulting in a reduction of \$0.3 million to the general-purpose fund budget (see also para. 256).

46. As explained in section II.C, above, projections for programme delivery under special-purpose funds have been particularly volatile. It is recalled that the projections of special-purpose expenditure was set to increase from \$474.5 million in 2012-2013 to \$608.5 million in the revised budget for 2014-2015 (28.0 per cent). More realistic projections based on capacity on the ground, timing of contributions and project start-ups predict a lower aggregate special-purpose delivery of \$518.4 million (final projections) in 2014-2015. Based on comparable rigorous financial management predictions, the 2016-2017 special-purpose delivery is expected at the level of \$550.6 million (6.2 per cent increase over the final budget for 2014-2015) (see annex II).

47. For the drug programme fund, project delivery is projected to decrease by \$2.8 million (1.1 per cent), from \$264.1 million in 2014-2015 (final projections) to \$261.2 million in 2016-2017. The decrease represents more rigorous planning in the areas of prevention, treatment and reintegration, and alternative development, technical cooperation and field support, and justice. The decrease, compared with 2014-2015 (final projections), is offset by projected increase in programme delivery in the areas of countering illicit drug trafficking and transnational organized crime, provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board, executive direction and management, programme support and policy support. For the crime programme fund, project delivery is projected to grow by \$35.1 million (13.8 per cent), from \$254.3 million in 2014-2015 (final projections) to \$289.4 million in 2016-2017. The increase reflects mainly the expanded delivery of technical assistance in the areas of countering illicit drug trafficking and transnational organized crime, justice, terrorism prevention, countering corruption, programme support, prevention, treatment and reintegration, and alternative development, technical cooperation and

field support and policy support. The increase is offset by a lower level of programme delivery in the areas of research, trend analysis and forensics, countering corruption and policy support.

48. In adherence to the budget principles explained earlier in this section and in particular meeting the requirements from Member States for no growth in programme support cost funds, resources in this fund are proposed at the maintenance level of \$46.0 million in 2016-2017, a decrease by \$0.7 million (1.5 per cent), from \$46.7 million in the revised 2014-2015 budget. It is noted that from the start of the biennium 2014-2015, programme support resources had been prudently set, therefore fully accommodating a possible shortfall in delivery under special-purpose funds.

49. The proposed budget for programme support cost funds reflects the continuous transition towards the new funding model. In particular, the Division for Operations continues its rigorous efforts in cost rationalization to enable the transition towards full cost recovery through the following:

(a) The transfer of the direct support provided by the regional sections to special purpose funds of 7 posts and the abolition of 4 posts (see also para. 218). This effort results in a reduction of \$3.1 million in programme support cost funds;

(b) The transfer of direct programmatic costs (field office support) to special purpose funds (\$3.9 million). These costs are considered direct based on the United Nations Financial Rules and Regulations.

50. The budget for programme support cost funds also reflects the cost efficiency measures taken by the Division for Management with the abolition of one post in the Information Technology Service.

51. The budget for programme support cost funds also reflects the transfer of indirect programmatic costs from general-purpose funds, an increase of \$2.0 million, also described in more detail in paragraphs 106 and 256, as well as the need to further support the United Nations Secretariat-wide initiatives under way. The introduction of the new enterprise resource planning system, Umoja, coupled with the United Nations Controller-mandated requirements on IPSAS sustainability, requires the maintenance of the Umoja and IPSAS teams established in 2014. The Umoja team will support the overall process development, training, functional help desk, report development and work-flow adaptation efforts of UNODC. The IPSAS team will focus on the subset of tasks that deal with financial accounting processes, financial statement reporting and the development of a UNODC-specific anti-fraud framework. Both teams will support the roll-out of Umoja Extension 2.

52. Last, the budget for programme support funds reflects the establishment of 1 P-5 level post, Chief, Field Operations Management Support Section and 2 security-related posts (1 P-4, 1 GS (Other level)) in the Division for Operations. The Field Operations Management Support Section provides overarching services and cross-cutting functions for the continuous development of new strategic directions and operational approaches to ensure the well-functioning and integrity of the UNODC field office network.

53. The consolidated budget for 2016-2017 is building on the lessons learned from the first biennium of implementation of the new funding model. The pace of the transition is being adjusted; efficiencies were identified, which resulted in the

abolition of a number of posts at headquarters (2 P-3 and 2 GS (Other level) posts in the Division for Operation and 2 GS (Principal level) posts in the Division for Management). The results of the efforts of the office to control costs and promote efficiencies at headquarters and in the field are reflected in the final projections for 2014-2015, which show anticipated savings of \$0.8 million under general-purpose funds and savings of \$2.9 million under programme support cost funds.

54. The regular budget resources allocated to UNODC do not distinguish between the drug and crime programmes (see section 16, International drug control, crime and terrorism prevention and criminal justice, of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 16)). Those resources are projected to decrease by \$0.6 million (1.3 per cent) after recosting, from \$45.5 million in 2014-2015 to \$44.9 million in 2016-2017. The regular budget resources provided under section 23, Regular programme of technical cooperation, are projected to decrease by 0.2 per cent in comparison to the biennium 2014-2015 (see A/70/6 (Sect. 23)).

55. The distribution of resource requirements by source of fund and component of the budget is summarized in tables 4 and 5 at the end of this section. The details on budget variances are provided in the subsequent programmatic sections.

## B. Fund balances

56. Table 3 provides a summary of estimates for income and expenditure for the biennium 2016-2017.

Table 3

### Summary estimates for income and expenditure for the biennium 2016-2017 (Millions of United States dollars)

	<i>General-purpose funds</i>	<i>Special-purpose funds</i>	<i>Programme support cost funds</i>
<b>A. Funding</b>			
Fund balance at biennium start	12.6	451.5	25.0
<b>B. Income</b>			
Income	10.5	519.0 <sup>a</sup>	48.2 <sup>b</sup>
<b>C. Expenditure</b>			
Expenditure	9.6	550.6	46.0
<b>Excess (shortfall) (B-C)</b>	<b>0.9</b>	<b>(31.7)</b>	<b>2.2</b>
<b>Fund balances at biennium end</b>	<b>13.4</b>	<b>419.8</b>	<b>27.2</b>

<sup>a</sup> For special-purpose funds, the total income of \$519.0 million is adjusted by the programme support cost income for UNODC (\$48.9 million), net of the programme support paid to implementing partners (\$0.9 million). It is also adjusted by the programme support cost income for the United Nations Interregional Crime and Justice Research Institute (\$1.5 million).

<sup>b</sup> Programme support cost fund income does not include the programme support cost income earned by the United Nations Interregional Crime and Justice Research Institute (\$1.5 million), as the programme support cost budget of the Institute is considered under a separate process.

57. Table 3 shows that fund balances are being maintained for both general-purpose and programme support cost funds to ensure that UNODC is able to meet temporary cash shortfalls and any liquidation liabilities in cases of abrupt termination of activities financed from special-purpose funds. The United Nations financial policies require that funds maintain a constant level of reserves amounting to 15 per cent of estimated annual expenditures of general-purpose and special-purpose funds and 20 per cent of annual expenditures of programme support cost funds. With an average yearly implementation of \$325.6 million projected for the biennium and a projected unearmarked fund balance of \$40.6 million for both general-purpose and programme support cost funds, UNODC is below the full compliance level of \$46.6 million. UNODC reserves are therefore being monitored closely. The financial positions of the Fund of the United Nations International Drug Control Programme and of the United Nations Crime Prevention and Criminal Justice Fund are summarized in annex III.

### **C. Final assessment**

58. The consolidated budget for the biennium 2016-2017 builds on the lessons learned since the launch of the new funding model, namely the need to (a) transparently, fairly and consistently cost programme delivery; (b) use funding sources for their intended purposes; and (c) seek ways to realize cost efficiencies. Accordingly, the budget applies sound direct and indirect costing principles, supports local and United Nations Secretariat-wide improvement initiatives, identifies areas of cost savings, enforces a zero-growth support account, and imposes balanced budgets by funding source. Further, the budget recognizes that the new funding model requires a broader implementation cycle and proposes the extension of the transition period to the end of 2017. Under this approach, field offices will continue to be availed capped general purpose and programme support funds on a need basis.

59. UNODC emphasizes that the new funding model brought a stronger cost-conscious culture to its management and field offices. In particular, all support activities are constantly scrutinized locally by the field representatives and centrally by the Division for Operations and the Division for Management. The implementation of sound results-based project and costing structures within Umoja will further support accountability management.

60. The continuous decline in general-purpose funds is unquestionably hindering the medium-term ability of UNODC to (a) strategically manage its operations, (b) improve upon its management processes, (c) exercise effective corporate oversight, and (d) launch new initiatives and programmes. UNODC continues to make pleas to Member States and donors for unearmarked contributions.

Table 4  
**Distribution of resources by component**  
 (Thousands of United States dollars)

<i>Component</i>		<i>General-purpose funds</i>		<i>Special-purpose funds</i>		<i>Programme support cost funds</i>		<i>Regular budget</i>		<i>Total</i>	
		<i>2014-2015</i>	<i>2016-</i>	<i>2014-2015</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>
		<i>(revised budget)</i>	<i>2017</i>	<i>(revised budget)</i>		<i>(revised budget)</i>		<i>(revised budget)</i>		<i>(revised budget)</i>	
<b>A.</b>	<b>Polymaking organs</b>	–	–	–	–	–	–	<b>2 220.7</b>	<b>1 882.8</b>	<b>2 220.7</b>	<b>1 882.8</b>
<b>B.</b>	<b>Executive direction and management</b>	<b>1 937.4</b>	<b>397.2</b>	<b>518.0</b>	<b>907.1</b>	<b>2 006.5</b>	<b>3 635.8</b>	<b>1 703.5</b>	<b>1 697.5</b>	<b>6 165.5</b>	<b>6 637.6</b>
<b>C.</b>	<b>Programme of work</b>										
1	Countering illicit drug trafficking and transnational organized crime	504.1	463.9	182 362.2	190 850.5	900.7	862.9	6 612.6	6 618.7	190 379.6	198 795.9
2	Prevention, treatment and reintegration, and alternative development	–	–	189 453.6	139 713.3	324.5	340.1	1 693.8	1 561.1	191 471.9	141 614.4
3	Countering corruption	–	–	41 919.8	34 303.1	419.6	400.2	4 716.8	4 721.1	47 056.2	39 424.4
4	Terrorism prevention	–	–	19 782.4	25 376.1	103.3	106.3	2 724.4	2 724.2	22 610.1	28 206.6
5	Justice	1 022.8	1 048.4	76 929.5	80 729.4	–	–	2 675.7	2 660.4	80 628.0	84 438.2
6	Research, trend analysis and forensics	4 118.9	3 972.2	70 102.1 <sup>a</sup>	53 962.0 <sup>a</sup>	746.3	712.3	6 355.9	6 165.4	81 323.1	64 811.8
7	Policy support	1 356.9	1 474.0	7 478.3	6 608.9	4 584.4	4 523.4	1 745.8	2 079.7	15 165.5	14 686.0
8	Technical cooperation and field support	6 204.5	2 231.7	8 580.8	6 475.8	17 966.6	11 904.5	4 257.1	3 926.0	37 009.1	24 538.0
9	Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	–	–	5 298.5	5 820.0	–	–	9 678.9	9 747.2	14 977.4	15 567.2
	<b>Subtotal C</b>	<b>13 207.2</b>	<b>9 190.1</b>	<b>601 907.2</b>	<b>543 839.1</b>	<b>25 045.5</b>	<b>18 849.6</b>	<b>40 461.0</b>	<b>40 203.8</b>	<b>680 620.9</b>	<b>612 082.6</b>
<b>D.</b>	<b>Programme support</b>	<b>729.8</b>	–	<b>6 118.6</b>	<b>5 873.5</b>	<b>19 659.5</b>	<b>23 497.1</b>	<b>1 138.8</b>	<b>1 152.4</b>	<b>27 646.8</b>	<b>30 523.0</b>
	<b>Total</b>	<b>15 874.5</b>	<b>9 587.2</b>	<b>608 543.9</b>	<b>550 619.7</b>	<b>46 711.5</b>	<b>45 982.6</b>	<b>45 524.0</b>	<b>44 936.5</b>	<b>716 653.9</b>	<b>651 126.0</b>

<sup>a</sup> Includes the sub-fund for the United Nations Interregional Crime and Justice Research Institute for \$34.9 million in 2014-2015 and \$24.4 million in 2016-2017.

Table 5  
Post requirements by component

Component		General-purpose funds		Special-purpose funds <sup>a</sup>		Programme support cost funds		Regular budget		Total	
		2014-2015 (revised budget)		2014-2015 (revised budget)		2014-2015 (revised budget)		2014-2015 (revised budget)		2014-2015 (revised budget)	
		2016-2017		2016-2017		2016-2017		2016-2017		2016-2017	
<b>A.</b>	<b>Polymaking organs</b>	—	—	—	—	—	—	—	—	—	—
<b>B.</b>	<b>Executive direction and management</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>16</b>
<b>C.</b>	<b>Programme of work</b>									—	—
1	Countering illicit drug trafficking and transnational organized crime	1	1	69	87	3	3	19	19	92	110
2	Prevention, treatment and reintegration, and alternative development	—	—	34	44	1	1	4	4	39	49
3	Countering corruption	—	—	32	27	1	1	15	15	48	43
4	Terrorism prevention	—	—	20	27	—	—	8	8	28	35
5	Justice	3	3	36	35	—	—	8	8	47	46
6	Research, trend analysis and forensics	14	14	51	52	2	2	19	18	86	86
7	Policy support	3	3	12	6	13	13	5	6	33	28
8	Technical cooperation and field support	14	7	20	32	80	41	5	4	120	84
9	Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	—	—	6	6	—	—	37	37	43	43
	<b>Subtotal C</b>	<b>35</b>	<b>28</b>	<b>279</b>	<b>316</b>	<b>100</b>	<b>61</b>	<b>120</b>	<b>119</b>	<b>534</b>	<b>524</b>
<b>D.</b>	<b>Programme support</b>	<b>4</b>	<b>-</b>	<b>26</b>	<b>14</b>	<b>67</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>97</b>	<b>83</b>
	<b>Total</b>	<b>43</b>	<b>29</b>	<b>306</b>	<b>331</b>	<b>174</b>	<b>140</b>	<b>124</b>	<b>123</b>	<b>647</b>	<b>623</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as of September 2015. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of September 2015 there are 1,229 field office local positions (48 national professional officer posts, 78 local-level posts and 1,103 service contracts) administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

## **IV. Strategic direction of the United Nations Office on Drugs and Crime**

### **A. Overall orientation**

61. UNODC works with Member States to enhance their responses to the interconnected problems of drug use, illicit drug trafficking, trafficking in human beings and firearms, transnational crime, corruption and terrorism. To achieve this, UNODC helps Member States to create and strengthen legislative, judicial and health systems to better safeguard their populations, especially the most vulnerable persons.

62. The cultivation, manufacture, trafficking and consumption of illicit drugs pose a major threat to the health, dignity and hopes of millions of people and their families and lead to the loss of human life. In order to deal with these issues more effectively, UNODC aims to assist Member States in their pursuit of a balanced approach to implementing the drug control conventions, helping them to develop and implement integrated strategies to improve the resistance of communities and individuals to drug use and drug trafficking. Recognizing that the world drug problem is a common and shared responsibility, UNODC assists Member States in developing common strategies that are in full conformity with the purposes and principles of the Charter of the United Nations and international law, and in particular with full respect for the sovereignty and territorial integrity of States, the principle of non-intervention in the internal affairs of States and all human rights and fundamental freedoms.

63. Global criminal activities pose a strategic threat to Governments, civil societies and economies. Global trafficking networks are likewise having a major impact on the rule of law security and development and on business and finance. UNODC provides support to Member States to arrive at common strategies and tools to address these transnational threats.

64. Comprehensive legislation, effective international cooperation, public security, justice and a fair, accessible, accountable, effective and credible criminal justice system form the conceptual foundation for these joint responses. Furthermore, in this regard, the fight against the world drug problem is a common and shared responsibility, requiring an integrated multidisciplinary, mutually reinforcing and balanced approach, and must be carried out in full conformity with the purposes and principles of the Charter of the United Nations and international law, and in particular with full respect for the sovereignty and territorial integrity of States, the principle of non-intervention in the internal affairs of States and all human rights and fundamental freedoms. Therefore, there must be a continued determination to overcome the world drug problem through the full and balanced application of national, regional and international strategies to reduce the demand for, production of and trafficking in illicit drugs. A fair, accessible, accountable, effective and credible criminal justice system acts as a shield against the effects of crime, trafficking, corruption and instability. Development and the rule of law together promote the licit use of resources rather than their criminal abuse: trafficking in persons, trafficking in human organs and the smuggling of migrants, as well as

illicit trafficking in endangered species of wild fauna and flora, cultural property, drugs and firearms.

65. Besides the foundational mandates, the policy directions of the United Nations Office on Drugs and Crime are grounded in (a) the Millennium Declaration (see General Assembly resolution 55/2); (b) the twentieth special session of the General Assembly on countering the world drug problem; (c) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1); (d) Economic and Social Council resolutions 2007/12 and 2007/19; and (e) the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, as adopted by the Commission on Narcotic Drugs at the high-level segment of its fifty-second session.

66. The Office's work flows logically from these mandates and is reflected in its mission, which is "to contribute to the achievement of security and justice for all by making the world safer from drugs, crime and terrorism" (see E/CN.7/2007/14-E/CN.15/2007/5).

67. The Office has responded to the growing demand for its services, as well as a shrinking resource base for core programmatic support by establishing an integrated mode of programme planning implementation and reporting. Essential to this approach is the development of country and regional programmes, which allow the Office to respond to Member States' priorities in a more sustainable manner. These programmes leverage the normative and technical skills of the UNODC global programmes in specific geographic areas. Notably, this approach deepens the engagement with a wide cross-section of stakeholders from Member States, including academic, technical, political and civil society actors.

68. Human rights, peace and security and development are the three interlinked and mutually reinforcing pillars of the United Nations enshrined in the Charter. The Office will continue promoting a comprehensive response to drugs and crime, embracing both development and security, and taking a human rights-based approach to programming. The Office will strengthen its efforts to promote the implementation of United Nations standards and norms on crime prevention and criminal justice.

69. The main United Nations policymaking organs in matters of international drug control, crime prevention and criminal justice, which function as governing bodies of the Office, are the Commission on Narcotic Drugs and its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice; UNODC also supports the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice.

70. The Commission on Narcotic Drugs, in its resolution 54/10, and the Commission on Crime Prevention and Criminal Justice, in its resolution 20/1, further requested the Secretariat to promote a culture of evaluation throughout UNODC, to mainstream the use of relevant evaluation tools in programme planning and implementation. As per the Joint Inspection Unit on the review of management and administration in the United Nations Office on Drugs and Crime (JIU/REP/2010/10), building an evaluation culture within UNODC is a "shared responsibility", and as such, it is essential that all UNDOC stakeholders actively participate in this endeavour. The analysis of the Independent Evaluation Unit at



UNODC shows that the quantity and quality of evaluations have improved but that further efforts are crucial to fully institute a culture of integrated programming, transparency and accountability. This entails a need to strengthen evaluation capacity both at headquarters and at the field level and to position the evaluation function in line with best practices of the United Nations Evaluation Group and to advocate for sound evaluation principles at the highest possible political levels.

71. Each subprogramme falls within the current three-division organizational structure, which allows for the leveraging of complementarities and synergies.

72. In pursuing its objectives, UNODC will make every effort to mainstream gender concerns into its technical cooperation programme.

## **B. The integrated programme approach: enhancing the strategic engagement of the United Nations Office on Drugs and Crime**

73. The move by UNODC into the integrated programme approach as of the 2008-2009 biennium has supported more strategic and programmatic technical assistance in many regions. The integrated programme approach was designed to, inter alia: (a) enhance ownership by countries and cooperation partners of their technical cooperation programmes by formulating interventions together with national and regional entities; (b) enhance cooperation with United Nations partners and multilateral bodies by mainstreaming the fight against organized crime, corruption, illicit trafficking and terrorism into a broader development agenda; (c) maximize the comparative advantages of UNODC in upstream policy and normative support, and in the promotion of strategic cross-border initiatives by regional entities and partner countries; and (d) ensure full synergies and cost efficiencies between UNODC country, regional and global operations. Those efforts were recognized by the Commission on Narcotic Drugs in its resolution 52/13 and by the Commission on Crime Prevention and Criminal Justice in its resolution 18/3, in which the Commissions requested UNODC to adopt and implement a thematic approach for the formulation of operational programmes and the provision of voluntary contributions, within the framework of the priorities established in the strategy for the period 2008-2011 for UNODC. The Economic and Social Council, in its resolution 2009/23, requested the Executive Director to give high priority to the implementation of the regional programmes of the Office and to report on progress made. The integrated programme approach was further endorsed by the Commission on Narcotic Drugs in its resolution 54/10, the Commission on Crime Prevention and Criminal Justice in its resolution 20/1 and the Economic and Social Council in its resolution 2011/34.

74. Following internal demand and an explicit request from the Joint Inspection Unit, the Independent Evaluation Unit conducted an in-depth evaluation of the integrated programming approach in 2012-2013. That evaluation recognized the progress made in the approach and recommended the continuation of efforts to further develop corporate guidelines to improve on monitoring the achievement of results and further define alignments between UNODC strategy-setting and operational programmes, as well as between the various UNODC programmes.

75. Fulfilling the recommendations of oversight bodies (A/67/5/Add.9), evaluations of the first generation of all regional programmes at UNODC, except for

the regional programme for South Asia, will be finalized by September 2015. In the biennium 2014-2015, evaluations of the following UNODC regional, country and global programmes were carried out: the regional programme for South-Eastern Europe; the regional programme for Afghanistan and neighbouring countries; the regional programme for Arab States; the regional programme for Central America; the regional programme for East Africa; the regional programme for West Africa; the country programme for Pakistan; the country programme for the Islamic Republic of Iran; the country programme for the Plurinational State of Bolivia; the country programme for Paraguay; the participatory self-evaluation of the country programme for Afghanistan; the Global Initiative to Fight Human Trafficking; the Global Programme on HIV/AIDS; Global Programme on Strengthening the Legal Regime against Terrorism; the Afghan Opiate Trade Project; the global project "Support to the work of the Conference of the Parties to the Organized Crime Convention". Member States and senior managers have been regularly briefed on evaluation findings in that regard, in the pursuit of fostering a culture of accountability and learning. Recommendations and lessons learned from those evaluations have provided the basis for the development of new integrated regional programmes for East Africa, West Africa, the country programmes for Iran (Islamic Republic of) and Pakistan, and the programme operations in Latin American countries, including Brazil and Peru. The UNODC thematic programmes approved between 2011 and 2013 will be reshaped in accordance with the recommendations of the evaluation of the integrated programming approach and revised to correspond to the biennial budget cycle for 2016-2017. Thematic programmes provide a conceptual synthesis of the work of UNODC (i.e., principles, mandates, approaches, methodologies and tools) in each substantive subprogramme. Their objective is to provide Member States with a clear overview of the tools and services that UNODC offers to assist them in each thematic area, as well as an overview of the primary issues of concern. Thematic programmes therefore add to the UNODC strategic and policy framework, provide services for the formulation of operational programmes at the global, regional and country levels, and also serve as references for evaluations.

76. During the period 2014-2015, UNODC further clarified definitions, standards and processes for field-based integrated programming, which also include detailed mechanisms and guidelines for the bottom-up design of regional and country programmes and the full inclusion of field-based global programme interventions into these programmes, so as to tailor all UNODC interventions to national and regional priority needs. As of the end of the biennium 2014-2015, regional programmes were ongoing in East Africa, West Africa, Southern Africa, the Arab States, the Caribbean, Central America, East Asia and the Pacific, South Asia, South-Eastern Europe, and Afghanistan and neighbouring countries. For several of those programmes and country operations, a second generation programme phase is being designed, to start in the biennium 2016-2017, as the current programmes reach the end of their implementation period. For these programmes to become fully sustainable operations, UNODC will also require a further expansion and consolidation of the funding and resource base for these countries and regions so as to reach all full cost recovery targets set in the transition programme budget for 2016-2017.

77. The process of regional prioritization and review, coupled with the need to provide a sustainable and fundable resource basis for UNODC field operations, has

also resulted in a review of the strategic engagement of UNODC with middle-income countries. To date, UNODC has concluded host country agreements for UNODC liaison and partnership offices that also provide major host Government funding support for these offices, in Brazil and Mexico. In the biennium 2016-2017, UNODC will continue the joint review and negotiations of these agreements for the 2016-2017 budget cycle and beyond. The Office will also expand on joint efforts with other Governments hosting UNODC offices on their support to local office and infrastructure cost so as to gradually reach the targets for full cost recovery and field office self-sustainability by the end of the biennium 2016-2017.

### **C. Fostering partnerships within the United Nations system**

78. At present, UNODC carries out its activities in cooperation with other departments and offices of the Secretariat and entities of the United Nations system, in particular with the Joint United Nations Programme on HIV/AIDS (UNAIDS), the World Bank, the International Labour Organization, the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the International Fund for Agricultural Development, the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Human Rights, the World Health Organization (WHO), the secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and entities external to the United Nations, such as the World Customs Organization, the Organization for Security and Cooperation in Europe, the African Union, the Organization of American States (OAS), the Economic Community of West African States, the European Union, the Southern African Development Community, the International Criminal Police Organization (INTERPOL), the Inter-American Development Bank, the European Monitoring Centre for Drugs and Drug Addiction, the OAS Inter-American Drug Abuse Control Commission, the League of Arab States, the Association of Southeast Asia Nations, the South Asian Association for Regional Cooperation (SAARC), the Pacific Islands Forum Secretariat, members of the network institutes of the United Nations crime prevention and criminal justice programme and other relevant intergovernmental and non-governmental organizations. UNODC also positions its work with other United Nations agencies under the "One United Nations" framework, such as in Viet Nam. The Office is an active member of the United Nations Evaluation Group, which sets standards and norms for evaluation within the United Nations system. In the 10 years since the signing of an exchange of letters between the European Union and UNODC in 2005, cooperation between the two organizations has developed rapidly. Frequent policy level exchanges have been matched by intensive operational cooperation at project level in the field and reached a level which makes the European Union one of most important operational partners of UNODC globally. In the past year, there were fruitful discussions on issues related to mainstreaming UNODC mandates into the post-2015 development agenda, with a particular focus on security, justice and the rule of law and assisting Member States in tracking progress to the target under the Sustainable Development Goals. The European Union continued to support UNODC integrated programmes in Nigeria,

other parts of Africa, Latin America, Asia and the Middle East and North Africa region.

79. The Office has been actively involved in contributing to a number of peacekeeping missions and reconstruction efforts for countries emerging from conflict. Over the years, UNODC has provided support in the development of strategies to counter crime and related drug control strategies, including the provision of legal assistance, training and capacity-building, policy development, justice reform, drug demand reduction and the prevention of HIV/AIDS, alternative development and research, to countries emerging from conflict, including Afghanistan, Angola, Cambodia, El Salvador, Haiti, Iraq, Somalia and countries of the former Yugoslavia. The United Nations Stabilization Mission in Haiti provides funding for one legal assistance/law enforcement officer, the United Nations Integrated Peacebuilding Office in Sierra Leone provides funding for two corruption and law enforcement officers, and the United Nations Integrated Peacebuilding Office in Guinea-Bissau provides funding for a special adviser to provide the Secretary-General with advice on areas that fall within the mandates of UNODC in that region.

80. The United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, of which UNODC is co-chair, continued to provide a platform for United Nations entities that are members, to coordinate inputs for major meetings and contributions for documents and speeches of senior United Nations officials.

81. UNODC was an integral part of the United Nations system technical support team assisting the Open Working Group of the General Assembly on Sustainable Development Goals and co-chaired the team following Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

82. UNODC has continued to promote coherence of United Nations initiatives on the rule of law by participating in the Rule of Law Coordination and Resource Group and by providing expertise and support to the global focal points for the police, justice and corrections areas of the rule of law in post-conflict and other crisis situations. At the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice a high-level special event on rule of law, human rights and the post-2015 development agenda was organized by UNODC in partnership with the Rule of Law Coordination and Resource Group and the Permanent Missions of Italy and Thailand. The President of the General Assembly and the President of the Economic and Social Council, as well as principals of UNODC, the Office of the United Nations High Commissioner for Human Rights, UNDP and the Department of Peacekeeping Operations of the Secretariat participated in that event. The President of the General Assembly also convened, in cooperation with UNODC and Italy, Mexico, Morocco, Qatar and Thailand, the High-level Thematic Debate of the General Assembly on Integrating Crime Prevention and Criminal Justice in the Post-2015 Development Agenda. The presidential summary was transmitted to the Thirteenth Congress (A/CONF.222/15). Furthermore, on the margins of the High-level Event of the General Assembly on the Contributions of Human Rights and the Rule of Law in the Post-2015 Development Agenda, the Permanent Missions of Italy, Qatar and Thailand, together with UNODC, held a high-level panel discussion on “The rule of law, crime prevention and criminal justice in the

United Nations development agenda beyond 2015: engendering a human rights for all approach”.

83. The Office is working with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to commemorate the twentieth anniversary of the Fourth World Conference on Women, held in Beijing in 1995.

84. Considering that, since the beginning of the twenty-first century, around 50 per cent of the world's population has been living in the world's urban areas and that it is estimated this figure will reach 70 per cent by the year 2050, the Office has also been participating actively in the preparations for United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in Quito from 17 to 20 October 2016, and will be implementing a joint initiative funded from the United Nations Development Account.

85. In addition, UNODC and WHO jointly developed a project for the multi-partner United Nations Fund for Action against Sexual Violence in Conflict based on a global tool previously developed by the two organizations, on medical concerns arising from the use of female genital cutting, as well as on addressing the limited availability of forensic laboratory capacity in Somaliland.

86. UNODC works closely with international and other regional organizations such as INTERPOL, the World Customs Organization (WCO), the European Police Office (Europol), the Southeast European Law Enforcement Center (SELEC), the Association of Southeast Asian Nations Chiefs of Police (ASEANAPOL) and others, both in the implementation of specialized technical assistance and in encouraging coordination between their respective members in addressing illicit trafficking and cross-border organized crime.

87. UNODC is also an active member of the International Consortium on Combating Wildlife Crime, a collaborative effort of five intergovernmental organizations working to bring coordinated support to the national wildlife law enforcement agencies and to the subregional and regional networks. The Consortium partners are the secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora, INTERPOL, UNODC, the World Bank and the WCO.

88. UNODC continued its collaboration with WHO to strengthen services based on scientific evidence and ethical standards for the treatment, care and recovery of people suffering from drug dependence in 45 countries. In this context, UNODC and WHO continued to promote voluntary treatment services in the community, as an alternative to prison and compulsory detention centres. The Office chaired the UNAIDS Committee of Cosponsoring Organizations in 2014 and in this process, encouraged a full and substantive participation of all stakeholders, including civil society, in developing a new strategy for the efforts of the United Nations system to tackle HIV/AIDS.

89. In the context of terrorism prevention, UNODC closely cooperates with entities participating in the Counter-Terrorism Implementation Task Force, including the Counter-Terrorism Implementation Task Force office and the Counter-Terrorism Committee Executive Directorate. UNODC participates in the thematic working groups of the Task Force and contributes to their activities. It also chairs two Counter-Terrorism Implementation Task Force working groups: one on

countering the financing of terrorism and the other on the legal issues and criminal justice responses to terrorism.

## V. Policymaking organs

90. The Commission on Crime Prevention and Criminal Justice is the principal policymaking body of the United Nations in the field of crime prevention and criminal justice. The Commission on Narcotic Drugs, together with its five regional subsidiary bodies, is the principal policymaking organ of the Organization in the field of international drug control. The standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime was established in 2009 in order to achieve the common objective of strengthening the performance and effectiveness of UNODC. The International Narcotics Control Board is an independent treaty-based body with the responsibility to promote compliance by Governments with the provisions of international drug control conventions and to assist them in that effort. The Conference of the Parties to the United Nations Convention against Transnational Organized Crime was established to improve the capacity of Member States to combat transnational organized crime and to promote and review the implementation of the Convention and its Protocols. The Conference of the States Parties to the United Nations Convention against Corruption was established to improve the capacity of and cooperation between Member States to achieve the objectives set forth in the Convention and to promote and review its implementation. The United Nations congresses on crime prevention and criminal justice are held every five years and provide a forum for the exchange of views among States, intergovernmental organizations, non-governmental organizations and individual experts on crime prevention and criminal justice matters.

91. During the biennium 2016-2017, UNODC will service these principal policymaking organs, as well as the special session of the General Assembly on the world drug problem in 2016.

92. The distribution of resources for policymaking organs is reflected in table 6 below.

Table 6  
**Resource projections: policymaking organs**

Category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014- 2015	2016- 2017
Regular budget					
Post	—	—	—	—	—
Non-post	2 220.7	1 919.9	1 882.8		
<b>Total</b>	<b>2 220.7</b>	<b>1 919.9</b>	<b>1 882.8</b>	—	—

93. The resource requirements for servicing the policymaking organs in the amount of \$1,882,800 are provided from the regular budget resources under section 16 of the proposed programme budget for the biennium 2016-2017 and

account for 0.3 per cent of the total 2016-2017 consolidated budget. A decrease by \$337,900 (15.2 per cent) over the 2014-2015 revised budget is the net result of the non-recurrence of the one-time provision in the biennium 2014-2015 for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, partially offset by the increase for the one-time requirement for the special session of the General Assembly on the world drug problem to be held in 2016.

94. In implementation of the mandate provided by General Assembly resolution 69/200, resources in the amount of \$475,700 will be allocated for the special session of the General Assembly on the world drug problem to be held in 2016. The holding of the special session was recommended in the 2009 Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, to address the world drug problem. By its resolution 67/193, the General Assembly decided to convene this special session in early 2016. The budgeted amount will cover the provision of substantive, technical and secretariat support to the special session in 2016.

95. The relevant special-purpose expenditures are reflected under subprogramme 9 (Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board) for projects relating to the work of the Secretariat of the Governing Bodies and the Secretariat of the International Narcotics Control Board.

## **VI. Executive direction and management**

96. The Executive Director is responsible for coordinating and providing effective 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 him 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.

97. 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 advice on issues of policy, resources and results management.

98. The Independent Evaluation Unit reports directly to the Executive Director and Member States on all matters related to evaluation and accountability, including

the relevance, efficiency, effectiveness, sustainability and impact of UNODC operations, covering the mandate of the Office in drug control and crime prevention.

99. The core functions of the Unit correspond to its three main objectives. The first objective is to strengthen a culture of accountability and evaluation, in line with resolutions 56/11 of the Commission on Narcotic Drugs and 22/2 of the Commission on Crime Prevention and Criminal Justice, through capacity-building, positioning UNODC at the United Nations-wide oversight level and working closely with oversight functions, comprising the Joint Inspection Unit, the Office of Internal Oversight Services and the United Nations Board of Auditors.

100. The second objective is to develop and revise evaluation norms and standards in accordance with evaluation best practices of the United Nations Evaluation Group. The unit participates in task forces of the United Nations Evaluation Group on normative instruments as well as in peer reviews of evaluation functions within the United Nations.

101. The third objective is to lead global, regional or country programme evaluations. The Unit guides the process of project evaluations, covering its evaluation services for the entire UNODC portfolio and regularly presents to senior management and Member States evaluation recommendations and their adoption rates, thereby fostering an evidence-based dialogue for transparency and improved performance.

Table 7

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

**Objective:** To coordinate and provide leadership for all United Nations drug control and crime prevention activities, and ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(a) Programme of work is effectively managed	Timely delivery of outputs and services [Percentage of the Office's workplan implemented in a timely manner]	Target	100	100	100
		Estimate		100	100
		Actual			100
	[Percentage of the Executive Committee's decisions completed]	Target	98	95	93
		Estimate		95	93
		Actual			93
(b) Improved geographical representation and gender balance of staff	(i) Increased percentage of recruitments of candidates from unrepresented or underrepresented Member States to geographical posts	Target	20	20	30
		Estimate		20	20
		Actual			75
	(ii) Attain or maintain gender parity in the Professional and higher categories [Percentage of gender parity]	Target	45	48.5	50
		Estimate		40	46.5
		Actual			39



Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2016-2017	2014-2015	2012-2013
(c) Timely recruitment and placement of staff	Reduction of the average number of days to complete all steps in the recruitment process under the authority of UNODC [Number of days from job posting to selection]	Target	120	120	120
		Estimate		58	120
		Actual			58
(d) Enhanced policy coherence in the management of counter drugs, crime and terrorism activities of the United Nations	Increase in the number of activities carried out in collaboration with other entities [Number of activities carried out in collaboration with other entities]	Target	10	7	5
		Estimate		7	5
		Actual			18
	[Number of other entities involved in the activities]	Target	10	7	5
		Estimate		7	5
		Actual			12
(e) Institutionalized culture of evaluation	Increase the perception of evaluation as important element for accountability and credibility [Number of internal and external stakeholders participating actively in the consultations on the biennial workplan of the Unit]	Target	15	13	–
		Estimate		13	–
		Actual			–
(f) High-quality standards and evidence-based independent in-depth evaluations	Increase in the quantity of evaluation guidelines, tools and templates through continuous development and updates [Number of developments and updates of UNODC evaluation guidelines, tools, templates and procedures]	Target	2	2	1
		Estimate		2	1
		Actual			1
(g) Improved accountability and learning, delivery and policy formulation through evaluation results	Increased usage of evaluation results from evaluation reports for planning and decision-making [Number of in-depth evaluation reports finalized and disseminated to internal and external stakeholders]	Target	8	3	3
		Estimate	–	20	3
		Actual	–	–	4

### External factors

102. The Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there are no delays in the recruitment of staff; (b) collaborating partners facilitate the timely delivery of outputs; and (c) sufficient extrabudgetary resources are available to implement the programme of technical cooperation.

## Outputs

103. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Effective management of UNODC;
- (b) Implementation of the mandates of UNODC;
- (c) Substantive input and contribution, including political advice and analysis, to the Secretary-General on drug control, crime prevention, anti-corruption and terrorism prevention issues in the form of briefing material, statements and talking points;
- (d) 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;
- (e) Regular monitoring of the Office's divisions to ensure continued timely preparation and submission of documentation to the governing bodies;
- (f) Provision of support to multilateral efforts in the field of drug control, crime prevention, anti-corruption and terrorism prevention, and cooperation with Member States, intergovernmental organizations and civil society, including at the regional level;
- (g) Preparation, organization and substantive servicing of meetings and/or activities related to relevant governing bodies, conferences and meetings, such as the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the protocols thereto, the Conference of the States Parties to the United Nations Convention against Corruption, and the Congress on Crime Prevention;
- (h) In-depth and independent project evaluations of programmes and projects covering the mandate of UNODC in drug control and crime prevention; and reporting and disseminating the evaluation results to senior management and Member States to ensure that evaluation recommendations feed into planning and decision-making;
- (i) Improved quality of evaluations through the use of UNODC evaluation norms and standards in line with the United Nations-wide evaluation methodologies;
- (j) Strengthened national capacities of Member States for evaluation by implementing General Assembly resolution 69/237 as well as ensuring accountability and transparency within UNODC by engaging with national counterparts in all stages of the evaluation process.

104. The distribution of resources for executive direction and management is reflected in table 8 below.

Table 8  
Resource projections: executive direction and management

Category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	1 648.7	1 540.3	389.2	4	1
Non-post	288.7	288.7	8.0		
<b>Subtotal</b>	<b>1 937.4</b>	<b>1 829.0</b>	<b>397.2</b>	<b>4</b>	<b>1</b>
<b>B. Special-purpose</b>					
Drug programme	518.0	225.2	907.1	1	1
Crime programme	—	—	—	—	—
<b>Subtotal</b>	<b>518.0</b>	<b>225.2</b>	<b>907.1</b>	<b>1</b>	<b>1</b>
<b>C. Programme Support cost</b>					
Post	1 877.8	1 678.4	3 185.6	7	10
Non-post	128.7	129.1	450.2		
<b>Subtotal</b>	<b>2 006.5</b>	<b>1 807.5</b>	<b>3 635.8</b>	<b>7</b>	<b>10</b>
<b>D. Regular budget</b>					
Post	1 592.4	1 621.0	1 590.2	4	4
Non-post	111.1	108.9	107.3		
<b>Subtotal</b>	<b>1 703.5</b>	<b>1 729.9</b>	<b>1 697.5</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>6 165.5</b>	<b>5 591.6</b>	<b>6 637.6</b>	<b>16</b>	<b>16</b>

105. Total resources for executive direction and management, are proposed at \$6,637,600 for 2016-2017, reflecting an increase of \$472,100 (7.7 per cent) in comparison to 2014-2015 revised budget. The programme component accounts for 1.0 per cent of the total 2016-2017 consolidated budget.

106. The review of the distribution of general-purpose resources has resulted in the transfer to the programme support cost funds of 3 posts in the Office of the Executive Director (1 D-1, 1 P-4 and 1 P-3) and non-post resources for general temporary assistance, consultants and experts, travel of staff and hospitality. This has led to a reduction of \$1,540,280 (79.5 per cent) in 2016-2017 over 2014-2015 revised.

107. Special-purpose expenditure for the Independent Evaluation Unit are estimated in the amount of \$907,100, reflecting an increase of \$389,050 (75.1 per cent) over 2014-2015 revised budget and \$681,900 (302.8 per cent) over 2014-2015 final projections. The resources will ensure continuity to the work of the Unit and allow to support the strengthening of the overall culture of accountability within UNODC, including the utilization of evaluation findings through multiple strategic investments; advance normative evaluation tools in line with the best practices of the United Nations Evaluation Group, enabling the management of all projects and programmes at UNODC from an evaluation perspective; and lead and manage in-depth evaluations, following specific recommendations from oversight bodies, the Executive Director and Member States. That will include continued strong

engagement and collaboration with the United Nations Evaluation Group, including the implementation of the recommendations coming out of the Group's evaluation peer review of the evaluation function at UNODC in 2015/2016; close cooperation with the European Union on the evaluation of European Union-funded projects and programmes, as well as a general contribution to system-wide evaluation initiatives. Resources will further be used in the pursuit of implementing the recently adopted General Assembly resolution 69/237 on building capacity for the evaluation of development activities at country level, as well as improving the culture of evaluation and evaluation expertise in the field through the provision of evaluation trainings for senior managers, staff involved in evaluation and Member States counterparts. In addition, resources will be used for the continuous external assessments of the quality of evaluation reports, following best practices by UN-Women and UNICEF, giving Member States and management further assurance of the enhanced quality of evaluations. In line with the analysis of these results, evaluation guidelines, templates and tools will be revised in accordance.

108. Programme support cost resources are projected at \$3,635,800 in 2016-2017 reflecting an increase of \$1,629,300 (81.2 per cent) over 2014-2015 revised. The increase is due to the redeployment of resources from general-purpose fund as well as recosting to 2016-2017 rates. The requirements in 2016-2017 include the following:

(a) 10 posts (1 D-1, 3 P-4, 1 P-3, 2 P-2/1, 1 GS (Other level)) in the Office of the Executive Director and 3 posts (3 GS (Other level)) in the Independent Evaluation Unit;

(b) Non-post resources relating to general temporary assistance, missions of the Executive Director to the field, supplies and materials, general operating expenses and contribution to joint services.

109. Regular budget resource requirements for the Office of the Executive Director and the Independent Evaluation Unit are presented in section 16 of the proposed programme budget for 2016-2017. An amount of \$1,697,500 after recosting, under that section provides for the post of the Executive Director (USG) and non-post resources to enable the Office to carry out its functions. It also includes the posts of the Independent Evaluation Unit (1 P-5, 1 P-4 and 1 P-3). The decrease of \$6,000 (0.4 per cent) reflects reductions in line with General Assembly resolution 69/264 and adjustment based on expenditure patterns.

## **VII. Programme of work**

### **Subprogramme 1. Countering illicit drug trafficking and transnational organized crime**

110. Substantive responsibility for subprogramme 1 is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 13 of the biennial programme plan for the period 2016-2017.

111. The thematic programme on action against transnational organized crime and illicit drug trafficking for the period 2016-2017 outlines the context, the problems

addressed and the challenges faced in preventing and combating organized crime in a globalized world and describes the work of UNODC to assist countries in developing strategies, policies, action plans, programmes and projects in relation to all aspects of the Organized Crime Convention and its three Protocols, as well as the three international drug control conventions. This includes addressing, inter alia, trafficking in drugs; firearms; trafficking in persons and smuggling of migrants; money-laundering; and emerging crimes such as cybercrime and trafficking in cultural property. The thematic programme strives to achieve a balance between supporting long-term institutional capacity development objectives (for example, through developing legislative and regulatory frameworks in line with international conventions, standards and norms) and working in partnership with the Governments of Member States to implement their policy priorities and strategies in a tangible and results-oriented way. The thematic programme, which is to be revised in the biennium 2016-2017, currently consists of subprogrammes on the three following topics:

(a) International policy, knowledge and trends, which deal with the normative role of UNODC in support of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the international drug control conventions. The Office provides technical assistance to facilitate ratification and implementation of the Organized Crime Convention and the Protocols thereto, as well as the international drug control conventions, including through the provision of legal advice, training sessions on capacity-building and tools. In addition, UNODC develops manuals on international cooperation in criminal matters, model legislative provisions to combat organized crime and a knowledge management portal on transnational organized crime, and undertakes activities to promote international judicial cooperation;

(b) Regional and national capacity-building and technical assistance, which guides the work of UNODC in ensuring the effective implementation of the Organized Crime Convention and the Protocols thereto through the provision of expert technical assistance and technical support, the creation of global tools (such as model laws, training programmes and guides) and the standardization of proven approaches (through handbooks, case studies and international standards) that can serve as a platform for the customization of technical assistance and programme development via the regional or country programmes. These approaches are operationalized through global programmes, including the Global Programme for Strengthening the Capacities of Member States to Prevent and Combat Organized and Serious Crime, the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism, the Global Programme on Firearms and the Container Control Programme;

(c) Trafficking in persons and smuggling of migrants, based on mandates given to UNODC through the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime. The Office continues to support Member States by promoting and delivering a comprehensive, integrated and coherent response to the many challenges posed by trafficking in persons and smuggling of migrants. The United Nations Global Plan of Action to Combat

Trafficking in Persons will continue to provide the political momentum for UNODC to advance policy within the international community working towards combating trafficking in persons, and to build capacity for coordinated action around the four pillars of prevention, protection, prosecution and partnership. The commitment of UNODC to inter-agency coordination mechanisms is an important step in promoting system-wide cooperation.

Table 9

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

**Objective:** To promote effective responses to transnational organized crime, illicit trafficking and illicit drug trafficking by facilitating the implementation at the normative and operational levels of the relevant United Nations conventions.

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(a) Increased technical assistance implemented, at the request of Member States, aimed at promoting the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto and at supporting Member States in preparations for the special session of the General Assembly on the world drug problem and supporting Member States in the implementation of decisions emanating from the special session	(i) Increased number of States parties ratifying the Organized Crime Convention, drawing on the assistance of UNODC  [Number of additional ratifications of the Convention]	Target	3	5	5
		Estimate		5	10
		Actual			14
	(ii) Increased number of States parties ratifying the Protocols to the Organized Crime Convention, drawing on the assistance of UNODC  [Number of additional ratifications of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime]	Target	3	3	5
		Estimate		5	5
		Actual			12
	[Number of additional ratifications of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime]	Target	3	3	5
		Estimate		5	5
		Actual			9
	[Number of additional	Target	6	6	5

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures		
		2016-2017	2014-2015	2012-2013
		Estimate	6	10
		Actual		17
	(iii) Increased number of States parties ratifying the international drug control conventions, with the assistance of UNODC	Target	3	–
		Estimate	3	3
		Actual		3
(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC, in accordance with its mandate	(i) Increased number of regional initiatives maintained and/or developed to combat transnational organized crime and illicit trafficking through cooperation agreements facilitated and/or supported by UNODC	Target	5	10
		Estimate		5
		Actual		5
	(ii) Additional number of mechanisms established or strengthened through UNODC and within the context of its mandates with a view to promoting enhanced cooperation and information-sharing between criminal justice agencies within and across borders, including for transnational organized crime [Number of mechanisms]	Target	58	54
		Estimate		54
		Actual		54
	(iii) Enhanced coordination and cooperation among United Nations and other organizations that are members of the Inter-Agency Coordination Group against Trafficking in Persons, as well as of the Group with other relevant international organizations [Number of coordination meetings with agencies members of the Group]	Target	8	6
		Estimate		6
		Actual		4
	[Number of policy papers developed]	Target	6	7
		Estimate		4
		Actual		2

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(c) Increased capacity of requesting Member States, with the assistance of UNODC, for effective action against transnational organized crime, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons, trafficking in human organs and smuggling of migrants, illicit trafficking of firearms and emerging drug and specific crime issues	(i) Increased number of countries in receipt of UNODC assistance for institutional strengthening and capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and firearms control, and illicit drug trafficking [Number of countries]	Target	50	20	–
		Estimate		20	20
		Actual			20
	(ii) Additional Member States assisted by UNODC, upon request, in the fields of technical assistance and training on anti-money-laundering and countering the financing of terrorism [Additional number of Member States]	Target	10	57	–
		Estimate		57	52
		Actual			52
	(iii) Additional number of Member States drawing on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular the Organized Crime Convention and its Protocols	Target	10	20	–
		Estimate		20	20
		Actual			20
	(iv) Number of additional legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC [Number of tools and good practices]	Target	8	8	–
		Estimate		8	8
		Actual			8

### External factors

112. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are ready to accede to the United Nations conventions and treaties (drug control treaties, the Organized Crime Convention and the Protocols thereto) and to implement them; (b) Member States are committed to and capable of complying with the provisions of treaties and conventions on drugs and organized crime and illicit trafficking, including trafficking in persons and smuggling of migrants and firearms in all its forms and manifestations, and fulfil their relevant reporting obligations, including the



submission of treaty-mandated data; (c) Member States are willing to implement the policy directives of the treaty-based organs and governing bodies related to drugs and crime; (d) there are no significant shortfalls in extrabudgetary resources, and specialized expertise is available for timely delivery of assistance; (e) conditions on the ground do not prevent the implementation of planned activities.

## Outputs

113. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Commission on Narcotic Drugs:
    - a. Substantive servicing of meetings: plenary meetings and working group sessions of subsidiary bodies of the Commission (40);
  - (ii) Commission on Narcotic Drugs: Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East:
    - a. Parliamentary documentation: report on regional trafficking trends in the Near and Middle East, and South-West and Central Asia (conference room paper) (2);
  - (iii) Commission on Narcotic Drugs, Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and the Caribbean:
    - a. Parliamentary documentation: report on regional drug trafficking trends in the American region (conference room paper) (2);
  - (iv) Commission on Narcotic Drugs, Meeting of Heads of National Drug Law Enforcement Agencies, Europe:
    - a. Parliamentary documentation: report on regional drug trafficking trends in Europe (conference room paper) (1);
  - (v) Commission on Narcotic Drugs, Meeting of Heads of National Drug Law Enforcement Agencies, Asia and the Pacific:
    - a. Parliamentary documentation: report on regional drug trafficking trends in Asia and the Pacific (conference room paper) (2);
  - (vi) Commission on Narcotic Drugs, Meeting of Heads of National Drug Law Enforcement Agencies, Africa:
    - a. Parliamentary documentation: report on regional drug trafficking trends in Africa (conference room paper) (2);
  - (vii) Commission on Crime Prevention and Criminal Justice:
    - a. Parliamentary documentation: inputs to the report of the Secretary-General on international cooperation in combating transnational organized crime and corruption (2);

(viii) Conference of the Parties to the United Nations Convention against Transnational Organized Crime:

- a. Substantive servicing of meetings: meetings of the extended bureau of the Conference of the Parties (15); expert group on protection against trafficking in cultural property (8); Working Group on Firearms (8); substantive servicing of meetings of the Conference of the Parties (one session of one week's duration) (20); Working Group on the Smuggling of Migrants (8); Working Group on Trafficking in Persons (8); Working Group on International Cooperation (4); Working Group of Government Experts on Technical Assistance (4);
  - b. Parliamentary documentation: background documents for the Conference of the Parties and other relevant documentation (28); background documents for working groups (30); report of the Working Group on firearms (1); report of the Working Group on Trafficking in Persons (1); report of the Working Group on International Cooperation (1); report of the Working Group of Government Experts on Technical Assistance (1); report on the work of the Conference of the Parties (1); report on the work of the Working Group on the Smuggling of Migrants (1);
  - c. Ad hoc expert groups: expert group meetings on key concepts of the Trafficking in Persons Protocol and the Smuggling of Migrants Protocol, supplementing the Convention (3); expert group meeting on international cooperation (1); expert group meeting on new forms and dimensions of emerging crimes (1); expert group meeting to discuss implementation of relevant provisions of the Convention (1); expert group meeting to develop a digest of transnational organized crime cases (1); expert group meetings of law enforcement advisers (2); expert group meetings to discuss the progress in the implementation of container control programme activities (2); expert group meetings to study the application of key concepts under the Trafficking in Persons and Smuggling of Migrants Protocols (3); expert group meetings in support of Member States; response to combating organized crime (3);
- (b) Other substantive activities (regular budget):
- (i) Recurrent publications: printing of the United Nations Convention against Transnational Organized Crime and the Protocols thereto (1); printing of the rules of procedure of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (1); booklet on model laws and treaties on international legal cooperation (1); brochure on the work of the Organized Crime and Illicit Trafficking Branch (1); directory of competent national authorities (4); guide to enact sound laws/policies on selected new forms and dimensions of emerging crimes (1); printing of guides/legal commentaries of the

Organized Crime Convention and/or the drug control conventions (1); leaflet on legal tools (1);

(ii) Non-recurrent publications: issue papers on key concepts of the Trafficking in Persons Protocol and the Smuggling of Migrants Protocol, supplementing the United Nations Convention against Transnational Organized Crime (3); policy paper of the Inter-Agency Coordination Group against Trafficking in Persons (2); technical paper on a select topic related to the smuggling of migrants (1); technical assistance tool for the implementation of the Trafficking in Persons Protocol (1); technical guidelines on asset seizure and related money-laundering countermeasures (2); technical guidelines on special investigative techniques and related responses to combating organized crime (2);

(iii) Technical material: maintenance and development of electronic tools for facilitating extradition and mutual legal assistance (1); further technical development of the directory of competent national authorities under the international drug and crime treaties (1); publication of studies and research on money-laundering (2); further technical development of the directory of competent national authorities under the international drug and crime treaties, to access information for judicial cooperation (1);

(iv) Substantive servicing of inter-agency meetings: working-level meetings of the Inter-Agency Coordination Group against Trafficking in Persons by means of teleconferences or in person (10); participation in and substantive support to the Global Migration Group (2); contribution to joint outputs: participation in meetings of INTERPOL, WCO, Europol, Eurojust, the Southeast European Law Enforcement Centre, the Central Asian Regional Information and Coordination Centre, the Council of Europe and the International Criminal Court (1);

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

(i) Advisory services: missions to attend international and regional meetings, conferences and events to strengthen partnerships and develop synergies (9); missions to assist Member States with technical advice on container control and supply chain security issues (10); missions to assist Member States with technical advice on drafting and implementing legislation to counter money-laundering and the financing of terrorism (10); missions to assist Member States with technical advice on law enforcement and the implementation of the international drug and crime conventions (7); provision of advisory services to countries on accession to and implementation of the drug control conventions and the Organized Crime Convention and the three Protocols thereto (14); legislative assistance to Member States towards assessing, developing or revising legislation against trafficking in persons and the smuggling of migrants (4); advisory services to Member States in support of their countermeasures to combat organized crime and related issues (10);

(ii) Training courses, seminars and workshops: national and regional training for criminal justice practitioners on investigating and prosecuting the smuggling of migrants (4); national and regional training

for criminal justice practitioners on investigating and prosecuting trafficking in persons (4); organization of and participation in international training activities, workshops and consultations on international cooperation in criminal matters (1); training courses and workshops to assist officials in the technical implementation of the Firearms Protocol, with regard to the prevention and detection of illicit trafficking in firearms (6); training courses, workshops or meetings for law enforcement personnel to enhance capabilities with regard to container control and risk management (20); training on the implementation of the drugs, crime and corruption conventions and the relevant domestic legislation and arrangements (1); training to national line ministries/services and other relevant stakeholders and regional bodies on policies against trafficking in persons and smuggling of migrants, and strategy development (2); and training workshops and mentoring on border control, integrated management techniques and combating money-laundering (10);

(iii) Field projects: projects at the national, regional and/or international levels to support combating trafficking in persons and the smuggling of migrants, through building knowledge and expertise, reinforcing institutional capacities and training of personnel (3); projects at the national, regional and/or international levels to support: (a) the ratification and implementation of the Organized Crime Convention and the three Protocols thereto; and (b) combating transnational organized crime, through building knowledge and expertise, reinforcing institutional capacities and training of personnel (1).

114. The distribution of resources for subprogramme 1 is reflected in table 10 below.

Table 10

**Resource projections: subprogramme 1. Countering illicit drug trafficking and transnational organized crime**

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	496.8	474.2	455.9	1	1
Non-post	7.3	7.3	8.0		
<b>Subtotal</b>	<b>504.1</b>	<b>481.5</b>	<b>463.9</b>	<b>1</b>	<b>1</b>
<b>B. Special-purpose</b>					
Drug programme	92 075.6	75 188.8	85 059.9	38	44
Crime programme	90 286.6	76 498.8	105 790.5	31	43
<b>Subtotal</b>	<b>182 362.2</b>	<b>151 687.7</b>	<b>190 850.5</b>	<b>69</b>	<b>87</b>
<b>C. Programme support cost</b>					
Post	850.3	767.3	837.6	3	3

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
Non-post	50.4	50.4	25.3		
<b>Subtotal</b>	<b>900.7</b>	<b>817.7</b>	<b>862.9</b>	<b>3</b>	<b>3</b>
<b>D. Regular budget</b>					
Post	5 663.6	5 090.0	5 671.8	19	19
Non-post	949.0	835.5	946.9		
<b>Subtotal</b>	<b>6 612.6</b>	<b>5 925.5</b>	<b>6 618.7</b>	<b>19</b>	<b>19</b>
<b>Total</b>	<b>190 379.6</b>	<b>158 912.4</b>	<b>198 795.9</b>	<b>92</b>	<b>110</b>

115. Subprogramme 1 (Countering illicit drug trafficking and transnational organized crime) comprises the Office of the Director of the Division for Treaty Affairs and the Organized Crime and Illicit Trafficking Branch.

116. The subprogramme will receive mainly special-purpose and regular budget funding in the biennium 2016-2017.

117. Total resources for subprogramme 1 are proposed at \$198,795,900 for 2016-2017, reflecting an increase of \$8,416,200 (4.4 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 30.5 per cent of the total consolidated budget for 2016-2017.

118. General-purpose funds are estimated at \$463,900 in 2016-2017, reflecting a decrease of \$40,300 (8.0 per cent) over the revised budget for 2014-2015. The projected resources in 2016-2017 relate to the P-5 post of Chief, Implementation Support Section, Organized Crime and Illicit Trafficking Branch, and non-post resources pertaining to general operating expenses, supplies and materials and contribution to joint services. The decrease is due to recosting to 2016-2017 rates and a decrease in general operating expenses.

119. Special-purpose expenditure is estimated at \$190,850,500 in 2016-2017 reflecting an increase of \$8,488,200 (4.7 per cent) over the revised budget for 2014-2015 and \$39,162,800 (25.8 per cent) over the final projections for 2014-2015. The increase is mainly related to the following projects: Criminal procedure reform in Panama; regional programme for South-East Asia; Response to drugs and related organized crime in Nigeria; regional programme for Eastern Africa; and Support to the ECOWAS Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa.

120. The proposed resources will provide for legal advisory services and other technical cooperation activities to assist countries in developing strategies, policies, action plans and programmes in relation to all aspects of the Organized Crime Convention and the three Protocols thereto, as well as three international drug conventions. Under the overall guidance of the Conference of the Parties to the Convention, UNODC provides support to Member States in the strengthening of their legal, institutional and operational capacity in the areas of drug supply reduction and countering drug trafficking, trafficking in persons and smuggling of migrants, money-laundering, cybercrime, and other issues related to transnational

organized crime. The increase in resources is owing to additional activities in the area of illicit drug trafficking and organized crime, including counter-narcotics capacities and container control. The Office will continue to provide sustained support to the Conference of the Parties to the Convention and the related working groups that have been established. Technical assistance will be provided to achieve full and effective implementation of the Organized Crime Convention and the Protocols thereto, with a view to strengthening institutional capacities in the implementation of relevant legislation, and to improve international judicial cooperation. At its sixth session, in October 2012, the Conference was not able to adopt a mechanism to review the implementation of the Organized Crime Convention and the Protocols thereto. At its seventh session, in October 2014, the Conference decided to continue discussions on the possible establishment of a mechanism to review the implementation of the Convention and the Protocols thereto. At the same time, the General Assembly, in its resolution 69/197, and the Conference of the Parties, in its resolution 7/1, underlined that such a review was an ongoing and gradual process and that it was necessary to explore all options regarding the establishment of such a mechanism. Also in its resolution 7/1, the Conference requested UNODC to convene, within existing resources from the regular budget and without prejudice to other mandated activities, at least one open-ended intergovernmental meeting, with interpretation, to discuss the above-mentioned options and to submit to the Conference at its eighth session a report containing concrete recommendations for reviewing, through a possible mechanism or mechanisms, the implementation of the Convention and the Protocols thereto. Pursuant to Conference of the Parties resolution 7/1, UNODC convened an 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, which was held in Vienna from 28 to 30 September 2015. At that meeting, options on a possible review mechanism or mechanisms were considered. Although much progress had been made through the preliminary discussions, consultations will continue with a view to convening at least one other open-ended intergovernmental meeting in 2016, and to submit to the Conference at its eighth session a report containing, *inter alia*, concrete recommendations for reviewing, through a possible mechanism or mechanisms, the implementation of the Convention and the Protocols thereto.

121. The General Assembly, the Economic and Social Council, the Conference of the Parties to the Organized Crime Convention and the Commission on Crime Prevention and Criminal Justice have mandated UNODC to step up its technical assistance, based on identified needs. The Office will continue to cooperate with relevant organizations to provide, upon request, technical assistance and capacity-building to States based on national needs, including with regard to the prevention, detection, investigation and prosecution of cybercrime in all its forms, including in the area of online child sexual exploitation. Through the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism, UNODC will continue to provide sustainable, in-depth technical assistance to national practitioners and private sector actors in the development and implementation of legal and regulatory frameworks, as well as operational measures and practices to combat illicit financial flows, money-laundering and the financing of terrorism. With the Global Programme, UNODC is committed to promoting national coordination and regional and international cooperation on issues

concerning money-laundering and the financing of terrorism. Through its Global Firearms Programme, UNODC will continue to expand its support to Member States for the ratification and implementation of the Firearms Protocol, with a special focus on legislative assistance, technical support for the registration, marking and tracing of firearms, and specialized assistance for the seizure, management and final disposal of firearms. The Office has developed technical assistance tools and provides specialized training for investigators, prosecutors, authorities responsible for transfer control and civil society in the prevention, investigation and prosecution of related offences, the promotion of regional harmonization efforts and the facilitation of international cooperation and exchange of good practices. Finally, UNODC will contribute to strengthening national capacities to collect and analyse firearms trafficking data, with a view to analysing and mapping the phenomenon at the national, regional and global levels. The global programmes of UNODC against trafficking in persons and smuggling of migrants will continue to give practical application to the thematic programme, developing global solutions to critical challenges and both supporting and delivering direct technical assistance, in close consultation and coordination with the regional offices. The Office will also deliver specialized technical assistance and capacity-building to enable Member States to prevent and combat trafficking in persons and smuggling in migrants. The Office provides direct support to Member States and develops tools to enable them to implement both the Trafficking in Persons Protocol and the Firearms Protocol. It will continue to coordinate the work of the Inter-Agency Coordination Group against Trafficking in Persons, which brings together key United Nations agencies and international organizations that are involved in preventing and combating trafficking in persons, for the purpose of increased coordination and cooperation.

122. Programme support cost resources are estimated at \$862,900 in 2016-2017, reflecting a decrease of \$37,800 (4.2 per cent) over the revised budget for 2014-2015. The requirements include three posts (1 P-4 in the Office of the Director Division for Treaty Affairs and 2 GS (Other level) in the Organized Crime and Illicit Trafficking Branch) and non-post resources related to consultants and experts, general operating expenses, supplies and materials and contributions to joint services. The decrease is due to recosting to 2016-2017 rates.

123. The regular budget requirements are set forth in section 16, subprogramme 1 (Countering illicit drug trafficking and transnational organized crime), of the proposed programme budget for the biennium 2016-2017. Regular budget requirements total \$6,618,700, representing a net increase of \$6,100 (0.1 per cent) over the revised budget for 2014-2015. The funds provide for 19 posts and non-post resources related to general temporary assistance and overtime, consultants and experts, travel of staff and contractual services. The net increase of \$6,100 is mainly the result of recosting to 2016-2017 rates, and is partially offset by reductions under travel of staff and adjustments under consultants and experts, in line with General Assembly resolution 69/264.

## **Subprogramme 2. Prevention, treatment and reintegration, and alternative development**

124. The substantive responsibility for subprogramme 2 is vested in the Drug Prevention and Health Branch of the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 13 of the biennial programme plan for the period 2016-2017.

125. The thematic programme addressing health and human development vulnerabilities in the context of drugs and crime was the first thematic programme developed at UNODC for the period 2009-2011. The renewed biennial programme plan for the biennium 2016-2017 will address vulnerabilities relating to drug use and drug dependence and HIV/AIDS vulnerabilities in the community and in prison settings. It focuses on responding to the interconnected problems of illicit drug use and drug dependence and their health and social consequences, particularly HIV/AIDS. This thematic programme is based on the basic principle of all international conventions on action against illicit narcotic drugs and psychotropic substances: to protect the health of individuals and societies from the dangerous effects of drugs; to address the health and social problems of drug users, drug-dependent individuals and people living in prison settings; and to ensure access to controlled drugs for medical purposes while preventing diversion and abuse. Areas of work covered by the thematic programme are: prevention of drug use; treatment, care and rehabilitation of drug dependence in the community and in prison settings; prevention, treatment and care of HIV and AIDS among people who use drugs and in prison settings; and ensuring access to controlled drugs for medical purposes while preventing diversion and abuse. Subprogramme 2 is also responsible for addressing the illicit cultivation of crops used for the production of narcotic drugs and psychotropic substances. This is achieved through the provision of development-oriented drug control interventions (alternative development and/or preventive alternative development). Work in that regard includes providing legitimate income-generating opportunities to rural farming communities through sustainable crop control strategies, as well as focusing on poverty reduction and food security issues. The Office also assists countries in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime. Through this subprogramme, UNODC also addresses wildlife and forest crime.



Table 11  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** To reduce vulnerabilities to drug use and HIV/AIDS through prevention, treatment and reintegration activities within the community, in criminal justice systems and among victims of trafficking in persons, as well as to strengthen alternative development, including, where appropriate, preventive alternative development

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures		
			2016-2017	2014-2015	2012-2013
(a) Increased application, with the support of UNODC and upon request of Member States, of measures to reduce the vulnerability to drug use and HIV/AIDS of people in the community, especially preventing mother-to-child transmission	(i) Additional countries assisted by UNODC in implementing drug use prevention interventions in line with relevant international treaties and based on scientific evidence	Target	26	25	–
		Estimate		26	25
		Actual			25
	(ii) Additional countries assisted by UNODC in implementing drug dependence treatment, rehabilitation and social reintegration interventions in line with relevant international treaties and based on scientific evidence	Target	46	45	–
		Estimate		46	45
		Actual			45
	(iii) Additional countries assisted by UNODC in developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, particularly people who inject drugs	Target	64	64	–
		Estimate		64	60
		Actual			60
(b) Increased capacity of requesting Member States, with the assistance of UNODC, to reduce the vulnerability to drug use and HIV/AIDS of people in the criminal justice system	(i) Additional countries assisted by UNODC in establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence	Target	11	10	–
		Estimate		11	10
		Actual			10
	(ii) Additional countries assisted by UNODC in developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes in the criminal justice system, in line with relevant international treaties and based on the scientific evidence in “HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions”	Target	51	51	–
		Estimate		51	47
		Actual			47

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2016-2017	2014-2015	2012-2013
(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals, especially mothers and children, who might be or have been trafficked, to be less vulnerable to drug use and HIV/AIDS	Additional countries assisted by UNODC in developing, adopting and implementing evidence-informed, human rights-based and public health-oriented policies and programmes on trafficking in persons, in line with relevant international treaties and based on scientific evidence on prevention, treatment, care and support related to HIV/AIDS	Target	22	22	–
		Estimate		22	20
		Actual			20
(d) Increased capacity of requesting Member States, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development, including preventive alternative development, where appropriate	Additional countries assisted by UNODC in developing and implementing sustainable illicit crop control strategies concurrent with national development programmes	Target	10	10	
		Estimate		10	10
		Actual			10
(e) Improved capacity, with the assistance of UNODC and upon request of Member States, to implement the <i>Wildlife and Forest Crime Analytic Toolkit</i> of the International Consortium on Combating Wildlife Crime	Additional countries assisted by UNODC in implementing the <i>Wildlife and Forest Crime Analytic Toolkit</i> of the International Consortium on Combating Wildlife Crime	Target	6	4	–
		Estimate		4	–
		Actual			6
(f) Improved capacity to provide, with the assistance of UNODC and upon request of Member States, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization	Additional countries assisted by UNODC in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime, in line with relevant international treaties and based on scientific evidence	Target	5	5	–
		Estimate		6	5
		Actual			6

### **External factors**

126. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) timely and quality data and statistical information are provided by Member States; (b) Member States are committed to eliminating illicit cultivation, trafficking, money-laundering, trafficking in persons, organized crime, corruption, and drug use and drug dependence, as well as related HIV/AIDS and deprivation and marginalization; (c) conditions on the ground do not prevent the implementation of planned activities; and (d) there are no significant shortfalls in extrabudgetary resources to assist Member States in meeting mandated activities.

### **Outputs**

127. During the biennium, the following final outputs will be delivered:

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

(i) Commission on Narcotic Drugs:

- a. Substantive servicing of meetings: meetings of the Commission on Narcotic Drugs on alternative development and sustainable livelihoods (2); meetings of the Commission on Narcotic Drugs on issues related to drug demand reduction and related measures (2); meetings on issues concerning HIV and AIDS as they relate to drug use and in prison settings (2);
- b. Parliamentary documentation: note on 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 (UNAIDS) (2); report on progress made by Member States in fulfilling the commitments on drug demand reduction and related measures contained in the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (1); report on the implementation of Commission resolution 49/4, on responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users (1); report on alternative development implementation as mandated by Commission resolutions and the Political Declaration and Plan of Action (1);

(ii) Commission on Crime Prevention and Criminal Justice:

- a. Substantive servicing of meetings: meetings on issues related to HIV prevention, treatment, care and support in prison settings (2);
- b. Ad hoc expert groups: expert group meeting on HIV prevention and care among people who use drugs (1); expert group meeting on HIV prevention and care in prison and other closed settings (1); expert group meeting on best practices and

lessons learned in alternative development, support for the special session of the General Assembly in 2016, outreach to new stakeholders (1); expert group meeting on evidence-based and ethical interventions for the prevention of drug use (1); expert group meeting on evidence-based and ethical interventions for treatment of drug dependence (1);

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

(i) Substantive servicing of inter-agency meetings: Programme Coordinating Board of UNAIDS on issues related to HIV prevention, treatment, care and support among drug users and in prison and other closed settings (4);

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

(i) Advisory services: substantive and technical support on evidence-based prevention and treatment to Member States, other relevant organizations and agencies, and national and regional programmes (6); substantive and technical support on alternative development, sustainable livelihoods and wildlife and forest crime to Member States, other relevant organizations and agencies, and national and regional programmes (16); substantive and technical support, as well as support to Member States on HIV and AIDS prevention, treatment and care as it relates to drug use and in prison settings (6);

(ii) Field projects: projects at the global level to support Member States in developing, implementing, monitoring and evaluating activities for evidence-based drug prevention, treatment and rehabilitation, including access to controlled substances for medical purposes (5); projects at the global level to support Member States in developing, implementing, monitoring and evaluating activities addressing HIV prevention, treatment, care and support among drug users and in prison settings (1); field projects at the global level to support Member States in developing, implementing, monitoring and evaluating activities on alternative development, sustainable livelihoods and wildlife and forest crime (1).

128. The distribution of resources for subprogramme 2 is reflected in table 12 below.

Table 12

**Resource projections: subprogramme 2. Prevention, treatment and reintegration, and alternative development**

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>			<i>Posts</i>	
	<i>2014-2015 (revised budget)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>
<b>A. Special-purpose</b>					
Drug programme	188 314.4	154 148.4	138 105.2	32	41
Crime programme	1 139.2	947.8	1 608.1	2	3
<b>Subtotal</b>	<b>189 453.6</b>	<b>155 096.2</b>	<b>139 713.3</b>	<b>34</b>	<b>44</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>B. Programme support cost</b>					
Post	209.3	184.2	224.2	1	1
Non-post	115.2	118.4	115.9		
<b>Subtotal</b>	<b>324.5</b>	<b>302.6</b>	<b>340.1</b>	<b>1</b>	<b>1</b>
<b>C. Regular budget</b>					
Post	1 369.7	1 268.4	1 366.8	4	4
Non-post	324.1	297.9	194.3		
<b>Subtotal</b>	<b>1 693.8</b>	<b>1 566.3</b>	<b>1 561.1</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>191 471.9</b>	<b>156 965.1</b>	<b>141 614.4</b>	<b>39</b>	<b>49</b>

129. Subprogramme 2 (Prevention, treatment and reintegration, and alternative development) will receive mainly special-purpose and regular budget funding in the biennium 2016-2017. Total resources for subprogramme 2 are proposed at \$141,614,400 for 2016-2017, reflecting a decrease of \$49,857,500 (26.0 per cent) in comparison to the revised budget for 2014-2015. The subprogramme accounts for 21.7 per cent of the total 2016-2017 consolidated budget.

130. Special-purpose expenditure is estimated at \$139,713,300 in 2016-2017, reflecting a decrease in the subprogramme of \$49,740,300 (26.3 per cent) over the revised budget for 2014-2015 and \$15,382,930 (9.9 per cent) over the final projections for 2014-2015. The decrease is mainly the result of the completion or projected lower level of implementation pending confirmation of funding for some projects, including: Improving management, surveillance, prevention and control of sexually transmitted diseases and infections, AIDS and viral hepatitis among drug users, sex workers, the prison population and people living with HIV/AIDS in Brazil; Support the implementation and monitoring of an integrated and sustainable strategy to reduce illicit crops and promote alternative development and a culture of legality in Colombia; and the UNODC-WHO programme on drug dependence treatment and care.

131. The resources will provide for technical cooperation, advisory services and field projects at the global, regional and national levels to support Member States on evidence-based drug prevention, treatment and rehabilitation, HIV/AIDS prevention, treatment and rehabilitation, and alternative development and sustainable livelihoods, including new initiatives against organized wildlife and environmental crime. The decrease in resources is a result of the lower level of projections pending confirmation of funding for projects in those areas.

132. Programme activities will continue to focus on promoting the development, implementation, monitoring and evaluation of interventions and policies based on scientific evidence, as described in the *International Standards on Drug Use Prevention*. The programme for the treatment and rehabilitation of drug-dependent persons is projected to be sustained in the framework of the UNODC-WHO programme on drug dependence treatment and care and the initiative on the prevention and care of children affected by drug use and dependence. Furthermore,

UNODC will disseminate tools and guidance on ensuring access to controlled drugs for medical purposes while preventing diversion and abuse. In the areas of prevention and treatment, UNODC is putting an emphasis on promoting a health-centred approach to drug use and drug dependence based on science-based drug prevention, treatment, care and rehabilitation and not on punishment.

133. In the biennium 2016-2017, UNODC as the convening agency of UNAIDS for reducing HIV transmission among people who use drugs, in particular people who inject drugs, including those in prisons, will have reviewed and revised its HIV strategy and aligned itself with the *UNAIDS 2016-2021 Strategy: On the Fast-Track to End AIDS* and the Sustainable Development Goals. This will be in line with the global targets towards ending the AIDS epidemic as a public health threat by 2030. In the biennium 2016-2017, UNODC will work on scaling up services for people who inject drugs and people in prison settings to reach the targets set for 2020, which are essential prerequisite for achieving the 2030 goals. UNODC will aim at strategically diversified and intensified technical assistance and capacity development, and better targeted advocacy for comprehensive HIV services among its target populations in key locations based on epidemiological contexts. The Office's HIV work will focus on strengthening the capacity of countries and brokering partnerships between civil society and community-based organizations, national health, drug control, criminal justice and law enforcement sectors to create an enabling legal, policy and practice environment, and thus facilitating the implementation of comprehensive and evidence-based HIV strategies and programmes for people who use drugs and people in prisons, with a special focus on gender and human rights. Work on HIV is also aimed at strengthening methods to monitor and evaluate availability, quality, coverage and impact of evidence-based HIV prevention, treatment and care services, and improving the global, regional and national epidemiological estimates related to injecting drug use and HIV.

134. In the field of sustainable livelihoods and alternative development, UNODC will continue implementing alternative development in the six countries highly affected by illicit crop cultivation: Afghanistan, Bolivia (Plurinational State of), Colombia, Lao People's Democratic Republic, Myanmar and Peru. UNODC will also lead the outreach to new stakeholders in the field of alternative development, such as Guatemala, India, and Mexico, as well as States in Africa. In both Lao People's Democratic Republic and Myanmar, the programme will be directed at provision of sustainable viable alternatives to illicit crop cultivation and at poverty reduction and increasing food security. In Afghanistan, the issue of illicit crop cultivation will be addressed through the strengthening of national policies and capacities to implement alternative development programmes and improve coordination between government and non-government stakeholders. In the Andean region, the focus will continue on building farmer cooperatives and strengthening access of alternative development products to the national and international markets. Through its Global Programme for Combating Wildlife and Forest Crime, UNODC will continue supporting Governments in building law enforcement and prosecutorial and judicial capacity to respond to this crime, strengthening legislation, increasing international and interregional cooperation in joint investigations and prosecution of wildlife and forest crime cases, and strengthening wildlife enforcement networks. UNODC will be leading global wildlife crime research, the implementation of the *Wildlife and Forest Crime Analytic Toolkit* of the International Consortium on Combating Wildlife Crime and will cooperate with

relevant partners in building wildlife forensic capacity. UNODC will be implementing the Global Programme in South-East Asia, South Asia, East, West, Central and Southern Africa, Latin America and the Caribbean.

135. Programme support cost fund resources are estimated at \$340,100 in 2016-2017, reflecting an increase of \$15,500 (4.8 per cent) over the revised budget for 2014-2015. The resources provide for one post (1 GS (Other level)) in the Drug Prevention and Health Branch, and non-post resources to cover general temporary assistance, consultants and experts, travel of staff, general operating expenses and contributions to joint services. The increase is a result of recosting to 2016-2017 rates.

136. The regular budget requirements are set forth in section 16, subprogramme 2 (Prevention, treatment and reintegration, and alternative development), of the proposed programme budget for the biennium 2016-2017. Regular budget requirements for the biennium are estimated at \$1,561,100, representing a net decrease of \$132,700 (7.8 per cent) over the revised budget for 2014-2015. The resources provide for four posts (1 D-1, 2 P-4 and 1 P-3) and non-post resources covering general temporary assistance, consultants and experts, and travel of staff. The decrease reflects the discontinuation of a one-time provision in general temporary assistance related to the abolishment of a position in 2014-2015, as well as reductions in travel of staff, in line with General Assembly resolution 69/264.

### **Subprogramme 3. Countering corruption**

137. Substantive responsibility for subprogramme 3 of the programme of work is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 13 of the biennial programme plan for the period 2016-2017.

138. The Office, through its thematic programme on action against corruption, economic fraud and identity-related crime for the period 2012-2015, acts as a catalyst and a resource to help States, in particular those with vulnerable developing or transitional economies, in devising coherent responses to prevent and combat corruption, economic crime and identity-related fraud. In accordance with the United Nations Convention against Corruption and under the overall guidance of the Conference of the States Parties to the Convention and its subsidiary bodies, the Office delivers and coordinates capacity-building and wider technical assistance activities and develops cumulative knowledge on matters related to corruption. At the normative level, UNODC provides substantive, programming and technical support to policymaking bodies with respect to corruption, economic crime and identity-related fraud, as the secretariat to the Conference and its subsidiary bodies, as well as to the broader United Nations system, especially to the General Assembly, the Economic and Social Council, the Commission on Crime Prevention and Criminal Justice and the United Nations congresses on crime prevention and criminal justice. Specifically, as the secretariat to the Implementation Review Mechanism, including the Implementation Review Group, UNODC is responsible for organizing and supporting individual country reviews under the Convention, as well as for preparing thematic and regional implementation review reports. The Office is also responsible for the substantive and technical servicing of the

Open-ended Intergovernmental Working Group on Asset Recovery, the Open-ended Intergovernmental Working Group on the Prevention of Corruption and the open-ended intergovernmental expert meetings to enhance international cooperation under the Convention. At the operational level, UNODC performs all required functions to promote adherence to the Convention against Corruption and its effective implementation by Member States by developing targeted advisory services, developing tools and identifying and promoting good practices aimed at effective institution- and capacity-building, with a comprehensive and multidisciplinary approach which covers prevention, criminalization and law enforcement, international cooperation and asset recovery, thereby ensuring that all aspects of corruption are considered and addressed. In that context, UNODC manages a network of anti-corruption mentors/advisers in the field and implements several large-scale anti-corruption projects through its field office network. The activities of UNODC are also aimed at ensuring the involvement and engagement of all parts of society (Government, public institutions, parliamentarians, private sector, civil society, media and academia) in the prevention of and fight against corruption. Finally, UNODC is actively advocating the use of the Convention as the framework of action for other international, regional and national actors to prevent different standards from being applied and inconsistent approaches being taken.

Table 13

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

<b>Objective:</b> To prevent and combat corruption, in line with the United Nations Convention against Corruption.					
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>		
			<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Technical assistance provided by UNODC, upon request of Member States, to support ratifications of or accessions to the Convention against Corruption	Increased number of States parties ratifying or acceding to the Convention against Corruption following assistance by UNODC [Additional number of States]	Target	6	10	—
		Estimate		10	10
		Actual			10
(b) Enhanced support of UNODC to the Conference of the States Parties to the Convention against Corruption and its subsidiary bodies to facilitate decision-making and policy direction	(i) Increased number of country review reports and their summaries prepared with the assistance of UNODC for the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	Target	180	110	80
		Estimate		110	60
		Actual			49
	(ii) Percentage of Member States participating in the Conference of the States Parties to the United Nations Convention	Target	85	85	85
		Estimate		85	85
		Actual			85



Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
	against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat				
(c) Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the Convention against Corruption and to address economic fraud and identity- related crime	(i) Increased number of countries drafting or revising domestic legislation, with assistance from UNODC, to incorporate provisions of the Convention against Corruption	Target	30	10	10
		Estimate		10	10
		Actual			10
	(ii) Increased number of countries assisted by UNODC, upon request, in developing national anti- corruption strategies/action plans and in developing capacity to prevent corruption	Target	20	20	–
		Estimate		20	15
		Actual			15
	(iii) Increased number of countries assisted by UNODC, upon request, in developing national-level capacity to detect, investigate and prosecute corruption, to participate in international cooperation in criminal matters pertaining to anti- corruption (in particular mutual legal assistance and extradition) and to effectively cooperate on asset recovery matters	Target	20	–	–
		Estimate		–	–
		Actual		–	–

### External factors

139. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are committed to preventing and combating corruption; (b) Member States are ready to ratify/accede to the Convention against Corruption and to implement its provisions; (c) Member States are capable of complying with the provisions of the Convention and fulfilling their relevant reporting obligations, including submission of treaty-mandated data; (d) Member States are willing to strengthen judicial cooperation among themselves,

especially in matters involving extradition, mutual legal assistance and asset recovery; (e) Member States are willing to implement the policy directives of the treaty-based organs and governing bodies related to corruption; (f) timely and high-quality data and statistical information are provided by Member States; and (g) there are no significant shortfalls in extrabudgetary resources to assist Member States by delivering planned activities, and specialized expertise is available for timely delivery of assistance.

## **Outputs**

140. During the biennium 2016-2017, the following final outputs will be delivered:

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

(i) General Assembly:

- a. Substantive servicing of meetings: Third Committee meetings for matters relating to corruption and economic crime (2); inputs to high-level events organized by the General Assembly on matters relating to corruption (1);
- b. Parliamentary documentation: biennial report on preventing and combating corrupt practices and transfer of funds of illicit origin and returning such funds to the countries of origin (1); report on the work of the Conference of States Parties to the United Nations Convention against Corruption (1); inputs to the annual report on strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity (2);

(ii) Economic and Social Council:

- a. Substantive servicing of meetings: inputs to high-level events organized by the Economic and Social Council (1);
- b. Parliamentary documentation: inputs to the annual report on the work of the Commission on Crime Prevention and Criminal Justice (2);

(iii) Commission on Crime Prevention and Criminal Justice:

- a. Parliamentary documentation: inputs to the report of the Executive Director on activities of the United Nations Office on Drugs and Crime (2); inputs to the report of the Secretary-General on international cooperation in combating transnational organized crime and corruption (2); reports of the Secretary-General on international cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime (2);

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

- a. Substantive servicing of meetings: seventh session of the Conference of the States Parties (16); meetings of the

- Implementation Review Group (32); meetings of the Open-ended Intergovernmental Working Group on Asset Recovery (20); meetings of the Open-ended Intergovernmental Working Group on the Prevention of Corruption (20); open-ended intergovernmental expert meetings to enhance international cooperation under the Convention (8);
- b. Parliamentary documentation: report of the meeting of the seventh session of the Conference of the States Parties (1) and related background documents (18); reports of the meetings of the Implementation Review Group (4) and related background documents (including executive summaries of country review reports (90); thematic reports of the implementation review mechanism (4), regional reports of the Implementation Review Mechanism (10) and other background documents (6); reports on the meetings of the Open-ended Intergovernmental Working Group on Asset Recovery (2) and related background documents (8); reports on the meetings of the Open-ended Intergovernmental Working Group on the Prevention of Corruption (2) and related background documents (8); and reports on the open-ended intergovernmental expert meetings to enhance international cooperation under the Convention (2); and related background documents (6);
- (v) Other services (regular budget/extrabudgetary):
- a. Ad hoc expert groups: expert group meeting on identity-related crime (1); workshops on specific areas of asset recovery (2); expert group meeting to develop a guidance note on specific areas of the Convention against Corruption based on the needs identified through the implementation review mechanism (2); expert group meeting to develop guidelines on corruption and the criminal justice system (1); expert group meeting to develop guidelines on preventive measures against corruption (1); workshops on other sectoral aspects of corruption (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
- (i) Recurrent publications: reprinting of the United Nations Convention against Corruption (1); reprinting of the *Legislative Guide for the Implementation of the United Nations Convention against Corruption* (1); reprinting of the *Travaux Préparatoires of the Negotiations for the Elaboration of the United Nations Convention against Corruption* (1); reprinting of the rules of procedure of the Conference of the States Parties (1); reprinting of the background documents for the Implementation Review Mechanism (1); updating and printing of the *Compendium of International Legal Instruments on Corruption* (2);

(ii) Non-recurrent publications: publications on specific areas of asset recovery (3); guidance note on specific areas of the Convention based on the needs identified through the Implementation Review Mechanism (1); guidelines on corruption and the criminal justice system (1); guidelines on preventive measures against corruption (1); and other ad hoc publications on standards, policies, operational procedures and good practices providing guidance and technical support to Member States for the implementation of the Convention (1);

(iii) Technical material:

- a. Maintenance of a database of laws and jurisprudence, as well as non-legal knowledge relevant to the Convention against Corruption, including for issues related to asset recovery (1);
- b. Electronic tools and training materials on standards, policies, operational procedures and good practices providing guidance and technical support to Member States for the implementation of the Convention (2);

(iv) Promotion of legal instruments:

- a. Training on the Implementation Review Mechanism (10);
- b. Preparation of 90 country visits (Implementation Review Mechanism) (1);
- c. Analysis of 90 self-assessment responses received and supplementary information (Implementation Review Mechanism) (1);
- d. Contribution to the drafting of 90 country review reports (Implementation Review Mechanism) (1);
- e. Preparation of 90 executive summaries of country reports (Implementation Review Mechanism) (1);
- f. Thematic and regional analysis, including technical needs assessment (1);
- g. List of governmental experts participating in the review process, updated monthly (Implementation Review Mechanism) (1);
- h. Database of competent authorities, asset recovery focal points and central authorities (1);
- i. Maintenance of the web-based anti-corruption portal Tools and Resources for Anti-Corruption Knowledge (TRACK) (1);

(v) Substantive servicing of inter-agency meetings:

- a. Participation in governance structure of the Global Compact and in the inter-agency meetings of the Global Compact, and in particular the tenth working group, on corruption (1);
- b. Organization of United Nations inter-agency anti-corruption coordination meetings on corruption-related issues (1);

(vi) Contribution to joint outputs:

- a. Inter-agency coordination and liaison through participation in relevant coordination meetings of the specialized agencies of the United Nations system, the World Bank, and the United Nations crime prevention and criminal justice network on matters related to corruption and economic crime, including through the work carried out under the partnership with the World Bank Group under the joint Stolen Assets Recovery (StAR) Initiative (1);
- b. Initiatives/activities/projects developed, implemented and contributed to/with other departments, offices, funds and programmes within the United Nations system, as well as with international and regional organizations outside the United Nations system, on matters related to the prevention and fight against corruption (including the Council of Europe, the Organization for Economic Cooperation and Development, the Organization for Security and Cooperation in Europe, the International Association of Anti-Corruption Authorities, the Group of 20, the Business 20 and the International Anti-Corruption Academy) (1);

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

(i) Advisory services:

- a. Provision of legal and other related advisory services for comprehensive needs assessments and gap analysis using the Convention against Corruption self-assessment checklist (8);
- b. Provision of legal and other related advisory services to countries on ratification of, accession to, and implementation of the Convention against Corruption (10);

(ii) Training courses, seminars and workshops:

- a. National, regional and interregional workshops and training courses on the Convention and/or on the prevention and fight against corruption (10);

(iii) Field projects: projects at the national, regional and/or international levels to support the ratification and/or implementation of the Convention (1).

141. The distribution of resources for subprogramme 3 is reflected in table 14 below.

Table 14  
**Resource projections: subprogramme 3. Countering corruption**

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. Special-purpose</b>					
Drug programme	—	—	—	—	—
Crime programme	41 919.8	30 877.9	34 303.1	32	27
<b>Subtotal</b>	<b>41 919.8</b>	<b>30 877.9</b>	<b>34 303.1</b>	<b>32</b>	<b>27</b>
<b>B. Programme support cost</b>					
Post	412.3	437.6	389.2	1	1
Non-post	7.3	7.3	11.0		
<b>Subtotal</b>	<b>419.6</b>	<b>445.0</b>	<b>400.2</b>	<b>1</b>	<b>1</b>
<b>C. Regular budget</b>					
Post	4 385.8	4 453.0	4 387.6	15	15
Non-post	331.0	323.6	333.5		
<b>Subtotal</b>	<b>4 716.8</b>	<b>4 776.6</b>	<b>4 721.1</b>	<b>15</b>	<b>15</b>
<b>Total</b>	<b>47 056.2</b>	<b>36 099.5</b>	<b>39 424.4</b>	<b>48</b>	<b>43</b>

142. Subprogramme 3 (Countering corruption) will receive mainly special-purpose and regular budget funding in the biennium 2016-2017.

143. Total resources for subprogramme 3 are proposed at \$39,424,400 in 2016-2017 representing a decrease of \$7,631,900 (16.2 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 6.1 per cent of the total consolidated budget for 2016-2017.

144. Special-purpose resources are estimated at \$34,303,100 in 2016-2017, reflecting a decrease in the programme activities of \$7,616,700 (18.2 per cent) over the revised budget for 2014-2015, while presenting an increase of \$3,425,180 (11.1 per cent) over the final projections for 2014-2015. The increase is mainly the result of increased implementation of the support to anti-corruption in Nigeria project and the anti-corruption mentor programme, as well as the new project on enhancing national anti-corruption technical capacity in the Lao People's Democratic Republic.

145. Overall, the cost estimations provide for a broad set of advisory services, training courses, seminars and workshops, knowledge products and tools, as well as field projects, to support Member States in the ratification and implementation of the Convention against Corruption. The Implementation Review Mechanism, which commenced its work in July 2010, will remain a key aspect of the work under this subprogramme in 2016-2017. The first cycle of the Mechanism, during which the implementation of chapters III and IV of the Convention is being reviewed, is currently planned to come to an end in 2016, with 62 countries still under review at the time of the preparation of the present document, including those countries which have ratified the Convention since 2010. In addition, substantive and technical preparations will start for the second review cycle of the Mechanism (2015-2020),

during which the implementation of chapters II and V of the Convention will be reviewed. Special efforts will continue to ensure the participation of representatives of least developed countries that are parties to the Convention in the meetings of the Conference of the States Parties and its subsidiary bodies. Based in particular on needs identified through the Implementation Review Mechanism, technical assistance activities will continue to be delivered for ratification of/accession to the Convention, as well as for its implementation.

146. Anti-corruption advisers with regional responsibilities will continue to be deployed in the field to ensure hands-on targeted support. With regard to asset recovery, the joint UNODC-World Bank StAR Initiative will continue its activities, including capacity-building activities, advisory services, policy dialogue and facilitation of contacts between national authorities and financial centres, as well as the development of practical tools and policy studies. The Office will continue to support the engagement of the private sector in efforts to prevent and fight corruption, with a view to bridging knowledge and communication gaps. The Office will also continue to develop and disseminate information on corruption and on the Convention to raise awareness and build the capacity of civil society to prevent and combat corruption. The Office will further continue to develop and disseminate good practices and tools to provide guidance and support to States parties on the implementation of the Convention, as well as on emerging economic fraud and identity-related crime, in particular through its TRACK portal. In addition, UNODC will support data collection, statistical methodologies and research capacities to produce evidence-based assessments of the nature and extent of corruption. It will also strengthen regional and international collaboration and policy coordination in other relevant international and regional organizations and forums.

147. Programme support cost funds are estimated at \$400,200 in 2016-2017, reflecting a decrease of \$19,500 (4.6 per cent) over the revised budget for 2014-2015. The resources provide for one post (1 P-4) in the Corruption and Economic Crime Branch and non-post resources including general operating expenses and contributions to joint services. The decrease is a result of recosting to 2016-2017 rates.

148. The regular budget requirements are set forth in section 16, subprogramme 3 (Countering corruption), of the proposed programme budget for the biennium 2016-2017. Regular budget requirements for the biennium are estimated at \$4,721,100, representing an increase of \$4,300 (0.1 per cent) over the revised budget for 2014-2015. The resources provide for 15 posts (1 D-1, 2 P-5, 4 P-4, 2 P-3, 4 P-2 and 2 GS (Other level)) and non-post resources pertaining to consultants and experts, travel of staff and contractual services. The increase relates to recosting to 2016-2017 rates, slightly offset by a decrease under travel of staff, in line with General Assembly resolution 69/264.

#### **Subprogramme 4. Terrorism prevention**

149. Substantive responsibility for subprogramme 4 of the programme of work is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 13 of the biennial programme plan for the period 2016-2017.

150. Despite the security challenges in some countries and regions, the subprogramme is being implemented effectively in Afghanistan and Yemen, as well as in the Sahel region, the Horn of Africa, West and Central Africa, the Middle East and North Africa, Latin America, Central, South and South-East Asia and the Pacific. The Office works closely with representatives of the beneficiary Governments in order to set priorities for technical assistance and tailor its programme to the specific requirements of each country and region.

151. The objective of the UNODC terrorism prevention work is to strengthen the universal legal regime against terrorism. This is achieved through: (a) promoting the ratification of the 19 international conventions and protocols related to terrorism; (b) assisting Member States with the incorporation of these international legal standards into national legislation; (c) building the capacity of criminal justice officials to implement counter-terrorism legislation; and (d) promoting regional and international cooperation in criminal matters related to terrorism.

152. The capacity-building activities focus on several specialized thematic areas, including effective investigation, prosecution and adjudication of terrorism-related cases; countering the financing of terrorism; the use of the Internet for terrorist purposes; nuclear terrorism; countering transport-related terrorism offences; supporting and assisting victims of acts of terrorism; and protecting human rights while countering terrorism. UNODC also supports Member States in addressing emerging terrorist challenges, such as foreign terrorist fighters, kidnapping for ransom, links between terrorism and transnational organized crime, radicalization and destruction of cultural heritage by terrorist groups.

153. The Office also closely cooperates and coordinates its work with United Nations entities and other regional and international organizations, including through implementation of joint projects. UNODC is one of the key entities of the United Nations Counter-Terrorism Implementation Task Force and chairs its working group on countering the financing of terrorism and working group on legal and criminal justice responses to counter terrorism.



Table 15

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

**Objective:** To promote and strengthen a functional criminal justice regime against terrorism that is effective and is implemented by States in accordance with the rule of law

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>		
			2016-2017	2014-2015	2012-2013
(a) Enhanced technical assistance provided by UNODC, upon request of Member States, to contribute to the ratification of the international legal instruments to prevent and combat terrorism	(i) Increase in the number of ratifications of the international legal instruments to prevent and combat terrorism by countries that have received counter-terrorism technical assistance from UNODC	Target	670	595	–
		Estimate		650	590
		Actual			627
	(ii) Additional pieces of legislation that are being revised or adopted with UNODC assistance	Target	20	–	–
		Estimate		–	–
		Actual		–	–
(b) Improved capacity of Member States to prevent terrorism in accordance with the rule of law	(i) Additional countries receiving capacity-building assistance from UNODC, upon request, at the national and regional levels	Target	90	89	85
		Estimate		90	87
		Actual			96
	(ii) Additional national criminal justice officials trained with respect to implementing international conventions and protocols relating to terrorism	Target	4 000	3 900	3 000
		Estimate		3 900	3 700
		Actual			5 303
	(iii) Additional national and regional strategies/action plans for combating terrorism, developed with UNODC assistance	Target	10	10	–
		Estimate		10	4
		Actual			4
	(iv) Additional national criminal justice officers trained with respect to cooperation in criminal matters to prevent and combat terrorism	Target	350	–	–
		Estimate		–	–
		Actual			–

**External factors**

154. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are willing to become parties to the international conventions and protocols related to the prevention and suppression of terrorism; (b) Member States are willing to comply with the provisions of the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations, the United Nations Global Counter-Terrorism Strategy and the Security Council resolutions pertaining

to counter-terrorism; (c) Member States are willing and able to strengthen judicial cooperation between themselves with respect to counter-terrorism and are willing to cooperate with each other in this regard; (d) Member States are willing to implement the policy directives of the governing bodies related to terrorism; (e) there are no unforeseen developments, in particular in the security situation, that affect the implementation of the mandate of the subprogramme; (f) there are no significant shortfalls in extrabudgetary resources, and (g) specialized expertise is available for timely delivery of assistance.

## **Outputs**

155. During the biennium 2016-2017, the following final outputs will be delivered:

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

(i) General Assembly:

- a. Substantive servicing of meetings: meetings of the General Assembly, Security Council and their subsidiary organs, including high-level events, related to counter-terrorism (8); biennial review of the United Nations Global Counter-Terrorism Strategy (4);
- b. Parliamentary documentation: contribution to the report on the implementation of the United Nations Global Counter-Terrorism Strategy (1); contributions to the annual report on measures to eliminate international terrorism (2); contributions to the annual report on measures to prevent terrorists from acquiring weapons of mass destruction (2); contributions to the annual report of the Secretary-General on the work of the Organization (2); contributions to the annual report of the Secretary-General on strengthening and coordinating United Nations rule of law activities (2); contributions on specific issues related to terrorism prevention to other reports (4);

(ii) Commission on Crime Prevention and Criminal Justice:

- a. Substantive servicing of meetings: sessions of the Commission on Crime Prevention and Criminal Justice and its working groups (26);
- b. Parliamentary documentation: annual report on assistance in implementing the international conventions and protocols related to terrorism (2); contributions to the annual report of the Executive Director on activities of the United Nations Office on Drugs and Crime (2); contribution to the annual report on implementation of the mandates of the United Nations crime prevention and criminal justice programme, with particular reference to the technical cooperation activities of the United Nations Office on Drugs and Crime (2);

- c. Ad hoc expert groups (regular budget/extrabudgetary): first expert group meeting on the development of the counter-terrorism legal training curriculum module 7: the universal legal framework on financing of terrorism (regular budget) (1); second expert group meeting on the development of the counter-terrorism legal training curriculum module 7: the universal legal framework on financing of terrorism (regular budget) (1); expert group meeting on the development of the counter-terrorism legal training curriculum module counter-terrorism and criminal justice proceedings (extrabudgetary) (1);
- (b) Other substantive activities (regular budget):
  - (i) Non-recurrent publications (regular budget/extrabudgetary):
    - a. Counter-terrorism legal training curriculum module 1: counter-terrorism in the international law context (regular budget) (1);
    - b. Counter-terrorism legal training curriculum module 2: the universal legal framework against terrorism (revision) (regular budget) (1);
    - c. Counter-terrorism legal training curriculum module 7: the universal legal framework against financing of terrorism (regular budget) (1);
    - d. Compendium of legislative and judicial practices on the foreign terrorist fighter phenomenon (extrabudgetary) (1);
    - e. Counter-terrorism legal training curriculum module 10: countering the use of the Internet for terrorist purposes (extrabudgetary) (1);
    - f. Counter-terrorism legal training curriculum module 6: counter-terrorism and criminal justice proceedings (extrabudgetary) (1);
    - g. Manual on good practices and compliance with international human rights standards applicable to criminal investigations of terrorism-related offences (extrabudgetary) (1);
    - h. Terrorism Prevention Branch newsletter (extrabudgetary) (4);
    - i. Updated brochure on delivering counter-terrorism assistance (regular budget) (1);
  - (ii) Technical material (regular budget/extrabudgetary):
    - a. Maintenance of the Electronic Legal Resources on International Terrorism database with relevant source materials (1);
    - b. Maintenance and further development of the Online Counter-Terrorism Learning Platform (1);

- c. Update and further development of the website of the Terrorism Prevention Branch (1);
- (iii) Promotion of legal instruments (regular budget/extrabudgetary): promotion of the ratification and implementation of the 19 universal legal instruments against terrorism (including briefings to Member States) (1); establishment and maintenance of partnership with academic institutions and national professional training institutes to promote professional legal training on counter-terrorism issues for building up legal counter-terrorism expertise (1);
- (iv) Substantive servicing of inter-agency meetings (regular budget/extrabudgetary): coordination and participation in meetings of relevant international, regional and subregional organizations active in the area of counter-terrorism (20); inter-agency coordination and liaison on the implementation of the United Nations Global Counter-Terrorism Strategy, including participation in meetings of the Counter-Terrorism Implementation Task Force and meetings with member entities of the Task Force and chairing and co-chairing the Working Groups of the United Nations Global Counter-Terrorism Strategy (12);
- (c) Technical cooperation (regular budget/extrabudgetary):
  - (i) Advisory services (regular budget/extrabudgetary): legislative assistance to Member States, upon request, on the ratification and implementation of the international legal instruments related to the prevention and suppression of terrorism (15); other advisory services related to terrorism prevention (4); needs assessment and development of plans of counter-terrorism technical assistance to Member States, upon request (10); participation in the visits of the Counter-Terrorism Committee to assess implementation of Security Council resolutions 1373 (2001) and 1624 (2005) (10);
  - (ii) Training courses, seminars and workshops (extrabudgetary): national, subregional and interregional workshops on implementation of international conventions and protocols related to terrorism, on international cooperation in criminal matters related to terrorism and on selected technical issues in preventing and combating terrorism that were implemented under the Global Programme on Strengthening the Legal Regime against Terrorism, in accordance with relevant UNODC country and regional programmes (120);
  - (iii) Field projects (extrabudgetary): coordination, implementation and development of counter-terrorism country and regional programmes (1).

156. The distribution of resources for subprogramme 4 is reflected in table 16 below.

Table 16  
Resource projections: subprogramme 4. Terrorism prevention

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. Special-purpose</b>					
Drug programme	—	—	—	—	—
Crime programme	19 782.4	18 653.4	25 376.1	20	27
<b>Subtotal</b>	<b>19 782.4</b>	<b>18 653.4</b>	<b>25 376.1</b>	<b>20</b>	<b>27</b>
<b>B. Programme support cost</b>					
Post	—	—	—	—	—
Non-post	103.3	66.6	106.3		
<b>Subtotal</b>	<b>103.3</b>	<b>66.6</b>	<b>106.3</b>	<b>—</b>	<b>—</b>
<b>C. Regular budget</b>					
Post	2 483.8	2 354.1	2 486.0	8	8
Non-post	240.6	235.3	238.2		
<b>Subtotal</b>	<b>2 724.4</b>	<b>2 589.4</b>	<b>2 724.2</b>	<b>8</b>	<b>8</b>
<b>Total</b>	<b>22 610.1</b>	<b>21 309.4</b>	<b>28 206.6</b>	<b>28</b>	<b>35</b>

157. Subprogramme 4 (Terrorism prevention) will receive mainly special-purpose and regular budget funding in the biennium 2016-2017. It must also be noted that a relatively large proportion of the special-purpose funds received by this subprogramme is soft-earmarked for programme activities. Total resources for subprogramme 4 are proposed at \$28,206,600 in 2016-2017, reflecting an increase of \$5,596,500 (24.8 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 4.3 per cent of the total consolidated budget for 2016-2017.

158. Special-purpose expenditure is estimated at \$25,376,100 for 2016-2017, reflecting an increase of \$5,593,700 (28.3 per cent) over the revised budget for 2014-2015 and \$6,722,710 (36.0 per cent) over the final projections for 2014-2015. The resources provide for the provision of legal and capacity-building technical assistance on the ratification and implementation of the international legal instruments against terrorism in order to promote and strengthen criminal justice responses to terrorism in accordance with international human rights law and the rule of law.

159. As more countries have ratified the international conventions and protocols related to terrorism, a greater focus is now being given to building the capacity of Member States to implement counter-terrorism laws, as well as to ensure the medium- and long-term sustainability of the assistance provided. The estimate reflects a number of requests for in-depth specialized capacity-building assistance from Member States, including responding to new terrorism challenges. The national and regional workshops and training courses (including through the online platform), as well as new tools and publications will continue to address several specialized thematic areas related to terrorism prevention. In the biennium 2016-2017, the Office will further implement the 2015-2019 initiative on criminal

justice response to foreign terrorist fighters and consider ways to support Member States, upon request, to tackle other emerging terrorist challenges, such as kidnapping for ransom, links between terrorism and transnational organized crime, radicalization and destruction of cultural property. In line with Member States' priorities, instrumental will be facilitation of international cooperation in criminal matters related to terrorism, including with regard to extradition and mutual legal assistance, establishing central authorities and judicial cooperation networks, as well as effective coordination and exchange of information and good practices between Member States concerning foreign terrorist fighters. Coordination of the delivery of technical assistance with other United Nations entities and international and regional organizations will remain a high priority for the Office, including through joint activities. In addition, during the biennium 2016-2017, UNODC will address the findings of the in-depth evaluation of the UNODC Global Programme on Strengthening the Legal Regime against Terrorism.

160. Programme support cost resources are estimated at \$106,300 in 2016-2017, which is a slight increase of \$3,000 (2.9 per cent) over the revised budget for 2014-2015. The resources will provide for general temporary assistance to support the Chief of the Branch in administrative matters and reporting, and general operating expenses.

161. The regular budget requirements are set forth in section 16, subprogramme 4 (Terrorism prevention), of the proposed programme budget for the biennium 2016-2017. Regular budget requirements are estimated at \$2,724,200 reflecting a decrease of \$200 over 2014-2015 revised. The resources provide for eight posts (1 D-1, 1 P-5, 3 P-4, 1 P-3 and 2 GS (Other level)) and non-post resources relating to consultants and experts, travel of staff and contractual services. The decrease reflects reductions under travel of staff, in line with General Assembly resolution 69/264.

## **Subprogramme 5. Justice**

162. Substantive responsibility for the subprogramme is vested in the Justice Section of the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 13 of the biennial programme plan for the period 2016-2017.

163. UNODC, through its thematic programme on crime prevention and criminal justice reform, supports Member States in their efforts to develop effective strategies, policies and programmes to prevent crime and to improve criminal justice systems in line with international norms and standards. A new thematic programme is currently being drafted for the period 2016-2019 and will offer an important vehicle for the Office to support the implementation of the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation, in which Member States recognized the importance of crime prevention and criminal justice systems and the institutions comprising them, and of ensuring that they are effective, fair, humane and accountable, as well as accessible and responsive to the needs and rights of all individuals.

164. Based on relevant United Nations conventions and agreed standards and norms in crime prevention and criminal justice, as well as international best practices, the Office will provide technical assistance in a number of key areas, including police reform; strengthening of prosecution services, the judiciary and courts; access to legal aid; prison reform and alternatives to imprisonment; addressing the needs of women in the criminal justice system; justice for children; and the protection of victims of crime.

165. In 2016-2017, UNODC expects increased demand for support for the implementation of newly adopted standards, in particular the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules), the United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice, the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice, and the United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems.

166. Given the large number of requests for assistance to improve prison conditions worldwide, including to address the problem of prison overcrowding, UNODC will devote special attention to the initiation and implementation of penal reform programmes to rationalize the resort to imprisonment, improve the way in which it is implemented and contribute to a reduction in recidivism by supporting the social reintegration of offenders. Throughout, attention will be paid to the treatment of women offenders and to the needs of children in conflict with the law or children deprived of their liberty.

167. In each of the areas identified above, UNODC provides a set of services to Member States, including: technical assistance needs assessments to review crime prevention and criminal justice-related legislation, policies, strategies and capacities; the collection of baseline data; assistance and advice to policymakers and practitioners on the design and implementation of policies and strategies; legal advice and assistance, in an integrated manner, for the adoption of legislation; capacity-building activities for actors within the criminal justice system and support to institution-building; and development of practical tools, including guidance notes, handbooks, training curricula, model laws, studies and information technology resources.

Table 17  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** To strengthen the rule of law through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems, in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>		
			<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice	Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC, upon request [Number of additional United Nations standards]	Target	1	2	2
		Estimate		1	3
		Actual			1
(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice	(i) Number of additional countries utilizing UNODC tools, manuals, training materials and advisory services for improving crime prevention strategies and measures and criminal justice procedures and practices	Target	5	10	15
		Estimate		10	15
		Actual			30
	(ii) Number of additional countries assisted by UNODC in developing and implementing crime prevention and criminal justice reform initiatives	Target	5	10	15
		Estimate		10	15
		Actual			30

#### External factors

168. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are committed to developing new standards and norms in crime prevention and criminal justice and/or to updating and reviewing existing ones; (b) Member States are committed to applying United Nations standards and norms in crime prevention and criminal justice and to developing and implementing domestic crime prevention and criminal justice reform strategies, policies and plans; (c) there are no significant shortfalls in extrabudgetary resources; (d) specialized expertise is available for the timely delivery of assistance; and (e) conditions on the ground do not prevent the implementation of planned activities.



## Outputs

169. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Commission on Crime Prevention and Criminal Justice:
    - a. Parliamentary documentation: reports on the use and application of United Nations standards and norms in crime prevention and criminal justice (2);
    - b. Ad hoc expert groups: expert group meetings on best practices in crime prevention and criminal justice reform (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Non-recurrent publications: criminal justice handbook series and related training modules (4); translation of crime prevention and criminal justice tools into the official languages of the United Nations (8);
- (c) Technical cooperation (regular budget/extrabudgetary):
  - (i) Advisory services: substantive and technical support on crime prevention and criminal justice to Member States, other relevant organizations and agencies, and national and regional programmes (25);
  - (ii) Training courses, seminars and workshops: training courses, seminars and workshops on crime prevention and criminal justice (25);
  - (iii) Field projects: projects at the global level to support Member States in developing, implementing, monitoring and evaluating activities in addressing issues in crime prevention and criminal justice (2).

170. The distribution of resources for subprogramme 5 is reflected in table 18 below.

Table 18

### Resource projections: subprogramme 5. Justice

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	823.5	713.4	856.2	3	3
Non-post	199.3	199.3	192.2		
<b>Subtotal</b>	<b>1 022.8</b>	<b>912.7</b>	<b>1 048.4</b>	<b>3</b>	<b>3</b>
<b>B. Special-purpose</b>					
Drug programme	28.9	386.0	100.0	2	—
Crime programme	76 900.6	66 542.1	80 629.4	34	35
<b>Subtotal</b>	<b>76 929.5</b>	<b>66 928.1</b>	<b>80 729.4</b>	<b>36</b>	<b>35</b>
<b>C. Regular budget</b>					
Post	2 496.4	2 424.5	2 493.4	8	8
Non-post	179.3	177.1	167.0		
<b>Subtotal</b>	<b>2 675.7</b>	<b>2 601.6</b>	<b>2 660.4</b>	<b>8</b>	<b>8</b>
<b>Total</b>	<b>80 628.0</b>	<b>70 442.5</b>	<b>84 438.2</b>	<b>47</b>	<b>46</b>

171. Total resources for subprogramme 5 (Justice) are projected to be \$84,438,200 for 2016-2017, reflecting an increase of \$3,810,200 (4.7 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 13 per cent of the total consolidated budget for 2016-2017.

172. General-purpose resources are estimated at \$1,048,400 for 2016-2017, reflecting an increase of \$25,600 (2.5 per cent) over the revised budget for 2014-2015. The resources provide for three posts (2 P-3 and 1 GS (Other level)). The non-post resources relate to general temporary assistance, consultants and experts, travel of staff, contractual services, general operating expenses, supplies and materials and contribution to joint services in the Justice Section. The increase is a result of recosting to 2016-2017 rates.

173. Special-purpose expenditure is estimated at \$80,729,400 in 2016-2017, reflecting an increase of \$3,799,900 (4.9 per cent) over the revised budget for 2014-2015 and \$13,801,300 (20.6 per cent) over the final projections for 2014-2015. The increase reflects additional activities in the area of countering piracy and maritime crime, including the Mogadishu prison and major crimes complex programme. The increase also relates to a higher level of implementation under the following projects: Support to the justice sector in Nigeria; Pakistan country programme; Promoting the rule of law in Argentina, Brazil, Chile, Paraguay and Uruguay; and UNODC-UNICEF Global Programme on Violence against Children in the field of Crime Prevention and Criminal Justice.

174. The programme activities in this subprogramme will focus on implementation of the thematic programme on crime prevention and criminal justice reform. With the objective of supporting countries in establishing and promoting effective, fair and humane crime prevention policies, strategies and programmes, along with criminal justice systems that are based on the rule of law and that are in line with international human rights standards, during the biennium 2016-2017, UNODC will continue to strengthen technical assistance delivery in the areas of crime prevention and criminal justice. In particular, it will support Member States in implementing newly adopted or revised standards and norms, for example, on the treatment of prisoners, preventing violence against children and violence against women, legal aid and women in prisons. To that end, additional tools, handbooks and training curricula will be developed and disseminated. The project portfolio of UNODC in the area of justice is increasingly being integrated into regional and country programmes, offering a comprehensive support package to countries to strengthen crime prevention and criminal justice institutions through short-, medium- and long-term interventions. Such interventions are based on thorough national needs assessments and support national capacity to develop and implement long-term reform at the strategic, national and local levels. An area of particular concern is the implementation of standards relating to children and to women.

175. Regular budget resources are set forth in section 16, subprogramme 5 (Justice), of the proposed programme budget for the biennium 2016-2017. Regular budget resources are estimated at \$2,660,400, reflecting a decrease of \$15,300 (0.6 per cent) over the revised budget for 2014-2015. The resources provide for eight posts (1 P-5, 4 P-4, 2 P-3 and 1 P-2) and non-post resources, including general temporary assistance, consultants and experts, travel of staff and contractual services. The decrease reflects the discontinuation of a one-time provision in general temporary assistance related to the abolishment of a post in 2014-2015, and

downward adjustments under consultants and experts and travel of staff in line with General Assembly resolution 69/264.

## **Subprogramme 6. Research, trend analysis and forensics**

176. Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The objectives will be achieved by focused interventions in the following main substantive areas: (a) provision of timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific manifestations of crime; (b) analysis of the evolution of transnational drug and crime issues to help identify threats and priorities; (c) provision of guidance and expert advice to drug-testing laboratories and forensic institutions; and (d) expansion of the evidence base for policymaking. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 13 of the biennial programme plan for the period 2016-2017.

177. The thematic programme on research, trend analysis and forensics comprises five components: statistics and surveys, scientific and forensic services, studies and threat analysis, the *World Drug Report* and the *Global Report on Trafficking in Persons*.

178. The statistics and surveys component includes UNODC responsibilities to produce and disseminate accurate drug and crime statistics and analyse trends to support policymaking at the international level and to support countries in their efforts to produce and disseminate drug and crime statistics at the national level. This includes the development of data series that are internationally comparable and the dissemination of results to the international community. Other important activities are the development of international standards and recommendations for drug and crime statistics, as well as technical support provided to Member States for the design, implementation, processing and dissemination of data-collection activities, as well as the development of monitoring systems related to drugs and crime.

179. The scientific and forensic services component sets the global-level programmatic objectives in the scientific and forensic sector and provides the substantive strategy to ensure that Member States and the international community have access to high-quality forensic science services and data in support of their efforts relating to drug control and crime prevention. This component comprises the improvement of the scientific and forensic capacity of Member States to meet internationally accepted standards, including the increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policymaking and decision-making. It provides the context for integrated services in the scientific and forensic field that incorporate the closely linked and cross-cutting aspects of drug control and crime prevention, criminal justice and international cooperation.

180. Under the studies and threat analysis component, UNODC undertakes global research on the threats posed by and the modalities of transnational organized crime, including analyses of new forms and dimensions of such crime and emerging

challenges. The work is undertaken to support evidence-based policy formulation, as mandated by Member States (Economic and Social Council resolution 2012/19).

181. The *World Drug Report* is the UNODC flagship report on drugs. Published annually, it informs Governments and the public at large about the nature, extent and evolution of the global drug problem. Member States have repeatedly reiterated their support for the continued production of the *World Drug Report* and have been relying on it as an essential and authoritative source of information.

182. The fifth component, the *Global Report on Trafficking in Persons*, was established in response to the United Nations Global Plan of Action to Combat Trafficking in Persons (General Assembly resolution 64/293), in which UNODC was mandated to report every two years on patterns and flows of trafficking in persons at the national, regional and international levels. Under this component, UNODC undertakes the preparation of the *Global Report on Trafficking in Persons* every two years and works in close cooperation with Member States and other relevant stakeholders within and outside the Office.

Table 19

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

**Objective:** Enhanced knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug and crime issues

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2016-2017	2014-2015	2012-2013
(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues	(i) Increased number of references in research publications to documents or information generated by UNODC	Target	2 500	2 400	
		Estimate		2 400	2 100
		Actual			2 100
	(ii) Increased percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation	Target	70	60	–
		Estimate		60	–
		Actual			–
	(iii) Increased number of country-data series disseminated by UNODC disaggregated by drug demand, drug supply, crime and criminal justice [Number of country data series for crime]	Target	700	–	–
		Estimate		600	–
		Actual			–
	[Number of country data series for drugs]	Target	700	–	–
		Estimate		600	–
		Actual			

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(b) Increased capacity to produce and analyse statistical data on trends, including those in emerging drug and specific crime issues	Increased number of Member States receiving targeted training or other forms of technical assistance on data collection related to drugs and crime, upon request [Number of Member States having received training on drug and crime statistics]	Target	25	20	—
		Estimate		20	—
		Actual			
	[Number of national institutions having received technical assistance on drug and crime statistics]	Target	30	25	—
		Estimate		25	—
		Actual			—
(c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making	(i) Increased percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity	Target	85	87	85
		Estimate		87	85
		Actual			85
	(ii) Increased number of laboratories participating actively in the international collaborative exercise	Target	125	130	120
		Estimate		130	120
		Actual			120
	(iii) Increased percentage of laboratories in receipt of UNODC assistance reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses	Target	80	80	80
		Estimate		80	75
		Actual			80

### External factors

183. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) sufficient data on drugs and crime are available and reported by Member States; (b) Governments have the establishment or improvement of forensic and scientific capacity high on their list of priorities, are committed to forensic best practice implementation and integrate forensic science laboratories into the national drug control and crime prevention framework; (c) national laboratories have quality assurance high on their agenda and have relevant support from higher institutional levels; (d) national laboratories cooperate with each other and with relevant authorities (e.g. law enforcement, regulatory and

health) within and between countries and with UNODC; (e) Member States continue to give priority to evidence-based policy and programme development and support the efforts of UNODC to enhance knowledge of thematic and cross-sectoral trends regarding drug, crime and terrorism issues; and (f) there are no significant shortfalls in extrabudgetary resources.

## Outputs

184. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Commission on Narcotic Drugs:
    - a. Parliamentary documentation: annual report on the world situation with regard to drug abuse, based on responses to the annual report questionnaire and supplemental information provided by Governments (2);
  - (ii) Commission on Crime Prevention and Criminal Justice:
    - a. Annual report on world crime trends and emerging issues and responses in the field of crime prevention and criminal justice, based on responses to the annual crime trend survey and supplementary information provided by Governments (2);
    - b. Ad hoc expert groups: annual meetings of the International Standing Panel on Forensics (2); expert group meeting on drug and crime statistics (1); World Drug Report Scientific Advisory Group (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: biannual seizure reports (4); *Bulletin on Narcotics* (2); *Forum on Crime and Society* (2); *Global Report on Trafficking in Persons* (1); update on the global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme (4); international statistics on crime, based on responses to the annual crime trends survey (2); international statistics on illicit drugs, based on responses to the annual report questionnaire (2); manuals/guidelines on procedural approaches and analytical methods for identification and analysis of controlled substances/forensic analysis, and practical laboratory procedures and best practices (2); online database of individual drug seizures (2); reprinted or revised manuals or guidelines on methods for the identification and analysis of controlled drugs/forensic analysis (2); technical publications on the state of crime and justice in the world (2); *World Drug Report* (2);
  - (ii) Technical material: implementation of national monitoring systems and publication of illicit crop monitoring surveys (10); implementation of quality assurance programme and publication of related reports (8); provision of approximately 1,000 reference samples to national drug testing laboratories (2); provision of approximately 400 drug and precursor testing and crime scene investigation kits to national authorities (2); scientific and technical notes (1); selected bibliographies

and articles on the identification and analysis of controlled drugs, chemicals and precursors (4); training module on drug/precursor analysis and forensic support in drug control and crime prevention (1);

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

(i) Advisory services: expert advice to Member States on drug and crime surveys (surveys on drug use, drug cultivation and production, corruption, crime victims, etc.) (4); high-quality scientific support, information and advice to Governments, national and international organizations and institutions on a wide range of scientific and technical issues (2);

(ii) Training courses, seminars and workshops: regional and subregional workshops or meetings of heads of forensic laboratories, law enforcement officers and judicial authorities to promote collaboration between laboratory services and agencies involved in drug control and crime prevention (2); training courses/study tours for forensic scientists (2);

(iii) Field projects: national and regional projects related to strengthening and/or establishing national forensic laboratories (2).

185. The distribution of resources for subprogramme 6 is reflected in table 20 below.

Table 20

**Resource projections: subprogramme 6. Research, trend analysis and forensics**

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>			<i>Posts</i>	
	<i>2014-2015 (revised budget)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>
<b>A. General-purpose</b>					
Post	4 002.8	3 729.5	3 836.8	14	14
Non-post	116.1	114.7	135.4		
<b>Subtotal</b>	<b>4 118.9</b>	<b>3 844.2</b>	<b>3 972.2</b>	<b>14</b>	<b>14</b>
<b>B. Special-purpose</b>					
Drug programme	27 279.0	22 618.1	23 662.8	13	13
Crime programme	42 823.2 <sup>a</sup>	52 113.7 <sup>a</sup>	30 299.2 <sup>a</sup>	38	39
<b>Subtotal</b>	<b>70 102.1</b>	<b>74 731.8</b>	<b>53 962.0</b>	<b>51</b>	<b>52</b>
<b>C. Programme support cost</b>					
Post	647.6	567.0	613.4	2	2
Non-post	98.7	68.7	98.9		
<b>Subtotal</b>	<b>746.3</b>	<b>635.7</b>	<b>712.3</b>	<b>2</b>	<b>2</b>
<b>D. Regular budget</b>					
Post	5 735.8	5 763.8	5 544.9	19	18
Non-post	620.1	542.8	620.5		
<b>Subtotal</b>	<b>6 355.9</b>	<b>6 306.6</b>	<b>6 165.4</b>	<b>19</b>	<b>18</b>
<b>Total</b>	<b>81 323.1</b>	<b>85 518.2</b>	<b>64 811.8</b>	<b>86</b>	<b>86</b>

<sup>a</sup> Includes the subfund for the United Nations Interregional Crime and Justice Research Institute (\$34.9 million in 2014-2015 and \$24.4 million in 2016-2017).

186. Subprogramme 6 (research, trend analysis and forensics), comprises the Office of the Director of the Division for Policy Analysis and Public Affairs and the Research and Trend Analysis Branch. Total resources for subprogramme 6 are proposed at \$64,811,800 for 2016-2017, reflecting a decrease of \$16,511,300 (20.3 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 10.0 per cent of the total 2016-2017 consolidated budget.

187. General-purpose resources are estimated at \$3,972,200 in 2016-2017, reflecting a decrease of \$146,700 (3.6 per cent) over the revised budget for 2014-2015. The resources provide for 14 posts (1 D-1, 2 P-4, 1 P-3 and 10 GS (Other level)) and non-post resources to cover travel of staff, general operating expenses and contributions to joint services. The decrease is a result of recosting to 2016-2017 rates.

188. Special-purpose expenditure is estimated at \$53,962,000 in 2016-2017, reflecting a decrease of \$16,140,100 (23.0 per cent) over the revised budget for 2014-2015 and \$20,769,770 (27.8 per cent) over the final projections for 2014-2015. The decrease is mainly the result of actual programme implementation of the subfund for the United Nations Interregional Crime and Justice Research Institute, which accounts for \$24.4 million of the resources of this subprogramme.

189. While continuing the production of global reference reports such as the *World Drug Report* and the *Global Report on Trafficking in Persons* and aiming to continue the production of the *Global Study on Homicide*, the Office will conduct new, in-depth global analyses of emerging transnational crime threats, as requested by Member States. In particular, in response to Economic and Social Council resolution 2013/40, UNODC will undertake studies that focus on organized crime networks involved in trafficking in specific protected species of wild fauna and flora, their parts and derivatives. In order to assess the impact of the Smuggling of Migrants Protocol and pursuant to Economic and Social Council resolution 2014/23, global studies will be carried out focusing on smuggling networks and the involvement of organized crime in smuggling. The Office will monitor the impact of the transition in Afghanistan on the opiate trade and will improve the data-collection and dissemination system to facilitate data reporting from Member States and make data on drugs and crime more widely accessible. The Office also supports the gathering of data on drug use among both the general and targeted populations. The programme needs to be strengthened to be able to respond to these requests. Also, with the objective of increasing the availability and quality of comparable data on drug and crime problems, more resources are needed for capacity-building activities to improve data on drug supply, drug use and associated health impacts, and to strengthen national capacities to measure crime, including victimization and corruption. Furthermore, the programme needs to address an expanded mandate and cover a number of forensic issues in the crime and drug segments. In particular, the crime segment will continue, and its portfolio will focus on the global standardized training approach, using web-based technologies, which will ensure sustainability and continual improvement of skills in areas such as forensic document examination. It will also cover a number of other forensic issues associated with UNODC activities to combat and prevent crime. In addition, more emphasis is expected in relation to laboratory research activities in support of drug trend analysis and surveys, forensic laboratory capacity-building and quality assurance,



specifically in response to Commission on Narcotic Drugs resolution 58/9. Further focus is expected with regard to the field presence of the SMART programme, timely and comprehensive information-sharing on new psychoactive substances through the established global early warning advisory and the strengthening of forensic capacity for the identification of such substances.

190. Programme support cost resources are estimated at \$712,300 in 2016-2017, reflecting a decrease of \$34,000 (4.6 per cent) over the revised budget for 2014-2015. The resources provide for 2 posts (1 P-4 and 1 GS (Other level)), as well as non-post resources related to general temporary assistance, travel of staff, contractual services, hospitality, general operating expenses and contributions to joint services. The decrease is a result of fewer requirements for general temporary assistance, which was partially offset by an increase in contractual services and general operating expenses.

191. Regular budget resources are set forth in section 16, subprogramme 6 (Research, trend analysis and forensics), of the proposed programme budget for 2016-2017. Regular budget resources are estimated at \$6,165,400, which provides for 18 posts (1 D-2, 3 P-5, 5 P-4, 5 P-3, 1 P-2, 1 GS (Principal level) and 2 GS (Other level)), as well as non-post resources, including general temporary assistance, consultants and experts, travel of staff, contractual services, general operating expenses, and supplies and materials. The decrease of \$190,500 (3.0 per cent) over the revised budget for 2014-2015 mainly reflects the proposed abolishment of one General Service (Other level) post in the Laboratory and Scientific Section and the reduction in travel of staff in line with General Assembly resolution 69/264.

## **Subprogramme 7. Policy support**

192. Substantive responsibility for the subprogramme is vested with the Public Affairs and Policy Support Branch of the Division for Policy Analysis and Public Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 13 of the biennial programme plan for the period 2016-2017.

193. As UNODC seeks to respond to the concerns of Member States and to enhance its role at the intersection of the rule of law, human security and development, this subprogramme is oriented towards ensuring a coherent, cross-functional policy and strategic direction in its mandate areas, linking measurable results with overall strategy. There are five main policy response and operational modes through which that objective will be achieved:

(a) Developing normative instruments (programme documents, reporting formats, etc.) for UNODC programming, fundraising and advocacy, as well as for linking the strategic goals of the Office to measurable results. These instruments are developed in line with human rights standards and norms as well as practices in results-based and programme cycle management;

(b) Conducting policy dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;

(c) Reaching out to civil society, non-governmental organizations and international media;

(d) Carrying out targeted advocacy and communications activities, with emphasis on key stakeholders in substantive areas such as combating drugs, corruption, trafficking in persons and smuggling of migrants, and developing communications with a view to building public support for the work of the Office;

(e) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

194. Transforming our world: the 2030 Agenda for Sustainable Development draws together the strands of peace, rule of law, human rights, development and equality into a comprehensive and forward-looking framework. In it, reducing conflict, crime, violence and discrimination and ensuring inclusion and good governance are recognized as essential for people's well-being and for securing sustainable development. In order to assist in the creation of a strong multilateral effort that brings together Governments, the United Nations system, regional entities, civil society, multilateral bodies, the private sector and academia to mobilize all available resources for the effective implementation of the Agenda, UNODC will focus on creating and participating multi-stakeholder partnerships around selected targets in the Sustainable Development Goals.

195. The Office is expected to have a central role in providing data on a number of key indicators that are currently under discussion; however, it will also be important to capitalize on that role by expanding programmes to assist Member States in strengthening access to justice, enhancing the rule of law at the national and regional levels, creating safer communities and ensuring access to drug and HIV prevention, treatment and care. Under the subprogramme, a new global programme will be launched to assist UNODC in participating in and, where possible, leading coordinated United Nations system processes to assist countries in implementing the 2030 Agenda for Sustainable Development, with a focus on Goal 16.

196. With that in mind, moving into 2016, UNODC is looking to assume an active role in some of those areas and will step up its participation in the formulation of United Nations common programmes in close partnership with national and regional stakeholders. It is anticipated that the role of partnerships and policy support is likely to increase.

197. The New York Liaison Office represents UNODC in the various General Assembly Committees and interacts substantively with other United Nations partners at Headquarters. It ensures effective coordination and consideration of UNODC practices within broader United Nations policies. It also works with non-United Nations entities in North America, including the media, the private sector, foundations, departments of the Government of the United States of America, academic institutions, think tanks and other civil society organizations.

Table 21

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

<b>Objective:</b> To facilitate policy and operational responses on issues related to drug control, crime prevention and criminal justice					
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Performance measures</i>			
			<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) 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	(a) (i) Increased number of unique visitors accessing information from the UNODC website and following UNODC on social media [Number of unique visitors per month]	Target	270 000	225 000	213 000
		Estimate		260 000	200 000
		Actual			250 000
	[Number of followers on Facebook]	Target	150 000	–	–
		Estimate		120 000	–
		Actual			38 300
	[Number of followers on Twitter]	Target	80 000		–
		Estimate		65 000	–
		Actual			38 000
	(ii) Increased number of downloads of publications from the UNODC website, disaggregated by publication name and type [Number of downloads of publications per month]	Target	15 000	14 500	–
		Estimate		14 500	14 000
		Actual			14 000
(b) Advance the capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate, including through partnerships with relevant civil society entities	(b) Increased number of partnership and/or funding agreements with Governments, foundations, non-governmental organizations, other relevant civil society organizations and private sector entities [Value of funding instruments, such as agreements, exchange of letters and memorandums of understanding]	Target	\$570 million	\$500 million	\$450 million
		Estimate		\$500 million	\$485 million
		Actual			\$605 million

### **External factors**

198. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there are no significant shortfalls in extrabudgetary resources; and (b) Member States continue to support the implementation of results-based management in UNODC.

### **Outputs**

199. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: online database of non-governmental organizations working on drug prevention, treatment and rehabilitation, alternative development, crime prevention and criminal justice, and activities to combat corruption and trafficking in persons (1); UNODC monthly e-newsletter (24);
  - (ii) Booklets, public awareness television and radio spots, interviews and other promotional material (8);
  - (iii) Special events: continued development of new fundraising initiatives and strategic partnerships with donors, United Nations agencies, international financial institutions and private and/or corporate foundations (1); observance of the International Day against Drug Abuse and Illicit Trafficking (26 June), International Anti-Corruption Day (9 December) and the World Day against Trafficking in Persons (30 July) (6);
  - (iv) Technical material: design and maintenance of and improvements to the UNODC website (1);
  - (v) Audiovisual resources: collection of photographs related to the topics of drugs, crime and terrorism and maintenance of the web-based and hard-drive photographic library (1); issuance of promotional videos (1);
  - (vi) Substantive servicing of inter-agency meetings: inter-agency coordination and liaison through participation in the High-Level Committee on Programmes and inter-agency meetings within the United Nations system (1).

200. The distribution of resources for subprogramme 7 is reflected in table 22 below.

Table 22  
Resource projections: subprogramme 7. Policy support

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	1 033.5	939.8	1 167.8	3	3
Non-post	323.4	323.4	306.2		
<b>Subtotal</b>	<b>1 356.9</b>	<b>1 263.2</b>	<b>1 474.0</b>	<b>3</b>	<b>3</b>
<b>B. Special-purpose</b>					
Drug programme	2 242.7	2 255.3	2 603.6	6	2
Crime programme	5 235.6	3 616.4	4 005.3	6	4
<b>Subtotal</b>	<b>7 478.3</b>	<b>5 871.7</b>	<b>6 608.9</b>	<b>12</b>	<b>6</b>
<b>C. Programme support cost</b>					
Post	4 223.7	3 767.5	4 175.3	13	13
Non-post	360.7	482.9	348.1		
<b>Subtotal</b>	<b>4 584.4</b>	<b>4 250.4</b>	<b>4 523.4</b>	<b>13</b>	<b>13</b>
<b>D. Regular budget</b>					
Post	1 708.8	2 199.0	2 043.6	5	6
Non-post	37.0	35.4	36.1		
<b>Subtotal</b>	<b>1 745.8</b>	<b>2 234.4</b>	<b>2 079.7</b>	<b>5</b>	<b>6</b>
<b>Total</b>	<b>15 165.5</b>	<b>13 619.6</b>	<b>14 686.0</b>	<b>33</b>	<b>28</b>

201. Subprogramme 7 (Policy support), comprises the Public Affairs and Policy Support Branch and the New York Liaison Office. Total resources for subprogramme 7 are proposed at \$14,686,000 for 2016-2017, reflecting a decrease of \$479,500 (3.2 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 2.3 per cent of the total consolidated budget for 2016-2017.

202. General-purpose resources are estimated at \$1,474,000 for 2016-2017, reflecting an increase of \$117,100 (8.6 per cent) over the revised budget for 2014-2015. The resources provide for three posts (1 D-1, 1 P-3 and 1 GS (Other level)) and non-post resources to cover general temporary assistance, travel of staff, hospitality, contractual services, general operating expenses and supplies and materials in the New York Liaison Office. The increase is due to recosting to 2016-2017 rates.

203. Special-purpose expenditure is estimated at \$6,608,900 for 2016-2017, reflecting a decrease of \$869,400 (11.6 per cent) over the revised budget for 2014-2015, while presenting an increase of \$737,260 (12.6 per cent) over the final projections for that biennium. The increase is mainly the result of higher implementation under the following projects: Looking beyond: towards a strategic engagement with civil society on anti-corruption, and drug and crime prevention; and Enhancing communication and public information.

204. The programme is expected to continue to support awareness-raising campaigns on the issues of transnational organized crime, trafficking in persons,

drugs and corruption, as well as on emerging forms of transnational organized crime, such as wildlife crime. It will carry out core communications activities, such as the provision of an up-to-date and informative website and public information materials, as well as outreach to the media and key UNODC stakeholders. The programme will also carry out activities to provide support and training for non-governmental organizations, particularly on the Convention against Corruption, and will continue facilitating and coordinating civil society participation in relevant intergovernmental meetings. Special-purpose funds will also complement the programme support cost funds in the areas of strategic planning and inter-agency coordination and provide for, inter alia, training of UNODC staff on results-based management and travel costs for following up on inter-agency affairs. While UNODC is the designated fund manager of the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, especially Women and Children, which is aimed at providing humanitarian, legal and financial aid to victims of trafficking in persons, the related project will continue to award small grants to grass-roots non-governmental organizations that provide direct care and support to victims at the local level.

205. Programme support cost resources are estimated at \$4,523,400 for 2016-2017, reflecting a decrease of \$61,000 (1.3 per cent) over the revised budget for 2014-2015. The resources provide for one post (1 GS (Other level)) in the Office of the Chief of the Public Affairs and Policy Support Branch, nine posts (3 P-4, 3 P-3 and 3 GS (Other level)) in the Co-Financing and Partnership Section (including the Brussels Liaison Office), 1 post (1 P-4) in the Strategic Planning Unit and 2 posts (1 P-4 and 1 GS (Other level)) in the Advocacy Section. In addition, non-post resources are required to cover general temporary assistance, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and contributions to joint services. The net decrease is due to recosting to 2016-2017 rates and reductions under general temporary assistance, partially offset by the full allocation of one P-4 level post to the Advocacy Section, which was previously cost-shared with the project entitled "Looking beyond: towards a strategic engagement with civil society on anti-corruption, and drug and crime prevention".

206. Regular budget resources are set forth in section 16, subprogramme 7 (Policy support), of the proposed programme budget for 2016-2017. Regular budget resources are estimated at \$2,079,700, reflecting an increase of \$333,900 (19.1 per cent) over the revised budget for 2014-2015. The resources provide for six posts (1 D-1, 2 P-5, 1 P-4, 1 P-3 and 1 P-2) and non-post expenditure, including travel of staff and contractual services. The increase is mainly the result of the proposed inward redeployment of one post at the P-4 level from subprogramme 8, offset in part by decreases under travel of staff and external printing.

### **Subprogramme 8. Technical cooperation and field support**

207. Substantive responsibility for the implementation of subprogramme 8 lies with the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 13 of the biennial programme plan for the period 2016-2017.

208. The subprogramme comprises the Office of the Director of the Division for Operations, the Field Operations Management Support Section and four regional sections. The current UNODC field network of 17 established field offices (regional offices, country offices and liaison and partnership offices) and more than 50 subordinate programme offices covers more than 190 countries and has more than 1,400 personnel, most of whom are local personnel (national professional officers, local-level positions and service contracts) holding posts that are of a temporary nature, subject to frequent changes and administered by UNDP on behalf of UNODC.

209. The objective of the subprogramme will be achieved by:

(a) Providing high-quality policy, strategy and normative advisory services to Government authorities, United Nations agencies, partners and donors in all mandated UNODC areas;

(b) Advising Member States and local counterparts in the field on the provisions of the United Nations conventions on drugs, crime and corruption, the United Nations standards and norms in crime prevention and criminal justice, international treaties, institutional frameworks and policies related to countering terrorism and countering money-laundering, and other areas that fall under the mandate of UNODC;

(c) Advocating for and providing expertise and inputs to Member States regarding the development of drug and crime control policies, strategies and action plans at the national and regional levels;

(d) Developing and delivering integrated programmes with partner countries and regional entities and ensuring “full ownership” of these programmes by Member States through regular policy, strategy and programmatic dialogue at the field and headquarters levels;

(e) Promoting the integration of drug and crime control issues into national and regional development and security strategies, as appropriate, and providing expertise for the forging of new partnerships and stronger regional and interregional cooperation against transnational organized crime and trafficking;

(f) Conducting local partner consultation mechanisms in field duty stations as a common platform for joint efforts with United Nations partners, international financial institutions and organizations, multilateral bodies, regional organizations and donors.

210. In 2016-2017, this subprogramme’s key services will focus on the further expansion of country and regional programmes, new initiatives to implement interregional programme cooperation between, inter alia, West and Central Asia, Europe and Africa; Latin America, the Caribbean and Africa; and West and North Africa, the Middle East and Europe. The Division’s cross-cutting services, strategic and operational advice to Member States, UNODC senior management and all field offices, as well as the coordination and liaison functions of the regional sections and the Field Operations Management Support Section, are key to the further integration and alignment of all field-based operations conducted under country, regional and global UNODC programmes. In 2016-2017, subprogramme 8 will also be focused on the ongoing joint improvement of UNODC reporting and monitoring systems and processes, the development of practical guidance on matters related to field office

management and on the stabilization of the existing, fragmented financial and substantive systems used for quality control, oversight, monitoring and management reporting. The introduction of Umoja in November 2015, which also covers all field office management processes and field-based technical cooperation delivery, will require strong back-office support from the Division's headquarters to the field throughout 2016 and 2017, and joint work with other divisions to ensure the integration of Umoja with ProFi system project and programme features.

Table 23

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

**Objective:** Facilitate effective cooperation and management at the field level in the areas of the UNODC mandate

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(a) Integrated programmes designed with the participation of recipient countries and implemented in close consultation with regional entities and partner countries, as appropriate	(i) Increased number of country and regional integrated programmes developed and being implemented in the field	Target	18	10	8
		Estimate		10	8
		Actual			8
	(ii) Increased percentage of Member States indicating satisfaction with policy advice, technical expertise, coordination and other support provided by the UNODC field network	Target	85	85	75
		Estimate		85	75
		Actual			75
(b) Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices	(i) Increased number of field offices without qualified audit opinions [Number of instances a field office receives a qualified audit opinion]	Target	0	0	0
		Estimate		0	0
		Actual			0
	(ii) Decrease in adverse audit observations for field offices [Number of instances a field office receives an adverse audit observation]	Target	0	0	0
		Estimate		0	0
		Actual			0
	(iii) Increase in the number of fully accepted evaluation recommendations implemented in the field offices	Target	30	–	–
		Estimate		25	–
		Actual			–

**External factors**

211. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continued availability of extrabudgetary resources for the integrated programmes and field operations of



UNODC; (b) Member States are willing to provide soft-earmarked funding at the programme level; (c) effective regional mechanisms and national counterpart cooperation facilitate successful programme implementation; and (d) operational conditions on the ground do not prevent the implementation of planned activities.

## **Outputs**

212. During the biennium 2016-2017, the following final outputs will be delivered:

(a) Other substantive activities (extrabudgetary): meetings and expert working groups with Member States on UNODC strategic and programme priorities, new regional initiatives, joint new programmes and networking of expert networks (1); strategic and operational field office support and oversight (1); and substantive servicing of oversight and review bodies (1);

(b) Technical cooperation (extrabudgetary):

(i) Advisory services for Member States and other relevant stakeholders on strategies, concepts and cooperation frameworks for action in UNODC mandated areas (1);

(ii) Technical cooperation and field support: implementation of the following programmes and field projects: country programme in Afghanistan under implementation (1); country programme in Indonesia under implementation (1); country programme in Myanmar under implementation (1); country programme in the Islamic Republic of Iran under implementation (1); country programme in Pakistan under implementation (1); development and subsequent implementation of a new country programme in the Plurinational State of Bolivia (1); programme portfolios in Latin America (Brazil, Colombia, Mexico, Paraguay and Peru) and Central America under implementation (1); programme for Central Asian countries under implementation (1); regional programme for Afghanistan and neighbouring countries under implementation (1); regional programme for Eastern Africa including the national integrated programme for Ethiopia, under implementation (1); regional programme for South Asia under implementation (1); regional programme for South Eastern Europe under implementation (1); regional programme for South-East Asia under implementation (1); regional programme for Southern Africa under implementation (1); regional programme for West Africa under implementation (1); regional programme for the Arab States under implementation (1); regional programme for the Caribbean under implementation (1).

213. The distribution of resources for subprogramme 8 is reflected in table 24 below.

Table 24  
**Resource projections: subprogramme 8. Technical cooperation and field support**

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	6 139.2	5 951.1	2 228.4	14	7
Non-post	65.3	34.7	3.3		
<b>Subtotal</b>	<b>6 204.5</b>	<b>5 985.8</b>	<b>2 231.7</b>	<b>14</b>	<b>7</b>
<b>B. Special-purpose<sup>a</sup></b>					
Drug programme	6 780.5	4 624.1	4 167.3	13	18
Crime programme	1 800.3	1 872.2	2 308.5	7	14
<b>Subtotal</b>	<b>8 580.8</b>	<b>6 496.3</b>	<b>6 475.8</b>	<b>20</b>	<b>32</b>
<b>C. Programme support cost</b>					
Post	13 453.2	12 458.7	9 278.1	80	41
Non-post	4 513.4	5 124.0	2 626.5		
<b>Subtotal</b>	<b>17 966.6</b>	<b>17 582.7</b>	<b>11 904.5</b>	<b>80</b>	<b>41</b>
<b>D. Regular budget</b>					
Post	1 487.8	1 138.4	1 218.5	5	4
Non-post	2 769.3	1 529.4	2 707.5		
<b>Subtotal</b>	<b>4 257.1</b>	<b>2 667.8</b>	<b>3 926.0</b>	<b>5</b>	<b>4</b>
<b>Total</b>	<b>37 009.1</b>	<b>32 732.6</b>	<b>24 538.0</b>	<b>120</b>	<b>84</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as at September 2015. In addition to posts funded from special-purpose funds that are included in the staffing tables, as at September 2015, there are 1,229 local positions in field offices (48 national professional officer posts, 78 local-level posts and 1,103 service contracts) that are administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

214. Total resources for subprogramme 8 (Technical cooperation and field support) are proposed at \$24,538,000 for 2016-2017, reflecting a decrease of \$12,471,100 (33.7 per cent) in comparison with the revised budget for 2014-2015. The subprogramme accounts for 3.8 per cent of the total consolidated budget for 2016-2017.

215. The distribution of resources for the headquarters component of subprogramme 8 is reflected in table 25 below.

Table 25

**Resource projections: subprogramme 8. Technical cooperation and field support (headquarters)**

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>			<i>Posts</i>	
	<i>2014-2015 (revised budget)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>
<b>A. General-purpose</b>					
Post	723.0	668.8	—	1	—
Non-post	7.3	7.3	—		
<b>Subtotal</b>	<b>730.3</b>	<b>676.1</b>	<b>—</b>	<b>1</b>	<b>—</b>
<b>B. Special-purpose</b>					
Drug programme	750.9	750.9	969.8	5	5
Crime programme	279.4	279.4	970.7	2	6
<b>Subtotal</b>	<b>1 030.3</b>	<b>1 030.3</b>	<b>1 940.5</b>	<b>7</b>	<b>11</b>
<b>C. Programme support cost</b>					
Post	8 825.9	7 928.4	6 995.4	30	22
Non-post	767.2	783.7	428.9		
<b>Subtotal</b>	<b>9 593.1</b>	<b>8 712.0</b>	<b>7 424.3</b>	<b>30</b>	<b>22</b>
<b>D. Regular budget</b>					
Post	1 487.8	1 138.4	1 218.5	5	4
Non-post	2 769.3	1 529.4	2 707.5		
<b>Subtotal</b>	<b>4 257.1</b>	<b>2 667.8</b>	<b>3 926.0</b>	<b>5</b>	<b>4</b>
<b>Total</b>	<b>15 610.8</b>	<b>13 086.3</b>	<b>13 290.8</b>	<b>43</b>	<b>37</b>

216. The headquarters component of subprogramme 8 will not receive any general-purpose funds during 2016-2017, as the D-2 post of the Chief, Division for Operations, is proposed to be funded from the regular budget as of 2016. This conversion, which is also part of the transition process towards the new funding model, emanates from the realignment by UNODC of normative and operational functions in all divisions and establishes a fully harmonized management structure in the Office.

217. Programme support cost resources are estimated at \$7,424,300 for 2016-2017, to support activities performed by the Office of the Director of the Division for Operations, the Field Operations Management Support Section and the regional sections. It reflects a decrease of \$2,168,800 (22.6 per cent) compared with the revised budget for 2014-2015. Total resources provide for 1 post (1 GS (Principal level)) in the Office of the Director, 7 posts (1 P-5, 2 P-4, 4 GS (Other level)) in the Field Operations Management Support Section and 14 posts (4 P-5, 2 P-4, 2 P-3 and 6 GS (Other level)) in the regional sections. The non-post resources provide for general temporary assistance, travel of staff, hospitality, contractual services, general operating expenses and contributions to joint services.

218. The decrease reflects the transfer of seven posts (2 P-4, 3 P-3, 2 GS (Other level)) to the special-purpose expenditure as a part of the continuous transition to the full cost recovery funding model. With that transfer, the four posts in the Division for Operations frozen in 2014-2015 as part of the Division's efficiency

plan (2 P-3 and 1 GS (Other level) in the regional sections and 1 GS (Other level) in the Office of the Director of the Division for Operations) are being abolished. In addition, other transfers and reductions are being made in non-post resources related to general temporary assistance, travel of staff, general operating expenses, supplies and materials and contributions to joint services. The decrease is partially offset by a requirement for three new posts (1 P-5, 1 P-4 and 1 GS (Other level)) in the Field Operations Management Support Section. After the restructuring of the Division for Operations, some of the functions and responsibilities previously carried out within the Integrated Programme and Oversight Branch and the Office of the Director of the Division for Operations have been streamlined in the Field Operations Management Support Section, with the purpose of more efficiently supporting the field office network.

219. The P-5 post of Chief of the Field Operations Management Support Section will be funded from programme support cost resources as of 2016-2017. The incumbent will lead the work of the Section in its provision of overarching services and in its cross-cutting functions for the continuous development of new strategic directions and operational approaches to ensure the functioning and integrity of the UNODC field office network. The incumbent will also: (a) provide advice and support to the Director of the Division on strategic, operational, security and management aspects related to UNODC field offices and field-based programmes; (b) provide substantive guidance, advice and coordination on all audits, reviews and evaluations of the Division's work at headquarters and in the field; (c) manage the human and financial resources of the Section; (d) guide and lead the development and promotion of common best practice standards for field-based UNODC programmes; and (e) guide and oversee the quality support, monitoring and reporting systems for UNODC field offices and programmes managed by the Division.

220. The establishment of 1 P-4 post and 1 GS (Other level) post dedicated to field office security management is required to identify, monitor and mitigate security risks in all UNODC field operations, as well as to provide capacity to lead headquarters' response to security incidents in the field, which have been growing significantly in number and complexity over the past years.

221. Specifically, those new staff will enable UNODC to fully implement the United Nations Security Management System standards for the provision of agency headquarters support functions to the UNODC field office network, which comprises more than 70 locations. This includes the creation of a strong institutional security culture in all UNODC offices, involving guidance in programming and budgeting processes for better security risk assessment and security preparedness in field operations.

222. The incumbent of the P-4 post will: (a) provide day-to-day security advice and guidance to all field-based operations, including global programmes managed by headquarters in all divisions that deliver field components in complex security settings; (b) provide security induction training to new field staff and UNODC managers; (c) assist field representatives in their local security planning; (d) report regularly to UNODC management; (e) support the management and other appropriate responses to the increasing number of field security incidents and crisis situations in UNODC field offices; and (f) act as the secretary to the UNODC Crisis Management Group and represent UNODC in the United Nations Security

Management System network and working groups, in close consultation with the Chief of the Field Operations Management Support Section and UNODC senior management, as required.

223. The incumbent of the GS post will: (a) support UNODC security professionals; (b) undertake the timely review and dissemination of all security reports and budgets to relevant offices; (c) ensure that UNODC field staff and office premises are correctly reflected in the databases maintained by the Department of Safety and Security of the Secretariat; (d) maintain the central registry of all UNODC field staff with security designations; (e) provide standard security advice and guidance to UNODC staff based in Vienna when travelling to the field; (f) collect data for periodic UNODC security briefings to managers and staff; and (g) support the identification and provision of security training options for UNODC staff in the field and at headquarters.

224. Regular budget resources are set forth in section 16, subprogramme 8 (Technical cooperation and field support), and in section 23 of the proposed programme budget for the biennium 2016-2017. Regular budget resources are estimated at \$3,926,000, representing a decrease of \$331,100 (7.8 per cent) compared with the revised budget for 2014-2015. The estimated resources under section 16 are \$2,336,700, which provide for four posts (1 D-2, 1 P-4 and 2 GS (Other level)) and non-post resources related to travel of staff. The decrease reflects mainly the outward redeployment of one post at the P-4 level to subprogramme 7, and the proposed abolishment of one post at the D-1 level in combination with the conversion from extrabudgetary to regular budget of one post at the D-2 level. The functions carried out by the incumbent of the D-1 post are being redistributed to the Director of the Division for Operations, the Chief of the Field Operations Management Support Section and the regional sections. The allocation of \$1,589,300 under section 23 provides for general temporary assistance, consultants and experts, travel, contractual services, operating expenses and grants and contributions.

225. The distribution of resources for the field operations component of subprogramme 8 (Technical cooperation and field support) is shown in table 26 below.

Table 26

**Resource projections: subprogramme 8. Technical cooperation and field support (field operations)**

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. General-purpose</b>					
Post	5 416.2	5 282.3	2 228.4	13	7
Non-post	58.0	27.4	3.3		
<b>Subtotal</b>	<b>5 474.2</b>	<b>5 309.7</b>	<b>2 231.7</b>	<b>13</b>	<b>7</b>
<b>B. Special-purpose<sup>a</sup></b>					
Drug programme	6 029.6	3 873.2	3 197.5	8	13
Crime programme	1 520.9	1 592.8	1 337.8	5	8
<b>Subtotal</b>	<b>7 550.5</b>	<b>5 466.0</b>	<b>4 535.3</b>	<b>13</b>	<b>21</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>C. Programme support cost</b>					
Post	4 627.3	4 530.4	2 282.7	50	19
Non-post	3 746.2	4 340.3	2 197.6		
<b>Subtotal</b>	<b>8 373.5</b>	<b>8 870.7</b>	<b>4 480.3</b>	<b>50</b>	<b>19</b>
<b>Total</b>	<b>21 398.2</b>	<b>19 646.3</b>	<b>11 247.2</b>	<b>77</b>	<b>47</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as at September 2015. In addition to posts funded from special-purpose funds that are included in the staffing tables, as at September 2015, there are 1,229 field office local positions (48 national professional officer posts, 78 local-level posts and 1,103 service contracts) that are administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

226. General-purpose resources are estimated at \$2,231,700 for 2016-2017, reflecting a decrease of \$3,242,500 (59.2 per cent) over the revised budget for 2014-2015. The resources provide for seven posts (1 D-1, 5 P-5 and 1 P-4) and non-post resources related to general operating expenses. The decrease is owing to the transfer of six posts (2 D-1 and 4 P-5) to special-purpose expenditure as a part of the transition to the full cost recovery funding model. Furthermore, additional reductions and transfers have been implemented in the non-post resources related to general temporary assistance, contractual services and general operating expenses. It is expected that a transfer of the remaining field office representative posts to special-purpose expenditure will be completed by the end of 2016-2017. Those transfers are being proposed for the field offices that have proved to be financially viable and where the programme volume allows. In 2016-2017, the Division for Operations will continue to monitor the implementation of the new funding model and perform rigorous sustainability and risk assessments in order to ensure the viability of the field office network.

227. Special-purpose expenditure is estimated at \$6,475,800 for headquarters and field operations in 2016-2017 and those resources provide for the development and management of new programmes in their start-up phases, as well as for the field-based projects supporting infrastructure and local office costs in UNODC field offices, including in Brazil, Mexico and Panama. The programme resources decrease by \$2,105,100 (24.5 per cent) in comparison with the revised budget for 2014-2015, while the decrease compared with the final projections for 2014-2015 is only \$20,500 (0.3 per cent). The actual decrease in programme activities is mainly the result of an increasing number of in-kind contributions made by Governments in several countries.

228. Programme support cost resources are estimated at \$4,480,300 for 2016-2017, reflecting a decrease of \$3,893,200 (46.5 per cent) over the revised budget for 2014-2015. The resources provide for 19 local posts (2 national professional officers and 17 local-level posts) and non-post resources related to the travel of staff, contractual services, general operating expenses and supplies and materials. The decrease reflects the transfer of resources to special-purpose expenditure as a part of the transition to the full cost recovery funding model. That transition is being implemented at a realistic pace without unduly compromising the field office network.

## **Subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board**

229. Substantive responsibility for subprogramme 9 is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 13 of the biennial programme plan for the period 2016-2017.

230. The secretariat to the governing bodies is responsible for providing substantive and technical support to the following bodies, to enable them to fulfil their role as policymaking organs of the United Nations on matters of international drug control and crime prevention and criminal justice, and as governing bodies of UNODC, as well as for servicing their meetings: (a) the Commission on Narcotic Drugs (including the preparations of the Commission for the special session of the General Assembly on the world drug problem to be held in 2016 and the follow-up thereto); (b) the five subsidiary bodies of the Commission on Narcotic Drugs (the regional meetings of heads of national drug law enforcement agencies and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East); (c) the Commission on Crime Prevention and Criminal Justice; (d) the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime; (e) the United Nations Congress on Crime Prevention and Criminal Justice and its regional preparatory meetings (including the follow-up to the Thirteenth Congress, held in Doha from 12 to 19 April 2015, and the preparations for the Fourteenth Congress, to be held in 2020); (f) the General Assembly, including preparations for, the servicing of and the follow-up to the 2016 special session; and the (g) Economic and Social Council. The secretariat to the governing bodies further coordinates and monitors the follow-up of the mandates contained in the relevant resolutions and decisions of the above-mentioned bodies.

231. The secretariat of the International Narcotics Control Board performs secretariat functions for the Board, including technical and substantive support and assists the Board in monitoring and fostering compliance by Governments with the three international drug control treaties. It also produces the annual report of the Board, as well as the annual precursors report on the implementation of article 12 of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988, and the two annual technical reports, on narcotic drugs and psychotropic substances. The secretariat administers the international system of estimates and statistics, as well as numerous information technology systems, including the International Drug Control System, the International Import and Export Authorization System (I2ES), for international trade in narcotic drugs and psychotropic substances, Pre-Export Notification Online (PEN Online) and the Precursors Incident Communication System (PICS), in accordance with General Assembly resolution 59/162. On behalf of the Board, the secretariat maintains an ongoing dialogue with Governments, provides technical advice, assistance and training to Governments on implementation of the provisions of the three conventions and supports Governments in the gathering and exchange of intelligence to support investigations into diversions of precursor chemicals.

Table 27  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** To enable the United Nations policymaking bodies in drug control and crime prevention, which also act as the governing bodies of UNODC, to function effectively and to fulfil their mandates; to enable the International Narcotics Control Board to fulfil its treaty-based mandate of monitoring and promoting implementation of and full compliance with the international drug control treaties and to enable the United Nations Congress on Crime Prevention and Criminal Justice to fulfil its advisory role

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2016-2017	2014-2015	2012-2013
(a) Increased support of UNODC contributing to the decision-making and policy direction processes by the United Nations policymaking bodies on drug, crime and terrorism issues	(i) Percentage of members of the Commissions responding to the survey expressing full satisfaction with the quality and timeliness of the technical and substantive services provided by the Secretariat [Percentage of members of the Commission on Narcotic Drugs responding to the survey expressing full satisfaction]	Target	85	—	—
		Estimate		—	—
		Actual			—
		Target	85	—	—
		Estimate		—	—
		Actual			—
	(ii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat	Target	—	85	—
		Estimate	—	85	—
		Actual	—		—
		Target	85	53.8	—
		Estimate		83	76.9
		Actual			92
(b) The International Narcotics Control Board is enabled to monitor and promote compliance with the international drug control conventions	(i) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board, including the quality of analysis of treaty compliance	Target	85	53.8	—
		Estimate		83	76.9
		Actual			92



Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures		
			2016-2017	2014-2015	2012-2013
	(ii) Percentage of implementation of decisions of the Board by the Secretariat	Target	85	85	–
		Estimate		85	80
		Actual			80
(c) Enhanced support by UNODC to the United Nations Congress on Crime Prevention and Criminal Justice to facilitate decision-making and policy direction	Percentage of Member States that participate in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat	Target	–	85	–
		Estimate	–	85	–
		Actual	–		–

### External factors

232. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are ready to participate fully in the work of the Commissions, including their regular and reconvened sessions and intersessional meetings, and are prepared to follow up on the implementation of relevant resolutions adopted by those bodies; (b) required conference facilities are available; (c) there are no significant shortfalls in resources required for the timely delivery of services; (d) Member States are willing to implement the policy directives of the treaty-based organs and governing bodies related to drugs, crime and terrorism; and (e) Member States actively engage in an ongoing dialogue with the Board, and its secretariat on its behalf, on ensuring compliance with and implementation of the three international drug control conventions, including through their participation in the international drug control system of estimates/assessments and statistical returns, including by meeting their reporting requirements to the Board under the conventions on a timely and ongoing basis, responding to correspondence and requests for information from the Board, accepting country missions of the Board and sending delegations to meet with the Board upon its request.

### Outputs

233. During the biennium 2016-2017, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) General Assembly:
    - a. Parliamentary documentation: reports on international cooperation against the world drug problem (2); reports of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (2); reports on the follow-up to the special session of the General Assembly on the world drug problem to be held in 2016 (2); reports on strengthening the United Nations crime prevention and criminal justice

- programme, in particular its technical cooperation capacity (2); 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, to be held in 2020 (2);
- (ii) Special session of the General Assembly on the world drug problem to be held in 2016:
- a. Substantive servicing of meetings: plenary meetings (8); workshop meetings (4);
  - b. Parliamentary documentation: annotated agenda (1); pre-session documentation (5); outcome document (1);
- (iii) Economic and Social Council:
- a. Substantive servicing of meetings: substantive servicing of meetings of the Economic and Social Council (12);
  - b. Parliamentary documentation: annual reports of the Commission on Narcotic Drugs (2); annual report of the reconvened session of the Commission on Narcotic Drugs (2); annual report of the International Narcotics Control Board (2); annual report of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention (2); annual report on the work of the Commission on Crime Prevention and Criminal Justice (2); annual report of the reconvened session of the Commission on Crime Prevention and Criminal Justice;
- (iv) Commission on Crime Prevention and Criminal Justice:
- a. Substantive servicing of meetings: plenary meetings of the Commission (32); meetings of the Committee of the Whole at the regular sessions of the Commission (24); plenary meetings in the reconvened session of the Commission (4); intersessional meetings of the Commission for permanent missions (10); intersessional meetings of the Bureau of the Commission (12);
  - b. Parliamentary documentation: provisional agenda and annotations for the annual regular session of the Commission (2); provisional agenda and annotations for the annual reconvened session of the Commission (2); notes by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC (2); annual report on the activities of the institutes comprising the United Nations crime prevention and criminal justice programme network (2); annual discussion guide for the thematic discussion conducted during the Commission on Crime Prevention and Criminal Justice (2);

(v) Commission on Narcotic Drugs:

- a. Substantive servicing of meetings: meetings of the Committee of the Whole of the Commission (16); intersessional meetings of the Commission for permanent missions (10); plenary meetings of the Commission on Narcotic Drugs at its reconvened session (4); intersessional meetings of the Bureau of the Commission (12); plenary meetings and working group sessions of the subsidiary bodies of the Commission (9);
- b. Parliamentary documentation: provisional agenda and annotations for the annual regular session of the Commission on Narcotic Drugs (2); provisional agenda and annotations for the annual reconvened session of the Commission (2); annual report of the Executive Director on the activities of the Office (2); annual reports on the meetings of the five subsidiary bodies of the Commission (2); biennial report of the Executive Director on the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (1); note by the Secretariat on the work of the standing open-ended intergovernmental working group on the governance and financial situation of UNODC (2); reports related to the follow-up to the special session of the General Assembly on the world drug problem (8); annual report on changes in the scope of control of substances (2); provisional agenda and annotations for the meetings of the subsidiary bodies (9); report on the regional cooperation for the subsidiary bodies (9); final report of the meetings of the subsidiary bodies (9); report on the implementation of recommendations for the subsidiary bodies (9);

(vi) Standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC:

- a. Substantive servicing of meetings: formal meetings, informal sessions and informal consultations of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC (24);

(vii) International Narcotics Control Board:

- a. Substantive servicing of meetings: substantive servicing of sessions of the Board and its Standing Committee on Estimates (110); substantive services to the Steering Committee of Operation Cohesion and the Project Prism Task Force, all of which are intensive international tracking programmes for chemicals used in the manufacture of illicit drugs (extrabudgetary) (10);
- b. Parliamentary documentation: annual report on changes in the scope of control of substances (2); report on the functioning of the international control over the licit supply of narcotic

drugs and psychotropic substances, including the estimates system for narcotic drugs and the assessment system (8); reports for the task forces of Project Prism and Project Cohesion, international initiatives to prevent the diversion of chemicals used for the illicit manufacture of drugs (8); reports on Board missions and specific studies (30); reports on intersessional developments (4); reports on analysis of data to identify new developments in illicit drug manufacture and evaluation of chemicals (precursors) (4); reports on the evaluation of overall treaty compliance by Governments (4); reports on articles 14, 19 and 22 of the 1961, 1971 and 1988 Conventions, respectively (4); reports on evaluation of follow-up actions by Governments to Board missions (4); technical publications on narcotic drugs, psychotropic substances and precursors (6);

- c. Ad hoc expert groups: ad hoc expert group meetings to advise the International Narcotics Control Board on matters concerning the implementation of articles 12, 13 and 22 of the 1988 Convention as it relates to precursor control (1); ad hoc expert group meetings to assist the Board in its review of matters related to the implementation of the international drug control treaties (3); servicing of the meetings of the task forces of Project Cohesion and Project Prism (2); ad hoc expert group meetings arising from the mandates from, and in follow-up to, the high-level review by the Commission on Narcotic Drugs on 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 (1);
- d. Substantive servicing of meetings of intergovernmental organizations and other regional or international organizations with a drug control mandate such as INTERPOL, the World Customs Organization, the Council of Europe (Pompidou Group) and Europol (6);

(b) Other substantive activities (regular budget):

- (i) Recurrent publications: ad hoc publications prepared pursuant to requests by the International Narcotics Control Board (2); reports on the manufacture of narcotic drugs and psychotropic substances and their precursors (2); *Narcotic Drugs: Estimated World Requirements and Statistics* (2); quarterly update of assessments of medical and scientific requirements for substances included in schedules II, III and IV (8); reports of the International Narcotics Control Board in accordance with article 15 of the 1961 Convention and article 18 of the 1971 Convention (2); reports of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention (2); supplements to *Narcotic Drugs: Estimated World Requirements and Statistics* and two advance estimated world requirements (10); psychotropic substances statistics (assessments of medical and scientific requirements for

substances in Schedule II, requirements for import authorizations for substances in Schedules III and IV) (2); directories of competent national authorities under the international drug control treaties (2);

(ii) Booklets, fact sheets, wallcharts, information kits: monthly news digests for members of the Board (24); press kits for the launch of the annual report of the International Narcotics Control Board (2);

(iii) Press releases, press conferences: liaison maintained with United Nations information centres, participation in press conferences, responses to media requests, contribution to speeches and interventions of members of the Board at international meetings, including the Commission on Narcotic Drugs and the Economic and Social Council (2); wide dissemination of Board findings and reports to decision makers and the general public (2);

(iv) Technical material: annual maintenance of the table of countries that require authorizations for the import of substances in Schedules III and IV of the 1971 Convention (2); annual update and dispatch of form D (information on substances frequently used in the illicit manufacture of narcotic drugs and psychotropic substances) (2); annual update and dispatch of the list of narcotic drugs under international control ("yellow list") (2); annual update and dispatch of the list of psychotropic substances under international control ("green list") (2); annual update and dispatch of the list of substances frequently used in the illicit manufacture of narcotic drugs and psychotropic substances under international control ("red list") (2); maintenance and development of three comprehensive databases on licit activities related to narcotic drugs, psychotropic substances and precursor chemicals (2); update and distribution of training materials on the control of narcotic drugs, psychotropic substances and precursors (3); update of the limited international special surveillance lists of chemicals frequently used in illicit drug manufacture (2); updates of the information package relevant to the control of precursors and chemicals frequently used in the illicit manufacture of narcotic drugs and psychotropic substances (2); annual updates of forms A, B and C for use by Governments to furnish the Board with statistical data and estimates required under the 1961 Convention (2); annual updates of forms P, A/P and B/P for use by Governments to furnish data required under the 1971 Convention and related Economic and Social Council resolutions (2); data and analyses of information on licit manufacture, trade and use patterns of precursors to facilitate identification of suspicious transactions and develop and maintain databases (1); data and analyses of information to establish and maintain a special international surveillance list of non-scheduled chemicals to prevent their use by traffickers (1);

(v) Promotion of legal instruments: International Narcotics Control Board quarterly newsletter for Governments (8); proposal on additional or alternative measures relating to treaty compliance to Governments, the Board and the Commission (2); data and analyses on relevant indicators to assist Governments in better evaluating their needs for narcotic drugs (1); studies and analyses of data to identify new developments in and

comparative analyses on the licit supply of and demand for narcotic drugs and psychotropic substances, such as amphetamine-type stimulants, and prepare comparative analyses (1); and studies on the availability of narcotic drugs and psychotropic substances for medical needs (1);

(c) Technical cooperation (regular budget):

(i) Advisory services: country visits/country missions of the International Narcotics Control Board (30); promotion of legal instruments; issuance of notes verbales as notifications under the drug control treaties; proposals on additional or alternative measures relating to treaty compliance to Governments, the Board and the Commission (2); provision of legal information and advice to States on becoming parties to the conventions and towards their full implementation (2);

(ii) Training courses, seminars and workshops: training of experts (national drug control authorities) (2).

234. The distribution of resources for subprogramme 9 is reflected in table 28 below.

Table 28

**Resource requirements: subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board**

Fund category	Resources (thousands of United States dollars)			Posts	
	2014-2015 (revised budget)	2014-2015 (final projections)	2016-2017	2014-2015	2016-2017
<b>A. Special-purpose</b>					
Drug programme	5 277.0	4 138.4	5 798.5	6	5
Crime programme	21.5	21.5	21.5	–	1
<b>Subtotal</b>	<b>5 298.5</b>	<b>4 159.9</b>	<b>5 820.0</b>	<b>6</b>	<b>6</b>
<b>B. Regular budget</b>					
Post	9 678.9	10 561.3	9 747.2	37	37
Non-post	–	1 125.7	–		
<b>Subtotal</b>	<b>9 678.9</b>	<b>11 687.0</b>	<b>9 747.2</b>	<b>37</b>	<b>37</b>
<b>Total</b>	<b>14 977.4</b>	<b>15 846.9</b>	<b>15 567.2</b>	<b>43</b>	<b>43</b>

235. Total resources for subprogramme 9 (Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board) are proposed at \$15,567,200 for 2016-2017, reflecting an increase of \$589,800 (3.9 per cent) over the revised budget for 2014-2015. The subprogramme accounts for 2.4 per cent of the total consolidated budget for 2016-2017.

236. Special-purpose expenditure is estimated at \$5,820,000 for 2016-2017, reflecting an increase of \$521,500 (9.8 per cent) over the revised budget for 2014-2015 and an increase of \$1,660,100 (39.9 per cent) over the final projections for 2014-2015. The increase in resources is supported by the expansion of programme activities specifically related to precursor chemical control,

capacity-building development in regulatory control and new psychoactive substances.

237. The overall objective of the Board's precursor chemicals control programme continues to reflect the core activities of the Board to monitor the licit trade of chemicals listed in Tables I and II of the 1988 Convention and prevent their diversion into illicit channels, to monitor trafficking in precursor chemicals and to assess substances not yet under international control vis-à-vis possible changes in the scope of control. In accordance with General Assembly resolution 59/162, there continues to be a focus on international initiatives that address the diversion of precursors, such as Project Prism (for precursors of amphetamine-type stimulants) and Project Cohesion (for chemicals used in the illicit manufacture of heroin and cocaine). Additional areas of focus include the further development of the PEN Online system and the PICS global communication platform, enhancement of intelligence exchange in precursors trafficking, the next-generation International Drug Control System, the simplified estimates system for the provision of annual legitimate requirements of precursors of amphetamine-type stimulants and the databank on precursors and other chemicals used in the illicit manufacture of drugs.

238. In response to requests from Governments, a new project has been established with a view to increasing the capacity of competent national authorities to comply with the provisions of the drug control conventions in the regulatory control of licit trade in narcotic drugs, psychotropic substances and precursor chemicals, thereby contributing to the appropriate availability of internationally controlled substances for medical and scientific purposes while preventing their abuse and diversion to illicit channels. Activities will include the development of a standardized training curriculum, the development and dissemination of e-learning tools, regional training workshops for staff of competent national authorities and the provision of ad hoc technical assistance.

239. In response to requests from Governments related to new psychoactive substances, a new project has been established with a view to preventing newly emerging psychoactive substances from reaching consumer markets. The project is aimed at developing a communication platform to share intelligence on new psychoactive substances, developing and supporting a multilateral operational and investigative task force, assessing and enhancing existing regulatory measures and supporting the development of new measures where necessary.

240. Regular budget resources are set forth in section 16, subprogramme 9 (Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board), of the proposed programme budget for the biennium 2016-2017. The requirements are estimated at \$9,747,200, which is an increase of \$68,300 (0.7 per cent) over the revised budget for 2014-2015 and provide for 37 posts (2 D-1, 2 P-5, 5 P-4, 9 P-3, 5 P-2, 2 GS (Principal level) and 12 GS (Other level)) and non-post resources related to general temporary assistance, consultants and experts, travel of staff, contractual services, general operating expenses and furniture and equipment. The increase is a result of recosting to 2016-2017 rates and also reclassification of the post of Chief of the secretariat to the governing bodies from the P-5 to the D-1 level and was partially offset by reductions under ad hoc expert group meetings and travel of staff, in line with General Assembly resolution 69/264.

## **VIII. Programme support**

241. The Division for Management supports policymaking organs, executive direction and management and substantive subprogrammes. The services are organized around the following six entities: the Financial Resources Management Service, the Human Resources Management Service, the Information Technology Service, the General Support Section, the Conference Management Service and the Security and Safety Service. The Conference Management Service and the Security and Safety Service are not included in the submission below, as they are reported for separately, under sections 2 and 34, respectively, of the proposed programme budget for 2016-2017.

242. The consolidated budget of UNODC for 2016-2017 is aligned with the annual audited financial statements of UNODC, prepared under IPSAS, and does not include the regular budget resources of the United Nations Office at Vienna, which are submitted to the General Assembly in sections 1 and 29G of the proposed programme budget for the biennium 2016-2017, as those resources are reported under volume I of the Financial Statements of the United Nations Secretariat. The overall objective of the Division for Management is to provide efficient managerial, administrative, financial, human resources, information technology and other infrastructure support services to the substantive programmes of the United Nations, with a focus on UNODC and its field offices, and other international organizations located in the Vienna International Centre.

243. During the biennium 2016-2017, the United Nations Office at Vienna will continue to support the implementation of Umoja, IPSAS and other improvement and accountability initiatives. The aim is to enable effective and efficient processes that support programme delivery, utilization of resources and accountability frameworks. Further, the Office will align information technology and communication services to the organization-wide information and communications technology strategic direction and focus on the implementation of the Secretary-General's human resources management reform programme.

244. The Financial Resources Management Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting in the areas of programme planning, budgeting, grants and contributions management, asset management, claims processing, treasury, payroll, budget performance reporting, consolidations and IPSAS financial statements. Particular focus will be on the rolling out of Umoja and IPSAS processes throughout the biennium, based on the staged implementation of the Umoja initial release and Umoja Extension 2. The Service will play a key role in the global Umoja project to ensure that the needs of Vienna-based programmes, especially those areas relating to programme management and financial reporting, are fully taken into account. Efforts will also focus on participating in the formulation of and keeping abreast of the changes and developments in the United Nations policy on budget, finance, treasury and IPSAS.

245. The Human Resources Management Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance



appraisal system, succession planning, performance management and career development mechanisms; (b) improved conditions of service and gender mainstreaming; and (c) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

246. The General Support Section will continue to provide support to all substantive programmes and all Secretariat units in the Vienna International Centre by: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations; (b) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre; (c) improving the efficiency of general services by introducing efficiency measures in photocopying and printing services, mail services and facilities alternation services; and (d) monitoring the building management services provided by UNIDO. The Procurement Unit will continue to improve quality and reduce processing time in the area of procurement through increased automation and further rationalization of the procurement process, wherever possible, and extending training on procurement processes to UNODC field offices. The Library Services Unit will focus on improving outreach services to clients, especially in the use of electronic resources.

247. The Information Technology Service will emphasize: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of information and communications technology solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization; (d) defining comparable levels of performance with industry benchmarks and monitoring performance; and (e) enhancing service and performance management.

Table 29

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

**Objective:** To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
(a) Improved overall management of programme budget and extrabudgetary resources	Reduced level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final programme budget appropriation [Percentage]	Target	1.8	3	3
		Estimate		6.6	3
		Actual			1.9

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
			2016-2017	2014-2015	2012-2013
(b) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements	Target	Yes	Yes	Yes
		Estimate		Yes	Yes
		Actual			Yes
	(ii) No more than two significant adverse audit findings related to other financial matters	Target	Yes	Yes	Yes
		Estimate		Yes	Yes
		Actual			Yes
		Estimate		98	98
		Actual			96
(c) Improved ability of current staff to implement mandates	(i) Increased number of staff participating in the training courses offered by the Organization [Percentage]	Target	35	30	–
		Estimate		30	–
		Actual			–
(d) Enhanced quality and timeliness of facilities services	Increased proportion of services provided as per established turnaround time [Percentage]	Target	99	92	100
		Estimate		99	91
		Actual			100
(e) Improved planning in respect of travel arrangements	Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of travel	Target	70	–	–
(f) Procurement services that fully meet the requirements of acquisition plans	(i) Reduction in the average number of days between the final statement of work and the contract award	Target	55	56	56
		Estimate		56	56
		Actual			56
	(ii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts	Target	20	–	–
		Estimate		–	–
		Actual			–
(g) Improved capability of the Organization in the management of its activities	(i) Decreased legacy applications/ websites through migration to Umoja and other enterprise solutions	Target	75	–	–
		Estimate		–	–
		Actual			–
	(ii) Increased percentage of critical systems with disaster recovery and resiliency	Target	100	–	–
		Estimate		–	–
		Actual			–
(h) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(i) Increased number of Umoja users provided with support services	Target	300	–	–
		Estimate		–	–
		Actual			–

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2016-2017	2014-2015	2012-2013	
	(ii) Increased number of technology solutions implemented to support information security pertaining to Umoja	Target	1	–	–
		Estimate		–	–
		Actual			–
(i) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	Reduced number of security breaches	Target	3	–	–
		Estimate		–	–
		Actual			–
(j) Enhanced alignment of standardized service and project delivery processes	Increased number of information and communications technology services provided with increased maturity levels	Target	90	–	–
		Estimate		–	–
		Actual			–
		Estimate		98	98
		Actual			96

### External factors

248. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders will be supportive of the efforts of, and will extend full cooperation to, the Division for Management and other organizations of the United Nations common system at Vienna are willing to cooperate with the United Nations Secretariat in collaborating on more activities; (b) stakeholders cooperate by submitting timely and accurate financial reports; (c) the staff-management consultative process contributes positively to ongoing human resources reform initiatives, the funding situation in UNODC does not adversely impact the ability of the Office's managers to plan for and implement their staffing needs and succession management, and discrepancies in conditions of service vis-à-vis other United Nations system organizations do not adversely affect the retention of staff in hardship duty stations where UNODC operates; (d) developments in the airline business and fuel pricing continue to enable negotiation of favourable travel fares (i.e. no major increase of airline costs owing to fuel surcharges or malicious acts occur), staff members are committed to cooperating with and contributing to a paperless flow of communications and electronic filing of documents, staff members comply with the given office accommodation standards and participate in the environmental initiatives at the Vienna International Centre, there is not an abnormal increase in the volume and complexity of procurement requirements and market conditions do not change significantly; and (e) the evolution of technology and developments in related industries does not negatively affect the scope of services.

### Outputs

249. During the biennium 2016-2017, final outputs will be delivered in accordance with the detailed schedule included under section 29G of the proposed programme budget for the biennium 2016-2017 (see A/70/6 (Sect. 29G)).

250. The distribution of resources for programme support is reflected in table 30 below.

Table 30  
**Resource projections: programme support**

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>			<i>Posts</i>	
	<i>2014-2015 (revised budget)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2016-2017</i>
<b>A. General-purpose</b>					
Post	704.3	700.5	—	4	—
Non-post	25.5	27.2	—		
<b>Subtotal</b>	<b>729.8</b>	<b>727.7</b>	<b>—</b>	<b>4</b>	<b>—</b>
<b>B. Special-purpose</b>					
Drug programme	868.6	492.2	845.5	8	6
Crime programme	5 250.0	3 161.5	5 028.0	18	8
<b>Subtotal</b>	<b>6 118.6</b>	<b>3 653.7</b>	<b>5 873.5</b>	<b>26</b>	<b>14</b>
<b>C. Programme support cost</b>					
Post	15 894.3	12 870.2	18 861.1	67	69
Non-post	3 765.2	5 073.2	4 636.0		
<b>Subtotal</b>	<b>19 659.5</b>	<b>17 943.3</b>	<b>23 497.1</b>	<b>67</b>	<b>69</b>
<b>D. Regular budget</b>					
Post	—	—	—	—	—
Non-post	1 138.8	1 138.8	1 152.4		
<b>Subtotal</b>	<b>1 138.8</b>	<b>1 138.8</b>	<b>1 152.4</b>	<b>—</b>	<b>—</b>
<b>Total</b>	<b>27 646.8</b>	<b>23 463.5</b>	<b>30 523.0</b>	<b>97</b>	<b>83</b>

251. Total resources for programme support are proposed at \$30,523,000 for 2016-2017, reflecting an increase of \$2,876,300 (10.4 per cent) in comparison with the revised budget for 2014-2015. The programme component accounts for 4.7 per cent of the total consolidated budget for 2016-2017. Compared with the initial budget of \$31,226,400 for 2014-2015, the consolidated budget for 2016-2017 reflects a decrease of \$700,400.

252. The expenditures reported under the revised budget and final budget reflect temporary savings of \$385,600 under programme support cost funds owing to delayed vacancy fulfilment. The savings also reflect funding for two IPSAS positions (P-4 and General Service (Other level)) made available by the United Nations Controller's office (\$297,000). A further savings component of the revised budget and final figures was the availability of vacant regular budget posts for business readiness activities to support the Umoja roll-out (\$820,600). Finally, savings of \$213,000 are being realized from recosting.

253. The programme support component will not receive general-purpose resources in 2016-2017 as a result of the following: (a) abolishment of 1 GS (Principal level) post related to ProFi development; and (b) transfer of 3 GS (Other level) posts and related non-posts resources to the programme support cost funds, as they will be contributing to support Umoja implementation. These resources are considered

overarching support services on the basis that they will handle the technical help desk of UNODC Umoja users and will be deployed in the design and implementation of Umoja workflows. They will also handle reports and forms related to project and programme management, donor contributions, donor agreements, post management, time management and procurement and travel management.

254. The special-purpose expenditure is estimated at \$5,873,500 for 2016-2017, reflecting a decrease of \$245,100 (4.0 per cent) over the revised budget for 2014-2015, while reflecting an increase of \$2,220,000 (60.8 per cent) over the final projections for 2014-2015. The requirements mainly include resources for information technology support to intelligence and law enforcement systems and enhancement of the financial management capacity.

255. Programme support cost resources are estimated at \$23,497,100 for 2016-2017, reflecting an increase of \$3,837,610 (19.5 per cent) over the revised budget for 2014-2015. The requirements include the following:

(a) Post resources: 1 post (1 P-5) in the Office of the Director, 3 posts (1 P-4 and 2 GS (Other level)) in the External Party Engagement Unit, 6 posts (1 P-4, 4 P-3 and 1 GS (Other level)) in the Umoja team, 4 posts (1 P-4, 2 P-3 and 1 GS (Other level)), in the IPSAS team, 25 posts (1 D-1, 1 P-4, 3 P-3, 1 P-2, 3 GS (Principal level) and 16 GS (Other level)) in the Financial Resources Management Service, 13 posts (2 P-4, 1 P-3 and 10 GS (Other level)) in the Human Resources Management Service, 11 posts (1 D-1, 1 P-5, 1 GS (Principal level) and 8 GS (Other level)) in the Information Technology Service, 2 posts (2 P-3) in the Procurement Section and 4 posts (4 GS (Other level)) in the General Support Section;

(b) Non-post resources: general temporary assistance, travel of staff, contractual services, general operating expenses, supplies and materials and contributions to joint services.

256. The increase reflects (a) the transfer from the general purpose fund of 3 GS (Other level) posts in the Information Technology Service (\$428,100); (b) recosting to 2016-2017 rates (\$2,814,900); (c) increase requirements for training of staff on Umoja post roll-out implementation (\$700,000); (d) general operating expenses and contribution to joint services (\$170,810) reflecting the shared support services share of posts redeployed from the general-purpose fund; and (e) and a partial offset resulting from the abolition of 1 GS (Principal level) post in the Information Technology Service (\$276,200).

257. While the Umoja and IPSAS initiatives span throughout UNODC and affect all divisions, resources for the rollout of these two Secretariat-wide initiatives are presented fully under this section for transparency purposes. As explained in section II D, in 2016-2017, UNODC will undergo massive business reform changes aimed at improving its support to programme delivery, administrative flows, accountability, management and internal and external reporting. These changes materially come under the umbrella of two initiatives:

(a) Umoja: Recruited in 2014-2015, the Umoja team (comprising 1 P-4, 4 P-3 and 1 GS (Other level) post) will coordinate all roll-out activities, such as change management, functional releases, technical support, conversion support, workflow adaptation, training and remedial training, design coordination for future

releases (Umoja Extension 2) and coordination with the Umoja project. It is estimated that it will take a year and a half to stabilize the Umoja release to be rolled out in November 2015; in the meantime, the team will coordinate the next release (Umoja Extension 2), planned for 2017. With regard to training, the team will coordinate training activities to augment the critical mass of users training at the first “go live”. The future of a well-functioning UNODC depends on the successful adoption of Umoja. UNODC is fully committed to successfully implementing it and deploying future releases.

(b) IPSAS: Recruited in 2014-2015, the IPSAS team (comprising 1 P-4, 2 P-3 and 1 GS (Other level) posts) will ensure IPSAS compliance within Umoja and the delivery of unqualified financial statements for 2015 and 2016. It is emphasized that the first financial statements within Umoja will be produced in 2016. In 2016-2017, the IPSAS team will focus on the issuance of the 2015 and 2016 IPSAS financial statements, the tailoring of IPSAS processes to Umoja, the conditioning of converted and new records for IPSAS compliance and the training of staff in Vienna and in the field. In the last six months of 2017, the IPSAS team will effect further tailoring of Umoja compliance emanating from Umoja Extension 2 changes. Overall, the IPSAS team will focus on IPSAS sustainability, a requirement for 2016-2017 that was mandated by the Controller of the United Nations.

258. Regular budget requirements are set forth in section 16 of the proposed programme budget for the biennium 2016-2017. Regular budget resources are estimated at \$1,152,400 and include non-post resources required for maintenance and support for workstations and networks and the acquisition and replacement of information technology equipment for the entire Office.

259. The estimations for section 16 reflect an increase of \$13,600 (1.2 per cent) over the revised budget for 2014-2015. That increase is the result of additional requirements under non-post resources.

## Annex I

## Resource projections for the biennium 2016-2017 and final resource projections for the biennium 2014-2015

Resource projections, 2016 and 2017  
(Thousands of United States dollars)

<i>Fund category</i>	<i>2016</i>	<i>2017</i>	<i>2016-2017</i>
<b>A. General-purpose</b>			
Post	5 288.6	3 645.7	8 934.3
Non-post	327.9	325.0	652.9
<b>Subtotal</b>	<b>5 616.5</b>	<b>3 970.8</b>	<b>9 587.2</b>
<b>B. Special-purpose</b>			
Drug programme	138 192.4	123 057.6	261 249.9
Crime programme	155 114.3	134 255.5	289 369.8
<b>Subtotal</b>	<b>293 306.6</b>	<b>257 313.1</b>	<b>550 619.7</b>
<b>C. Programme support cost</b>			
Post	18 643.6	18 920.9	37 564.5
Non-post	4 555.2	3 862.9	8 418.1
<b>Subtotal</b>	<b>23 198.8</b>	<b>22 783.8</b>	<b>45 982.6</b>
<b>D. Regular budget</b>			
Post	18 275.0	18 275.0	36 550.0
Non-post	4 193.3	4 193.3	8 386.5
<b>Subtotal</b>	<b>22 468.3</b>	<b>22 468.3</b>	<b>44 936.5</b>
<b>Total</b>	<b>344 590.1</b>	<b>306 535.9</b>	<b>651 126.0</b>

Final resource projections, 2014 and 2015  
(Thousands of United States dollars)

<i>Fund category</i>	<i>2014</i>	<i>2015</i>	<i>2014-2015</i>
<b>A. General-purpose</b>			
Post	7 506.0	6 542.8	14 048.8
Non-post	472.8	522.5	995.4
<b>Subtotal</b>	<b>7 978.8</b>	<b>7 065.3</b>	<b>15 044.2</b>
<b>B. Special-purpose</b>			
Drug programme	122 555.0	141 521.6	264 076.6
Crime programme	115 872.2	138 433.0	254 305.2
<b>Subtotal</b>	<b>238 427.2</b>	<b>279 954.6</b>	<b>518 381.8</b>
<b>C. Programme support cost</b>			
Post	16 640.4	16 090.6	32 731.0
Non-post	2 614.8	8 505.7	11 120.5
<b>Subtotal</b>	<b>19 255.2</b>	<b>24 596.3</b>	<b>43 851.5</b>
<b>D. Regular budget</b>			
Post	19 431.0	17 442.5	36 873.5
Non-post	3 344.1	4 926.2	8 270.3
<b>Subtotal</b>	<b>22 775.1</b>	<b>22 368.7</b>	<b>45 143.8</b>
<b>Total</b>	<b>288 436.3</b>	<b>333 985.0</b>	<b>622 421.3</b>

## **Annex II**

### **Allocation of special-purpose voluntary contributions in the bienniums 2014-2015 and 2016-2017**

1. The programme of work financed with special-purpose voluntary contributions is projected to increase by \$32.2 million (6.2 per cent), from the final projections of \$518.4 million for the biennium 2014-2015 to \$550.6 million for the biennium 2016-2017.

2. The table below shows a breakdown by subprogramme (thematic area), region, division of the United Nations Office on Drugs and Crime (UNODC) and by the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund. In addition to the information already provided in the main part of the present document, the narrative below is presented by region in accordance with the request of the Advisory Committee on Administrative and Budgetary Questions that UNODC carefully monitor changing geographical needs (see E/CN.7/2005/9).

#### **Allocation by region**

##### **Africa and the Middle East**

3. In Africa and the Middle East, an increase of \$110.0 million over the final budget for 2014-2015, to \$134.6 million for 2016-2017, is projected. This increase is mainly due to projected expenditure growth in Nigeria, as well as in East and West Africa. The final projections for 2014-2015 for the region were adjusted downward to account for much lower than planned expenditure in Nigeria and some delayed delivery in other West African countries. The UNODC Country Office in Nigeria faced external and internal challenges throughout 2014 and early 2015 that also related to the security situation, resulting in a high turnover of staff and delays in recruitment. With the recruitment of a new UNODC Representative in Nigeria and key programme personnel in 2015, programme delivery is expected to get back on track in 2016-2017.

4. Three new multi-year regional programmes for the Arab States, Eastern Africa and West Africa will begin in 2016. In West Africa, cooperation between the European Union and UNODC in support of the Economic Community of West African States (ECOWAS) Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa, as well as in Nigeria, continues to constitute a large part of the work in the region. UNODC's comprehensive response to the United Nations integrated strategy for the Sahel has mobilized international support and will continue to expand over the course of the biennium. Support for transnational crime units under the West Africa Coast Initiative and the establishment of real-time operational communication between international airports in Africa, Latin America and the Caribbean is also expanding. In addition, a programme linking Latin America, the Caribbean and West Africa in support of criminal justice and law enforcement interregional capacities along the cocaine route will start in 2016. In the Middle East and North Africa, owing to continued political instability and unrest, UNODC is focusing on assisting



Member States in countering trafficking and organized crime where linkages to terrorism activities are growing. Priorities will also include border control and refugee/internally displaced persons issues and increased support to criminal justice and institutional reforms. In East Africa, priorities include trafficking in persons and smuggling of migrants, criminal justice and police reform, support to persons who inject drugs along the emerging “southern route” for heroin trafficking, and illicit financial flows. Taking into account the changing nature of maritime crime and piracy in the region, UNODC will continue to support Member States’ response to this mode of crime. In Southern Africa, UNODC continues to focus on raising funds to support Member States under its regional programme, with a focus on HIV and AIDS, gender-based violence, trafficking in persons, anti-corruption and money-laundering.

5. In South Asia, East Asia and the Pacific, the overall programme portfolio budget is projected to increase to \$37.2 million, compared with \$22.4 million in the final projections for 2014-2015. The increase of \$14.8 million reflects an expansion of the portfolio of UNODC in Indonesia, the Lao People’s Democratic Republic and Myanmar. In addition, the region has seen growing commitments among countries and newly emerging and national donors with regard to combating transnational organized crime and drug challenges. Other non-traditional donors and partners, including United Nations entities, multi-donor trust funds and other intergovernmental institutions are also gradually but steadily increasing their share in the overall funding compared with previous years. A number of pledges are expected for the regional programme for South-East Asia and the country programmes for Indonesia, the Lao People’s Democratic Republic, Myanmar and Viet Nam, all of which are designed to provide synergies between and integration of global, regional and country-level projects, and implemented through an intraregional coordinated approach.

6. In West and Central Asia, the programme is expected to reach \$75.6 million in 2016-2017, reflecting a decrease of 1.6 per cent over the final projections for 2014-2015 (\$76.8 million). The 2016-2017 budget reflects the ongoing repositioning of UNODC in the region and the development of new programmes in West and Central Asia, including country programmes for Afghanistan, Iran (Islamic Republic of) and Pakistan, the Central Asia programme and the regional programme for Afghanistan and neighbouring countries. The country and regional programmes in West and Central Asia address the most pressing drug- and crime-related challenges in a comprehensive way, also through the interregional drug control approach and the “networking the networks” initiative, which bring the comparative advantages of each UNODC office in West and Central Asia together in fully integrated and interlinked programme actions. A new phase of law enforcement training for Afghanistan and Central Asia is being prepared for 2015-2016.

7. In Eastern and South-Eastern Europe, the 2016-2017 budget is projected at \$2.5 million and remains at similar levels as in 2014-2015. The strategic direction for UNODC is being guided by the regional programme for South-Eastern Europe, which has been reviewed and expanded for the period 2016-2017. The regional programme supports the comprehensive goals in the fight against global crime and is fully inscribed within the inter-connectivity process pursued through the UNODC interregional drug control approach, so as to link interventions against heroin trafficking from Afghanistan through all transit and destination regions from West and

Central Asia to Europe. The programme is also aimed at assisting the countries of the region in their European Union pre-accession process, in line with the requirements outlined in the Instrument for Pre-Accession Assistance for 2014-2020 of the European Union. The regional project on HIV/AIDS prevention for Central Asia and Eastern Europe is expected to receive additional funding from the Joint United Nations Programme on HIV/AIDS Unified Budget, Results and Accountability Framework for 2016-2021.

8. In Latin America and the Caribbean, the projected 2016-2017 programme portfolio of \$138.8 million reflects an increase of \$8.3 million over the final projections for 2014-2015. UNODC continues to pursue the further strengthening of its strategic partnership with key countries in the region, while the expected start in 2016 of an interregional programme strengthening existing capacities along the “cocaine route” will contribute to forging new synergies, including with key stakeholders in West Africa. The Country Office in Colombia continues to maintain the highest programme delivery worldwide, especially by virtue of its activities in the field of alternative development. The Office is also further pursuing the diversification of its programme portfolio. The Country Office in Peru, which also covers Ecuador, will continue to focus on the areas of health and livelihoods (in particular with regard to alternative development), while also covering research and trend analysis as well as countering transnational organized crime and drug trafficking. The Country Office in the Plurinational State of Bolivia, in addition to implementing activities across various strategic areas, has launched a new drug control (programme) initiative, in partnership with the European Union and the Government, focused on three components: (a) coca survey; (b) regional cooperation and technical legal assistance; and (c) validation of information related to the destruction of drugs and strengthening the capacity of forensic laboratories. The Regional Office for Central America and the Caribbean, in Panama, will mainly focus on supporting the consolidation of the criminal procedure reform in Panama, expanding the scope of interventions in Central America and supporting the implementation of the regional programme launched (in 2014) in support of the Caribbean Community’s Crime and Security Strategy, including through the recent re-establishment of a UNODC presence in the region (Barbados) and the provision of technical assistance in key areas, such as asset recovery, judicial integrity and anti-corruption. The Liaison and Partnership Office in Mexico will continue to engage in consolidating the strategic relationship between UNODC and the Government (at the federal and state level), including in the area of research and statistics, as well as in implementing programmatic activities, especially in the area of combating trafficking in persons and smuggling of migrants. The Liaison and Partnership Office in Brazil will sustain its partnership with the national authorities, with a focus on HIV and drug use prevention, treatment and care, while also supporting the sharing of best practices and the promotion of policy dialogue in the region.

9. With respect to global activities, a decrease of \$13.9 million (7.9 per cent) compared with the \$175.8 million in the final projections for 2014-2015, to \$161.9 million in 2016-2017, is projected. UNODC has achieved further alignments and synergies in its integrated programming in the biennium 2014-2015, by improved integration of global programme components into country and regional programmes, and this drive towards full integration of all operational activities will continue throughout the biennium 2016-2017. Major factors contributing to the globally managed activities implemented in the field are global programmes on container control, terrorism prevention, and combating wildlife and forest crime and maritime crime.

**Programme of work funded from special-purpose voluntary contributions in the bienniums 2014-2015  
and 2016-2017**  
(Thousands of United States dollars)

	<i>Fund of the United Nations International Drug Control Programme</i>			<i>United Nations Crime Prevention and Criminal Justice Fund</i>			<i>Total United Nations Office on Drugs and Crime funds</i>		
	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>
<b>A. By theme</b>									
Policymaking organs	-	-	-	-	-	-	-	-	-
Executive direction and management	225.2	907.1	302.8	-	-	-	225.2	907.1	302.8
<i>Programme of work:</i>									
Countering illicit drug trafficking and transnational organized crime	75 188.8	85 059.9	13.1	76 498.8	105 790.5	38.3	151 687.7	190 850.5	25.8
Prevention, treatment and reintegration, and alternative development	154 148.4	138 105.2	-10.4	947.8	1 608.1	69.7	155 096.2	139 713.3	(9.9)
Countering corruption	-	-	-	30 877.9	34 303.1	11.1	30 877.9	34 303.1	11.1
Terrorism prevention	-	-	-	18 653.4	25 376.1	36.0	18 653.4	25 376.1	36.0
Justice	386.0	100.0	(74.1)	66 542.1	80 629.4	21.2	66 928.1	80 729.4	20.6
Research, trend analysis and forensics <sup>a</sup>	22 618.1	23 662.8	(4.6)	52 113.7	30 299.2	(41.9)	74 731.8	53 962.0	(27.8)
Policy support	2 255.3	2 603.6	15.4	3 616.4	4 005.3	10.8	5 871.7	6 608.9	12.6
Technical cooperation and field support	4 624.1	4 167.3	(9.9)	1 872.2	2 308.5	23.3	6 496.3	6 475.8	(0.3)
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	4 138.4	5 798.5	40.1	21.5	21.5	-	4 159.9	5 820.0	39.9
Programme support	492.2	845.5	71.8	3 161.5	5 028.0	59.0	3 653.7	5 873.5	60.8
<b>Total</b>	<b>264 076.6</b>	<b>261 249.9</b>	<b>(1.1)</b>	<b>254 305.2</b>	<b>289 369.8</b>	<b>13.8</b>	<b>518 381.8</b>	<b>550 619.7</b>	<b>6.2</b>
<b>B. By region</b>									
Africa and the Middle East	30 858.4	41 994.7	36.1	79 152.6	92 619.9	17.0	110 011.0	134 614.6	22.4
South Asia, East Asia and the Pacific	9 346.4	12 508.9	33.8	13 030.2	24 681.2	89.4	22 376.7	37 190.1	66.2
West and Central Asia	52 015.2	49 921.1	(4.0)	24 832.6	25 699.4	3.5	76 847.8	75 620.5	(1.6)
Eastern and South-Eastern Europe	1 543.5	1 915.8	24.1	1 294.7	557.3	(57.0)	2 838.2	2 473.1	(12.9)

	<i>Fund of the United Nations International Drug Control Programme</i>			<i>United Nations Crime Prevention and Criminal Justice Fund</i>			<i>Total United Nations Office on Drugs and Crime funds</i>		
	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>	<i>2014-2015 (final projections)</i>	<i>2016-2017</i>	<i>Variance (percentage)</i>
Latin America and the Caribbean	105 553.0	96 972.6	(8.1)	24 960.4	41 831.8	67.6	130 513.5	138 804.3	6.4
Global <sup>a</sup>	64 760.1	57 936.8	(10.5)	111 034.7	103 980.2	(6.4)	175 794.8	161 917.1	(7.9)
<b>Total</b>	<b>264 076.6</b>	<b>261 249.9</b>	<b>(1.1)</b>	<b>254 305.2</b>	<b>289 369.8</b>	<b>13.8</b>	<b>518 381.8</b>	<b>550 619.7</b>	<b>6.2</b>
<b>C. By division</b>									
Division for Operations	229 059.1	221 413.7	(3.3)	197 815.2	200 323.4	1.3	426 874.3	421 737.2	(1.2)
Division for Treaty Affairs <sup>a</sup>	23 516.2	25 882.7	10.1	48 905.2	77 639.2	58.8	72 421.4	103 521.9	42.9
Division for Policy Analysis and Public Affairs	9 391.3	10 200.9	8.6	4 423.4	6 379.1	44.2	13 814.7	16 580.0	20.0
Division for Management	1 884.8	2 845.5	51.0	3 161.5	5 028.0	59.0	5 046.2	7 873.5	56.0
Office of the Executive Director	225.2	907.1	302.8	-	-	-	225.2	907.1	302.8
<b>Total</b>	<b>264 076.6</b>	<b>261 249.9</b>	<b>(1.1)</b>	<b>254 305.2</b>	<b>289 369.8</b>	<b>13.8</b>	<b>518 381.8</b>	<b>550 619.7</b>	<b>6.2</b>

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

## Annex III

## Financial position

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

Drug programme: financial summary of the Fund of the United Nations International Drug Control Programme, 2014-2015 and 2016-2017  
(Thousands of United States dollars)

	2014-2015 final projections				2016-2017 initial budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I. Funding</b>								
<b>A. Fund balances at biennium start</b>	14 863.7	223 276.2	19 541.0	257 680.9	11 830.3	225 440.5	17 876.1	255 146.9
<b>Subtotal, A</b>	<b>14 863.7</b>	<b>223 276.2</b>	<b>19 541.0</b>	<b>257 680.9</b>	<b>11 830.3</b>	<b>225 440.5</b>	<b>17 876.1</b>	<b>255 146.9</b>
<b>B. Income</b>								
Contributions from Member States	8 306.4	203 947.2	-	212 253.6	7 000.0	287 000.0		294 000.0
Cost-sharing by Member States		62 232.7	-	62 232.7				-
Contributions from other governmental organizations		20 132.2	-	20 132.2				-
Contributions from international organizations		12 605.3	-	12 605.3				-
Public donations		372.0	-	372.0				-
Other income	860.3	(8 085.6)	179.9	(7 045.4)	363.7	(6 543.8)	176.2	(6 003.9)
<b>Subtotal, income</b>	<b>9 166.7</b>	<b>291 203.8</b>	<b>179.9</b>	<b>300 550.4</b>	<b>7 363.7</b>	<b>280 456.2</b>	<b>176.2</b>	<b>287 996.1</b>
Programme support income for UNODC		(25 372.7)	25 372.7	-		(23 468.8)	23 468.8	-
Programme support paid to implementing partners		409.8	(409.8)	-		327.8	(327.8)	-
<b>Subtotal, B</b>	<b>9 166.7</b>	<b>266 240.9</b>	<b>25 142.8</b>	<b>300 550.4</b>	<b>7 363.7</b>	<b>257 315.2</b>	<b>23 317.2</b>	<b>287 996.1</b>
<b>Total, I (A+B)</b>	<b>24 030.4</b>	<b>489 517.2</b>	<b>44 683.8</b>	<b>558 231.4</b>	<b>19 194.0</b>	<b>482 755.7</b>	<b>41 193.3</b>	<b>543 143.0</b>
<b>II. Expenditure</b>								
Policymaking organs	-	-	-	-	-	-	-	-
Executive direction and management	1 303.1	225.2	1 033.6	2 561.9	397.2	907.1	2 270.6	3 574.9
<i>Programme of work:</i>								
Countering illicit drug trafficking and transnational organized crime	-	75 188.8	222.5	75 411.4	-	85 059.9	231.4	85 291.3

	2014-2015 final projections				2016-2017 initial budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
Prevention, treatment and reintegration, and alternative development	-	154 148.4	302.6	154 451.0	-	138 105.2	340.1	138 445.2
Countering corruption	-	-	-	-	-	-	-	-
Terrorism prevention	-	-	-	-	-	-	-	-
Justice	-	386.0	-	386.0	-	100.0	-	100.0
Research, trend analysis and forensics	2 977.5	22 618.1	386.7	25 982.3	3 501.0	23 662.8	397.2	27 561.0
Policy support	1 263.2	2 255.3	2 314.3	5 832.8	1 474.0	2 603.6	2 568.0	6 645.6
Technical cooperation and field support	5 136.2	4 624.1	10 551.2	20 311.6	1 596.7	4 167.3	5 317.5	11 081.4
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	-	4 138.4	-	4 138.4	-	5 798.5	-	5 798.5
Programme support	575.1	492.2	10 299.8	11 367.1	-	845.5	12 349.0	13 194.5
<b>Total, II</b>	<b>11 255.1</b>	<b>264 076.6</b>	<b>25 110.7</b>	<b>300 442.4</b>	<b>6 968.9</b>	<b>261 249.9</b>	<b>23 473.7</b>	<b>291 692.4</b>
<b>III. Other adjustments to fund balances</b>	(945.0)	-	(1 697.0)	(2 642.0)				
<b>Total, III</b>	<b>(945.0)</b>	<b>-</b>	<b>(1 697.0)</b>	<b>(2 642.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>11 830.3</b>	<b>225 440.5</b>	<b>17 876.1</b>	<b>255 146.9</b>	<b>12 225.1</b>	<b>221 505.8</b>	<b>17 719.6</b>	<b>251 450.5</b>

**B. United Nations Crime Prevention and Criminal Justice Fund****Crime programme: financial summary of the United Nations Crime Prevention and Criminal Justice Fund, 2014-2015 and 2016-2017**  
(Thousands of United States dollars)

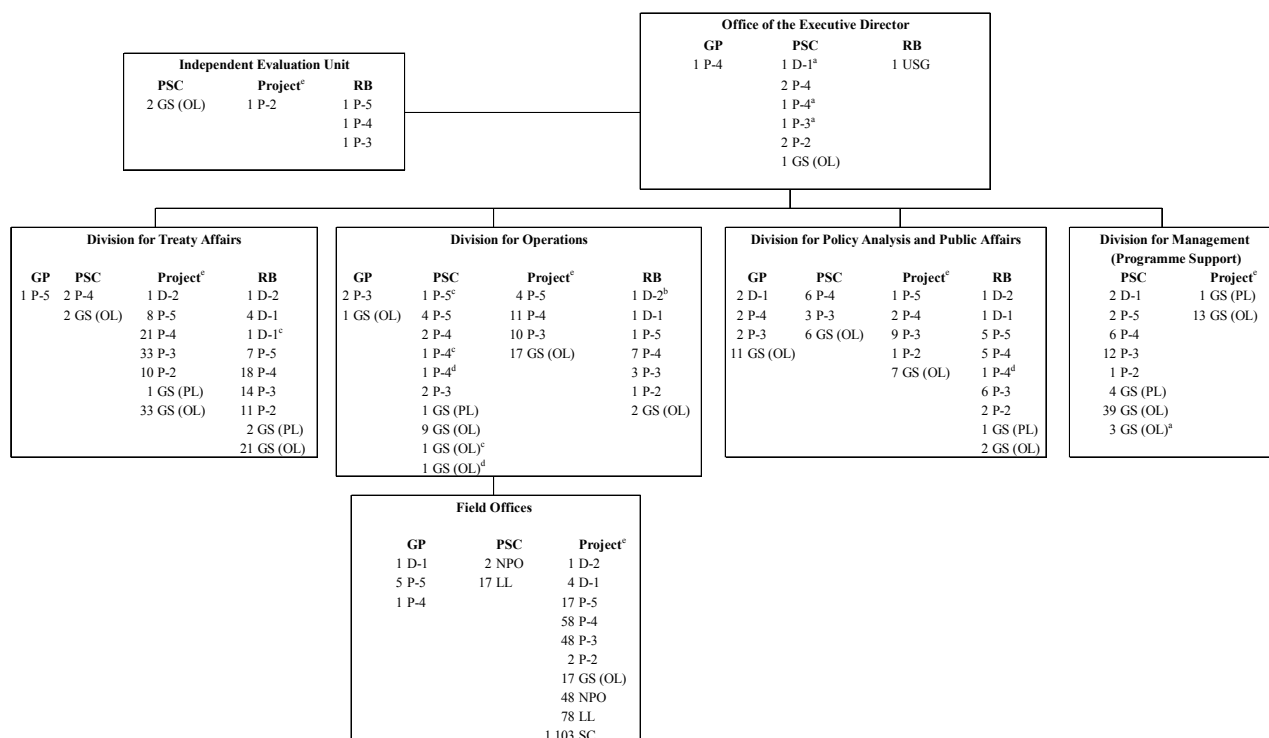
	2014-2015 final projections				2016-2017 initial budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I. Funding</b>								
<b>A. Fund balances at biennium start</b>	1 024.4	211 593.0	4 784.1	217 401.5	746.2	226 019.4	7 088.7	233 854.2
<b>Subtotal, A</b>	<b>1 024.4</b>	<b>211 593.0</b>	<b>4 784.1</b>	<b>217 401.5</b>	<b>746.2</b>	<b>226 019.4</b>	<b>7 088.7</b>	<b>233 854.2</b>
<b>B. Income</b>								
Contributions from Member States	3 421.5	260 535.2	-	263 956.7	3 000.0	293 000.0		296 000.0
Cost-sharing by Member States				-				
Contributions from other governmental organizations		25 704.4		25 704.4				
Contributions from international organizations		8 156.0		8 156.0				
Public donations		2 516.2		2 516.2				
Other income	433.3	(5 797.2)	106.4	(5 257.5)	87.7	(4 978.8)	45.6	4 845.5
<b>Subtotal, income</b>	<b>3 854.8</b>	<b>291 114.6</b>	<b>106.4</b>	<b>295 075.8</b>	<b>3 087.7</b>	<b>288 021.2</b>	<b>45.6</b>	<b>291 154.5</b>
Programme support income for UNODC		(20 288.2)	20 288.2	-		(25 389.9)	25 389.9	-
Programme support income for UNICRI		(2 959.7)	2 959.7	-		(1 523.3)	1 523.3	-
Programme support paid to implementing partners		864.9	(864.9)	-		540.6	(540.6)	-
<b>Subtotal, B</b>	<b>3 854.8</b>	<b>268 731.6</b>	<b>22 489.4</b>	<b>295 075.8</b>	<b>3 087.7</b>	<b>261 648.5</b>	<b>26 418.3</b>	<b>291 154.5</b>
<b>Total, I (A+B)</b>	<b>4 879.2</b>	<b>480 324.6</b>	<b>27 273.5</b>	<b>512 477.3</b>	<b>3 833.9</b>	<b>487 667.8</b>	<b>33 507.0</b>	<b>525 008.8</b>
<b>II. Expenditure</b>								
Policymaking organs	-	-	-	-	-	-	-	-
Executive direction and management	525.9	-	774.0	1 299.8	-	-	1 365.2	1 365.2
<i>Programme of work:</i>				-				
Countering illicit drug trafficking and transnational organized crime	481.5	76 498.8	595.2	77 575.6	463.9	105 790.5	631.5	106 885.9
Prevention, treatment and reintegration, and alternative development	-	947.8	-	947.8	-	1 608.1	-	1 608.1
Countering corruption	-	30 877.9	445.0	31 322.9	-	34 303.1	400.2	34 703.3

	2014-2015 final projections				2016-2017 initial budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
Terrorism prevention	-	18 653.4	66.6	18 720.0	-	25 376.1	106.3	25 482.4
Justice	912.7	66 542.1	-	67 454.8	1 048.4	80 629.4	-	81 677.8
Research, trend analysis and forensics	866.7	52 113.7	249.0	53 229.4	471.1	30 299.2	315.2	31 085.4
Policy support	-	3 616.4	1 936.1	5 552.4	-	4 005.3	1 955.4	5 960.7
Technical cooperation and field support	849.6	1 872.2	7 031.5	9 753.2	635.0	2 308.5	6 587.1	9 530.6
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	-	21.5	-	21.5	-	21.5	-	21.5
Programme support	152.7	3 161.5	7 643.5	10 957.7	-	5 028.0	11 148.1	16 176.1
<b>Total, II</b>	<b>3 789.0</b>	<b>254 305.2</b>	<b>18 740.8</b>	<b>276 835.1</b>	<b>2 618.4</b>	<b>289 369.8</b>	<b>22 508.9</b>	<b>314 497.1</b>
<b>III. Other adjustments to fund balances</b>	<b>(344.0)</b>	<b>-</b>	<b>(1 444.0)</b>	<b>(1 788.0)</b>				
<b>Total, III</b>	<b>(344.0)</b>	<b>-</b>	<b>(1 444.0)</b>	<b>(1 788.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>746.2</b>	<b>226 019.4</b>	<b>7 088.7</b>	<b>233 854.2</b>	<b>1 215.5</b>	<b>198 298.1</b>	<b>10 998.1</b>	<b>210 511.7</b>



## Annex IV

### United Nations Office on Drugs and Crime: organizational structure and post distribution for the biennium 2016-2017



Abbreviations: GP, general-purpose; PSC, programme support cost; RB, regular budget; GS (PL), General Service (Principal level); GS (OL), General Service (Other level); NPO, National Professional Officer; LL, local level; SC, service contract.

<sup>a</sup> Transfer from GP to PSC.

<sup>b</sup> Transfer from GP to RB.

<sup>c</sup> New post.

<sup>d</sup> Inward redeployment.

<sup>e</sup> Includes posts administered by UNODC and field office local positions (National Professional Officers, local levels, and service contracts) administered by UNDP on behalf of UNODC funded from special-purpose funds as of September 2015. Many of such posts are of a temporary nature and their level is subject to frequent changes.

## Annex V

### 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*

#### **Advisory Committee on Administrative and Budgetary Questions (A/68/7)**

Regarding the proposals for the development of viable funding models, the United Nations Office on Drugs and Crime (UNODC) stated that it had developed its fundraising strategy for 2012-2015, which had been the product of the analysis of global resource mobilization practices, trends and in-house lessons learned in past years. The strategy has been the subject of discussions within the Office and within the standing open-ended intergovernmental working group on improving the governance and financial situation of the Office. The group was established by the Economic and Social Council by its decision 2009/251 and looks at strategic and budgetary matters, among other financial situations of the Office, pursuant to Commission on Crime Prevention and Criminal Justice resolution 18/3 and Commission on Narcotic Drugs resolution 52/13. The Advisory Committee looks forward to further analysis by the Office and detailed information in this regard in the next budget submission (para. IV.125).

In recent bienniums, UNODC has seen exponential growth in the volume and scope of its technical assistance, contrasted with persistent deterioration of general-purpose income and continuing pressure on regular budget and programme support costs. This trend caused a series of financial crises, the latest in 2013 when, for the first time, the general-purpose fund closed at an operating loss, despite cost-saving measures.

In response, in 2012-2013, UNODC reviewed its funding model, costing methodologies and fund-sourcing options and developed a fundraising strategy with the objective of further enlarging its donor base and linking technical assistance activities to a system of direct cost recovery. Further, the Office assessed its alignment with the Financial Regulations and Rules of the United Nations (as reiterated by the United Nations Controller in June 2012) and responded to the request made by the General Assembly in its resolution 62/208 for the United Nations development system to further standardize and harmonize the concepts, practices and cost classifications related to transaction cost and cost recovery while maintaining the principle of full cost recovery in the administration of all non-core/supplementary/extrabudgetary contributions, including in joint programmes.

Against this background the consolidated budget for 2014-2015 introduced a revised funding model based on full direct costing. The model is aimed at sustainable and predictable funding of programme delivery by means of: (a) addressing consistent classification of direct and indirect costs; (b) fully and predictably costing UNODC programmes and direct project implementation costs; (c) aligning UNODC with other Secretariat entities on the use of programme support cost resources; and (d) ensuring the use of all funding sources for their intended purposes and eliminating cross-subsidization. To enable realization at a realistic pace, the 2014-2015 budget introduced gradual transitional measures, with full realization to be achieved in 2016-2017.

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
	<p>Following the adoption of Commission on Narcotic Drugs resolution 56/17 and Commission on Crime Prevention and Criminal Justice resolution 22/9, in implementing the consolidated budget and provisional approval of the new funding model, UNODC committed to: (a) monitoring cost structures against programme needs and transparently cost programme activities; (b) improving guidelines and procedures relating to cost recovery and the use of funding sources; (c) identifying efficiencies in the field and at headquarters; (d) regularly informing Member States of the status of implementation and any projected adaptation of field offices and of headquarters operations; (e) consulting donors and not automatically apply the new funding model to pre-2014 funding agreements; and (f) strengthening its efforts to further encourage donors to provide general-purpose funding, including by means of further increasing transparency and the quality of reporting.</p> <p>While implementation is still under way, UNODC reports that in 2014 it has taken steps to ensure consistent classification of direct and indirect costs and support functions in its accounts and donor reports, openly provided location-specific cost statistics to Member States, issued instructions and trained staff adjusted to lessons learned, and identified savings and other cost-reduction schemes in the field and at headquarters. All UNODC divisions have taken part in the relevant activities, which were overseen by the Senior-level Full Cost Recovery Monitoring Committee, which reports to the Executive Director of UNODC. In addition, UNODC has increasingly engaged in outreach to Member States and donors in order to ensure that the mechanisms and merits of full cost recovery are clarified.</p> <p>At the mid-biennium point, UNODC has been able to maintain a realistic pace of transition without unduly compromising its field network. This has been supported through cost-efficiency measures both at headquarters and at field offices. Measures taken included freezing of posts, delayed recruitment, systematic review of cost structures, negotiation of outsourcing arrangements and increased host-country support, which does not affect the effectiveness of the programme or the integrity of the field office network. The Office intends to use the savings to bridge funding gaps associated with the transition to full cost recovery.</p> <p>Taking into account that UNODC programmes continue to increase, that all new funding</p>

*Brief description of the recommendation*

The Advisory Committee recalls General Assembly resolutions 64/243 (para. 83) and 66/246 (para. 56) and refers to the specific requests contained therein. In paragraph 83 of resolution 64/243, the Assembly recommended that a sufficient share of the regular budget continue to be allocated to the Office to enable it to carry out its mandate in a consistent and stable manner. In paragraph 56 of resolution 66/246, the Assembly requested the Secretary-General to strengthen the provision of technical assistance to the Office through the West Africa Coast Initiative in order to support the implementation of a regional action plan to address the growing problem of illicit drug trafficking, organized crime and drug abuse in West Africa. Upon enquiry regarding the actions taken by the Office pursuant to the above-mentioned General Assembly resolutions, the Committee was informed that the Office continued to support the Economic Community of West African States (ECOWAS) Political Declaration on the Prevention of Drug Abuse, Illicit Drug Trafficking and Organized Crime in West Africa and the Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa (2008-2013), mainly through the implementation of its regional programme for West Africa 2010-2014. The Advisory Committee looks forward to receiving, in the next budget submission, a detailed account of actions taken in implementing the requests contained in the aforementioned General Assembly resolutions (para. IV.126).

*Action taken to implement the recommendation*

agreements adhere to the principles of full cost recovery and that savings measures have been introduced, UNODC plans to stay within the budget approved by the Commissions. Nevertheless, UNODC continues to seek the support of Member States for successful implementation and to seek their continuing contributions to the general-purpose fund.

UNODC continued to support ECOWAS in the implementation of its Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa through its regional programme for West Africa, which constitutes the strategic and programmatic framework for all activities conducted by UNODC in the region. Based on four thematic subprogrammes (Combating organized crime, illicit trafficking and terrorism; Building justice and integrity; Improving drug prevention and health and promoting awareness and research), and combining regional and national strategies, the UNODC regional programme offers a comprehensive and balanced approach to the drug problem in West Africa. A new UNODC regional programme for 2016-2020 is being prepared and should be finalized by the end of 2015. It will take into full consideration the priorities of the new ECOWAS Regional Action Plan 2016-2020, as well as the findings of the independent evaluation of the current UNODC regional programme that is under way and is expected to be finalized during the second quarter of 2015.

Specifically, under the regional programme, UNODC continued to implement the West Africa Coast Initiative jointly with the Department of Peacekeeping Operations of the Secretariat, the International Criminal Police Organization (INTERPOL) and the United Nations Office for West Africa.

In 2013, the West Africa Coast Initiative Policy Committee adopted a new regional approach: in addition to pursuing the establishment and operationalization of multi-agency Transnational Crime Units in Guinea-Bissau, Liberia and Sierra Leone, the West Africa Coast Initiative now emphasizes regional cooperation among law enforcement authorities. Since 2013, the Initiative has also extended to Côte d'Ivoire and Guinea. Transnational crime units are now fully operational in Liberia and Sierra Leone. Very significant results in terms of arrested and convicted criminals and seized drugs have been achieved, including in the framework of joint operations. The critical role

*Brief description of the recommendation*

*Action taken to implement the recommendation*

played by the Sierra Leonean unit in the transition period following the closing of the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) was broadly recognized by national and international partners and highlighted in particular by the Head of UNIPSIL on the occasion of the closing ceremony of the Office on 5 March 2014. In the context of the Ebola outbreak in West Africa, the strengthening of the transnational crime units has, however, become a challenging task in Liberia and Sierra Leone, which the Initiative's partners are hoping to resume as soon as possible. In Côte d'Ivoire, with support from the Initiative's partners, a decree establishing a transnational crime unit in the country was adopted in November 2014. In Guinea-Bissau, the implementation of the Initiative has been limited owing to the difficult political and security situation in the country, in particular since the 2012 coup d'état. Following the general and presidential elections held in May and June 2014, West Africa Coast Initiative partners have been engaging with the newly elected authorities to move the project forward. In Guinea, although national authorities have expressed their strong support to the Initiative on several occasions, progress has also been very limited owing to the lack of funding and, more recently, the Ebola outbreak in the country.

**Board of Auditors (A/69/5/Add.10)**

The Board recommended that any system enhancements be coordinated to benefit both the immediate user and the corporate need. The ability to easily monitor and review financial management information centrally is severely limited by the functionality and fragmentation of the systems. At the same time, UNODC operates a highly decentralized system of controls (para. 20).

The Board recommended that UNODC strengthen its quarterly review activity so that validity and accuracy of unliquidated obligations are assured, and consider increasing guidance and oversight in this area to better ensure commitments are updated timeously (para. 26).

For more details, please refer to the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors contained in its reports on the United Nations funds and programmes for the financial period ended 31 December 2013 (A/69/353/Add.1), dated 9 September 2014, paragraph 564.

Implementation of the recommendation is in progress; target date for implementation is December 2015.

See A/69/353/Add.1, paragraph 568

Implemented as of April 2015. UNODC enhanced the reports available to users to review and monitor unliquidated obligations. Related "messages of the day" were issued in January and in August 2014 and training workshops on monitoring and review of unliquidated obligations were organized. UNODC also followed up directly with the divisional focal points and certifying officers. Those efforts resulted in a significant reduction in the number of unliquidated obligations at year end and in the improved quality of records.

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
The Board recommended that UNODC develop solutions for International Public Sector Accounting Standards (IPSAS) implementation and embed timely data entry and validation requirements into the business as a matter of urgency (para. 34).	See A/69/353/Add.1, paragraph 572  Implemented as of April 2015 to the extent possible and taking into consideration the upcoming implementation of Umoja. The Field Office Fixed Asset Register was further enhanced so that information regarding project assets are captured in the Register. Additional sampling was performed to assess the data input and to review data correctness and completeness.
The Board recommended that UNODC establish a reliable means of extracting information on the number of live projects it is managing, and on the associated budgets and expenditure for each project (para. 40).	See A/69/353/Add.1, paragraph 576  Implemented as of December 2014. UNODC developed a report that provides the number of live projects, including the associated budgets and expenditures.
The Board recommended that, where a project revision document proposes an increase in the budget or duration of the project, UNODC project managers specify clearly and succinctly in the document the additional outcomes to be achieved as a result of the increase (para. 45).	See A/69/353/Add.1, paragraph 579  Implemented as of December 2014. Recent project revisions follow the revised template where managers must specify outcomes that have been added and/or changed through the revision.
The Board recommended that UNODC specify monitoring arrangements as part of the funding agreement for all parties to which it provides funds (para. 72).	See A/69/353/Add.1, paragraph 593 and paragraphs 73 and 74 of the Board's report (A/69/5/Add.10)  Implemented as of March 2015. Standard template for grant agreements includes monitoring arrangements. In addition, the Framework on Engagement with External Parties includes extensive guidance and templates on this.
The Board recommended that UNODC require the Financial Resources Management Service, the Procurement Section and the Division for Operations to establish the means to gather and analyse on a regular basis complete and reliable data on the volume and value of field office procurement in order to determine where additional support resources or compliance scrutiny might be required to assure UNODC that its procurement capacity is adequate (para. 81).	See A/69/353/Add.1, paragraph 599  Implemented as of January 2015. Field office procurement reports that monitor procurement volumes are being extracted. Evaluation of optimal resources for procurement can be done only through verification visits. Any resource requirements will be reviewed as part of the 2016-2017 consolidated budget exercise.

## Annex VI

### **Draft resolution on the budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs**

1. The proposed budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme is presented in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2016-2017 for UNODC (E/CN.7/2015/17-E/CN.15/2015/20), submitted pursuant to Commission on Narcotic Drugs resolution 13 (XXXVI) and article III of the financial rules of the Fund. The related report of the Advisory Committee on Administrative and Budgetary Questions is contained in document E/CN.7/2015/18-E/CN.15/2015/21.
2. The following draft resolution, to be recommended to the Commission on Narcotic Drugs for adoption, summarizes the main issues contained in the report of the Executive Director with regard to the budget of the Fund of the United Nations International Drug Control Programme:

#### **Budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme**

*The Commission on Narcotic Drugs,*

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

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2016-2017 for the Fund of the United Nations International Drug Control Programme<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>b</sup>

1. *Notes* the progress made in the development of the thematic and regional programme approach to the programme of work of the United Nations Office on Drugs and Crime and in ensuring the full complementarity of the thematic and regional programmes;
2. *Also notes* that the budget is based, inter alia, on the strategy detailed under programme 13 of the biennial programme plan for the period 2016-2017;<sup>c</sup>
3. *Further notes* that the budget is harmonized with sections 16 and 29G of the proposed programme budget of the United Nations for the biennium 2016-2017;<sup>d</sup>

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<sup>a</sup> Contained in E/CN.7/2015/17-E/CN.15/2015/20.

<sup>b</sup> E/CN.7/2015/18-E/CN.15/2015/21.

<sup>c</sup> A/69/6/Rev.1.

<sup>d</sup> A/70/6 (Sect. 16) and (Sect. 29G).

4. *Notes* that the budget focuses on general-purpose funds and also includes special-purpose funds and programme support cost income earned on special-purpose contributions, as well as regular budget resources;

5. *Also notes* that the general-purpose resources of the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund are presented as a single budget and that general-purpose expenditure will be apportioned between the two Funds in accordance with the income that each generates;

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

7. *Notes* that the programme support cost resources of the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund are presented as a single budget and that programme support cost expenditure will be apportioned between the two Funds in accordance with the income that each generates;

8. *Approves* the projected use of general-purpose funds in the biennium 2016-2017, and invites Member States to provide contributions totalling at least 6,968,900 United States dollars;

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

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

Fund category	Resources (thousands of United States dollars)		Posts	
	2014-2015 (revised budget)	2016-2017	2014-2015	2016-2017
<b>General-purpose</b>				
Post	10 430.9	6 539.7	30	21
Non-post	758.8	429.2		
<b>Subtotal</b>	<b>11 189.7</b>	<b>6 968.9</b>	<b>30</b>	<b>21</b>
<b>Special-purpose</b>	323 384.7	261 249.9	118	130
<b>Subtotal</b>	<b>323 384.7</b>	<b>261 249.9</b>	<b>118</b>	<b>130</b>
<b>Programme support cost</b>				
Post	19 054.6	18 811.1	93	71
Non-post	4 826.0	4 662.6		
<b>Subtotal</b>	<b>23 880.6</b>	<b>23 473.7</b>	<b>93</b>	<b>71</b>
<b>Total</b>	<b>358 455.0</b>	<b>291 692.4</b>	<b>241</b>	<b>223</b>

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



## Annex VII

### **Draft resolution on the budget for the biennium 2016-2017 for the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice**

1. The proposed budget for the biennium 2016-2017 for the United Nations Crime Prevention and Criminal Justice Fund is presented in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2016-2017 for UNODC (E/CN.7/2015/17-E/CN.7/2015/20), submitted pursuant to paragraph 1 of part XI of General Assembly resolution 61/252. The related report of the Advisory Committee on Administrative and Budgetary Questions is contained in document E/CN.7/2015/18-E/CN.15/2015/21.

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

#### **Budget for the biennium 2016-2017 for the United Nations Crime Prevention and Criminal Justice Fund**

*The Commission on Crime Prevention and Criminal Justice,*

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

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2016-2017 for the United Nations Crime Prevention and Criminal Justice Fund<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>b</sup>

1. *Notes* the progress made in the development of the thematic and regional programme approach to the programme of work of the United Nations Office on Drugs and Crime and in ensuring the full complementarity of the thematic and regional programmes;

2. *Also notes* that the budget is based, inter alia, on the strategy detailed under programme 13 of the biennial programme plan for the period 2016-2017;<sup>c</sup>

3. *Further notes* that the budget is harmonized with sections 16 and 29G of the proposed programme budget of the United Nations for the biennium 2016-2017;<sup>d</sup>

<sup>a</sup> Contained in E/CN.7/2015/17-E/CN.15/2015/20.

<sup>b</sup> E/CN.7/2015/18-E/CN.15/2015/21.

<sup>c</sup> A/69/6/Rev.1.

<sup>d</sup> A/70/6 (Sect. 16) and (Sect. 29G).

4. *Notes* that the budget focuses on general-purpose funds and that it also includes special-purpose funds and programme support cost income earned on special-purpose contributions as well as regular budget resources;

5. *Also notes* that the general-purpose resources of the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund are presented as a single budget and that general-purpose expenditure will be apportioned between the two funds in accordance with the income that each generates;

6. *Further notes* that the budget clearly distinguishes between general-purpose funds and programme support cost funds and that it harmonizes the use and management of these two fund categories across the two Funds of the Office;

7. *Notes* that the programme support cost resources of the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund are presented as a single budget and that programme support expenditures will be apportioned between the two Funds in accordance with the income that each generates;

8. *Approves* the projected use of general-purpose funds in the biennium 2016-2017, and invites Member States to provide contributions totalling at least 2,618,400 United States dollars;

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

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

Fund category	Resources (thousands of United States dollars)		Posts	
	2014-2015 (revised budget)	2016-2017	2014-2015	2016-2017
<b>General-purpose</b>				
Post	4 417.9	2 394.6	13	8
Non-post	266.9	223.8		
<b>Subtotal</b>	<b>4 684.8</b>	<b>2 618.4</b>	<b>13</b>	<b>8</b>
<b>Special-purpose</b>	285 159.2	289 369.8	188	201
<b>Subtotal</b>	<b>285 159.2</b>	<b>289 369.8</b>	<b>188</b>	<b>201</b>
<b>Programme support cost</b>				
Post	18 513.9	18 753.4	81	68
Non-post	4 317.0	3 755.5		
<b>Subtotal</b>	<b>22 830.9</b>	<b>22 508.9</b>	<b>81</b>	<b>68</b>
<b>Total</b>	<b>312 674.9</b>	<b>314 497.1</b>	<b>283</b>	<b>277</b>

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