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**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 2022–2023 for the United Nations Office on Drugs and Crime

### Report of the Executive Director

#### Contents

	<i>Page</i>
I. Introduction . . . . .	3
II. Strategic orientation of the United Nations Office on Drugs and Crime . . . . .	4
A. Mandates and background . . . . .	4
B. United Nations Office on Drugs and Crime Strategy 2021–2025 . . . . .	4
C. Evaluation activities . . . . .	6
D. Impact of COVID-19 on programme delivery . . . . .	7
E. United Nations Office on Drugs and Crime funding model . . . . .	8
III. Secretariat-wide initiatives . . . . .	9
A. United Nations development system reform . . . . .	9
B. United Nations management reform . . . . .	10
IV. Overview of the financial situation of the United Nations Office on Drugs and Crime . . . . .	12
A. Highlights . . . . .	12
B. Financial projections . . . . .	13
C. Fund balances . . . . .	19
V. Conclusion . . . . .	19

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VI.	Overview of resources by subprogramme .....	23
A.	Polycymaking organs .....	23
B.	Executive direction and management .....	23
C.	Programme of work .....	25
	Subprogramme 1. Countering transnational organized crime .....	25
	Subprogramme 2. A comprehensive and balance approach to countering the world drug problem .....	27
	Subprogramme 3. Countering corruption .....	29
	Subprogramme 4. Terrorism prevention .....	31
	Subprogramme 5. Justice .....	33
	Subprogramme 6. Research, trend analysis and forensics .....	34
	Subprogramme 7. Policy support .....	37
	Subprogramme 8. Technical cooperation and field support .....	39
	Subprogramme 9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice .....	41
D.	Programme support .....	44
Annexes		
I.	Resource projections for the biennium 2022–2023 and final resource projections for the biennium 2020–2021 .....	47
II.	Allocation of special-purpose voluntary contributions in the bienniums 2020–2021 and 2022–2023 .....	48
III.	Financial position .....	54
	A. Fund of the United Nations International Drug Control Programme .....	54
	B. United Nations Crime Prevention and Criminal Justice Fund .....	56
IV.	United Nations Office on Drugs and Crime: organizational structure and post distribution for the biennium 2022–2023 .....	58
V.	Summary of follow-up action taken to implement relevant recommendations of the oversight bodies .....	64
VI.	Draft resolution on the budget for the biennium 2022–2023 for the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs .....	69
VII.	Draft resolution on the budget for the biennium 2022–2023 for the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice .....	71

## 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 2022–2023 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 sets out the strategic orientation of UNODC and provides updates on the promotion of a culture of results-based management and evaluation, as well as on the UNODC response to the United Nations development system reform and other reform initiatives. It also includes information on the review of the funding model of UNODC and the allocation of programme support cost funds in headquarters and field offices.
2. UNODC continues to strive for the greatest possible conceptual and operational integration to advocate and promote a holistic approach to its drug- and crime-related technical cooperation programme. Notwithstanding that integration, 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 limited core programmatic functions not funded by the regular budget, including normative work and research, institutional 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 collected on voluntary contributions to recover the additional costs 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 departmental programme services.
5. UNODC continues to adhere strictly 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 this standard rate. Reduced programme support cost rates are applied in the consolidated budget for 2022–2023 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.
6. Regular budget resources finance UNODC policymaking organs, executive direction and management, programmes and programme support in Vienna. Regular budget resources are being received from the annual 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 2022 (A/76/6 (Sect. 16) and A/76/6 (Sect. 23)). For presentation purposes, the requirements for 2023 are being extrapolated at a similar level as the proposal for 2022.

## **II. Strategic orientation of the United Nations Office on Drugs and Crime**

### **A. Mandates and background**

7. The mission of UNODC is to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism by working for and with Member States to promote justice and the rule of law and build resilient societies. The mandates of UNODC derive from the priorities established in relevant United Nations conventions and General Assembly resolutions, including Assembly resolutions [45/179](#), [46/152](#) and [46/185](#) C. The mandates include the areas related to transnational organized crime, criminal justice, countering corruption and economic crime, drug control, prevention, treatment and care and terrorism prevention. The work of the Office is grounded in a series of international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the 19 international conventions and protocols against terrorism and the United Nations standards and norms in crime prevention and criminal justice.

8. UNODC delivers its mandates through three interconnected and mutually supportive work streams. The first of these is normative work, including policy advocacy and legislative assistance to promote the ratification and implementation of the relevant international treaties and the provision of secretariat and substantive services to the treaty-based, governing and other Member State-driven bodies that help to identify areas of focus, challenges, responses and commitments in relevant mandate areas. The second is research, trend analysis and policy support work to expand the evidence base, as well as its interface with the policymaking processes at the national, regional and global levels through increased knowledge and understanding of issues related to drugs and crime. The third work stream is technical cooperation, including through an expanded use of partnerships, to enhance the capacity of Member States and other stakeholders to counteract illicit drugs, crime and terrorism at the national, regional and global levels through the Office's extensive field network and headquarters.

### **B. United Nations Office on Drugs and Crime Strategy 2021–2025**

9. Under the tenure of the new Executive Director, UNODC developed a new strategy for 2021 to 2025. The Strategy takes a people-centred approach and outlines the Office's unique positioning across the United Nations pillars of peace and security, development and human rights. It is built around five thematic areas: preventing and countering transnational organized crime, corruption, and terrorism, addressing the world drug problem and strengthening criminal justice systems. The Strategy identifies change and efficiency enablers to ensure a more transparent, accountable and effective delivery of the Office's mandates, leveraging synergies with a wider range of actors and establishing new partnerships, including with civil society organizations, academia and the private sector.

10. The Strategy further addresses cross-cutting issues to ensure no one is left behind: (a) human rights; (b) gender equality and the empowerment of women; and (c) children and youth empowerment. The Office will also expand its technical cooperation efforts that are tailored to protect, engage and nurture the potential of youth as agents of change and innovation consistently throughout all its work streams.

11. UNODC is working on regional strategic visions aimed at providing a regional approach to the implementation of the Strategy. After a comprehensive consultation process, the Strategic Vision for Africa 2030 was launched in February 2021, while the development of the vision for Latin America and the Caribbean will be finalized

by the end of 2021. In the biennium 2022–2023, UNODC will continue to promote its Strategic Vision for Africa 2030 with African Member States, regional and subregional organizations, development partners, United Nations agencies and civil society organizations. In line with the 2030 Agenda for Sustainable Development and the African Union Agenda 2063, UNODC will further develop continental and cross-cutting bankable initiatives to scale up the ability for the Office to provide normative support, research capacities and technical assistance for African Member States in facing the challenges of peace, security and development on the continent. UNODC will also develop monitoring and reporting tools to provide updated information on the progress achieved in meeting the objectives outlined in the Strategic Vision and linking them with the Sustainable Development Goals and African Union aspirations. Similar to the Strategic Vision for Africa 2030, the Strategic Vision for Latin America and the Caribbean 2021–2025 will identify key challenges and opportunities, as well as strategic investment areas and change enablers for greater impact, as relevant for the region. Its content will be the result of extensive consultations with Member States and other relevant stakeholders in the region (civil society, academia and the private sector, among others), complemented by external and internal online surveys. An action-oriented implementation plan will address areas such as regional programme development in priority areas, as well as expanding joint work with partners, enhancing coordination and improving communications.

12. UNODC will identify innovative and effective ways of tackling the negative link between all forms of crime and sustainable well-being. Research and evidence-based data analysis will play a fundamental role in better identifying, understanding and shaping responses to drugs and crime challenges, particularly in the context of recovery from the coronavirus disease (COVID-19) pandemic. At the field level, the Office will actively participate in common country analyses, which will help to shape the United Nations Sustainable Development Cooperation Framework at the national level. The analysis generated in-house will also provide the evidence base for the development of its own programmes.

13. The new Strategy guides the implementation of the Office's substantive mandates through increased integration and effective multilateral cooperation. UNODC is working with Member States and United Nations agencies and other relevant stakeholders to help Member States understand better the nature of the challenges they face and to design coherent programmes and policies to make progress towards the 2030 Agenda and the Sustainable Development Goals. The Office will continue to support Member States on measuring, monitoring progress and reporting on the Sustainable Development Goals and targets and related issues. This will be facilitated by progress made in identifying methodologies to measure specific indicators, including those on human trafficking and illicit financial flows under Goal 16.

14. In its strategic priority to advance partnership-building, UNODC will continue to expand its close work with United Nations entities and international as well as regional organizations to enhance common approaches. UNODC will strengthen systematic South-South cooperation, enabling flows of know-how and expertise between countries that share similar challenges. In addition, with regard to civil society partnerships, the Office will facilitate multi-stakeholder engagement with a view to ensuring the systematic mainstreaming of such partnerships across all UNODC work streams.

15. With regard to inter-agency coordination, UNODC is implementing a number of joint projects with other United Nations entities at both the global and national levels and leads or is a member of various inter-agency coordination groups from expert level to principal level. This collaboration includes the areas of gender equality and women's empowerment; drug prevention, treatment and rehabilitation; HIV/AIDS prevention, treatment and care; law enforcement; border management; corruption; trafficking in persons and the smuggling of migrants; terrorism prevention; access to justice for children; youth, urban safety governance; and

system-wide evaluation and the collection of statistics in coordination with United Nations system-wide guidance, to name a few.

16. The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to pursue the coherent and coordinated implementation of global commitments on gender equality and the empowerment of women. It does so through the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2018–2021), which will have a second iteration for the period 2022–2025 that will continue to provide a framework for coherence, and which guides the Office’s support to Member States for the achievement of the 2030 Agenda and, specifically, Goal 5, on achieving gender equality and empowering all women and girls. The guiding principle of the Gender Strategy is that UNODC initiatives have a positive effect on gender equality and empowerment of women and support equal representation and participation of women in all thematic areas. A dedicated Gender Team is located in the Office of the Director General/Executive Director to coordinate and support the implementation of the Gender Equality Strategy through targeted capacity development-building, tool development, awareness-raising and inter-agency coordination. The Team is supported by an Office-wide network of Gender Strategy focal points. With the enhanced focus on gender-related results, UNODC has strengthened the integration of gender aspects in its mandated areas of work. The Office will consider the gender-related implications of emergency situations, such as the ongoing COVID-19 pandemic. UNODC will implement and advocate measures that address the differentiated needs of women, men, boys and girls, in particular those who also experience disadvantages on the basis of age, race, income level, geographic location, migration status, disability, health status and other characteristics.

17. In line with the United Nations Disability Inclusion Strategy (UNDIS), the Office developed and launched an action plan, covering 2021 and 2022, with a view to incorporating disability inclusion into our policies, planning, programmes and operations. The action plan mirrors UNDIS and encompasses 15 indicators in four core areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture. The institutional focal point for UNDIS is located within the Office of the Director-General/Executive Director. It coordinates the interdivisional task team, which was established in 2019 and is composed of focal points of all divisions and the Independent Evaluation Section.

18. The current state of the world, shaped by the COVID-19 pandemic, developments in international policy and the reform of the United Nations, provide an impetus for UNODC in strengthening its support to Member States and leveraging its field presence and its thematic leadership in its mandate areas. Transnational organized crime, including illicit drug trafficking, and terrorism continue to pose major threats to security, development, the rule of law and good governance, as these are adapted to the new realities of the global pandemic. Corruption, cybercrime and the use of new technologies for criminal purposes, as well as crime affecting the environment, particularly unregulated and illegal plundering of non-renewable resources and trafficking in endangered species of flora and fauna, are linked to State fragility and undermine peace, stability and the rule of law. The illicit cultivation, manufacture and consumption of and trafficking in drugs and psychotropic substances, and the diversion of their precursors, remain a risk to the health, dignity and hopes of millions of people. They lead to the loss of human life and the depletion of social cohesion and capital. UNODC support aimed at addressing these challenges facilitates multilateral cooperation and develops the capacity of Governments to formulate and implement coherent policies for sustainable development.

### **C. Evaluation activities**

19. In line with the UNODC Strategy 2021–2025, UNODC through its Independent Evaluation Section will further increase the effectiveness and relevance of future programmes. UNODC will conduct evaluations in all its mandated areas of work, as

well as utilize evaluation and oversight results to provide information at an aggregate level through, for example, meta-syntheses. The use of innovative web-based tools and systems, including Unite Evaluations, will ensure that evaluations respond to the constantly evolving challenges, such as COVID-19, and produce actionable recommendations.

20. The findings of evaluations, various evaluation meta-syntheses, including the innovative “Prevention of Crime and Violent Extremism” meta-synthesis, published in 2020, and other synthesized evaluation products, have been taken into account for the programme plan for 2022. The results of the in-depth evaluation of the Global Programme for the Implementation of the Doha Declaration highlighted the best practice of effectively utilizing infrastructure and local capacities to enhance the efficiency and effectiveness of programme implementation. The in-depth evaluation of the Global Maritime Crime Programme found that travel restrictions due to the pandemic have underlined the added value of a strong field presence to maintain personal relationships and continue delivering capacity-building activities. The need for improved results-based management, including more systematic collection of programme performance data, was identified in the 2020–2021 biennial meta-synthesis.

21. UNODC recognizes that accountability through evaluation is even more imperative during a crisis. In 2022, the Independent Evaluation Section will continue to deliver independent, gender-responsive, utilization-focused, strategic evaluations translating the UNODC Strategy into concrete evidence and evaluation-based strategic decisions in the response to drugs, crime and terrorism. The Section will contribute to building national evaluation capacity, while working on high-level joint evaluation products and services, for example with the Office of Counter-Terrorism and the United Nations Interregional Crime and Justice Research Institute, in line with directives of the Sustainable Development Goals and United Nations reforms. The innovative evaluation management application, Unite Evaluations, is consistently used at UNODC and was highlighted by the Office for Internal Oversight Services as a best practice and praised for its ability to aggregate evaluation results by Sustainable Development Goal. Currently, discussions are ongoing with other Secretariat entities for a potential roll-out of this innovative tool beyond UNODC.

#### **D. Impact of COVID-19 on programme delivery**

22. The COVID-19 pandemic had a significant impact on programme delivery in 2020. Various meetings and events had to be postponed, including the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice, from April 2020 to March 2021. To adjust to this unprecedented situation, UNODC had to shift its approach from in-person meetings, seminars, workshops and training events to virtual or hybrid formats. UNODC reviewed activities, issued policy briefs and research papers and coordinated with donors and national beneficiaries regarding the dates for events, training courses, meetings and other activities, including organizing activities by virtual means. Communication was prioritized: a dedicated website was set up and web stories, video content and opinion pieces were issued. UNODC also put in place mitigation measures to support implementation at headquarters and in the field.

23. Specific examples of the impact of the COVID-19 pandemic include the sudden demand for COVID-19-related medical products and the subsequent increase in falsified products that have affected public health, affecting in particular the aged and those suffering from chronic illnesses, and an increase in substance use as a way of coping with stress or emotions related to COVID-19. Some new activities were identified to support Member States on issues related to the COVID-19 pandemic, such as the development and dissemination of up-to-date support in the form of policy briefs, guidance notes and operational advice on various issues under the Office’s mandate, aimed at supporting Member States in their response to COVID-19; the development of virtual methodologies to be used by Member States to meet critical needs; research and analysis on the impact of COVID-19 on drugs, organized crime, trafficking in persons and smuggling of migrants; and the urgent procurement and

supply of personal protective equipment and medical supplies to meet the needs of Member States, particularly in law enforcement offices and prisons, and for people who use drugs. Another example was the launch of a new project to help Member States better respond to and recover from COVID-19 with the establishment of national anti-corruption procurement platforms to create networks or task forces focused on strengthening public procurement transparency and whistle-blower protection in Argentina, Brazil, Chile, Colombia, Indonesia, Paraguay, the Philippines, South Africa and Timor-Leste.

24. The United Nations Sustainable Development Group, of which UNODC is a member, provided collective leadership to respond to COVID-19 as a socioeconomic development emergency, complementing the health and humanitarian responses. The UNODC response to the COVID-19 pandemic is fully aligned with system-wide frameworks and plans. Where relevant, in 2022–2023 the Office will continue to support the implementation of socioeconomic response plans, global humanitarian response plans and strategic preparedness and response plans, in close coordination with the World Health Organization (WHO), the Office for Coordination of Humanitarian Affairs, the Development Coordination Office, the United Nations Development Programme (UNDP) and respective United Nations country teams.

25. For 2022–2023, the Office's planned activities reflect the known and anticipated challenges related to the COVID-19 pandemic that continue to be faced by Member States. Such activities include building capacity, producing knowledge, operational guidance and tools to support Member States in mitigating drug, crime and corruption challenges which have a potential to slow down COVID-19 recovery; organizing meetings on the impact of COVID-19 on drugs and crime-related matters in the framework of its intergovernmental bodies; and strengthening the ability of criminal justice systems to prepare for, respond to, and recover from crisis, among others.

26. Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, UNODC will mainstream lessons learned and best practices related to the adjustments to and adaptation of its mandate during the COVID-19 pandemic. Specific examples of lessons learned include the understanding that offering meetings in a hybrid format strengthens remote participation in the meetings of the Commission on Narcotic Drugs and its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice and the standing open-ended working group on improving the governance and financial situation of UNODC, and therefore supports the participation of delegations not represented in Vienna or unable to travel to participate online. However, the servicing of virtual or hybrid meetings across all of the UNODC mandate areas requires more staff resources and adds an extra layer of technical and organizational work compared with in-person meetings.

## **E. United Nations Office on Drugs and Crime funding model**

27. In view of the persistent deterioration in general-purpose income and the continuing pressure on regular budget and programme support costs, during the biennium 2014–2015 UNODC began introducing changes to its funding model by linking its technical assistance activities to a system of full cost recovery for costs incurred in field offices in the administration of all extrabudgetary contributions, including in joint programmes.

28. In line with requests by the Commissions to use programme support costs more flexibly and effectively in support of programmatic work, at headquarters and in the field, and with the recommendation of the Advisory Committee on Administrative and Budgetary Questions to further re-examine and refine the system of full cost recovery (see annex V), UNODC conducted a review on the use of programme support cost funds and is working to refine its funding model. UNODC also reviewed the application of the Secretariat policy on programme support costs in other United Nations Secretariat entities. Internal discussions continued throughout 2020–2021



regarding options for refining the funding model, also taking into account the UNODC Strategy 2021–2025. Some of the options include:

(a) Continuous reviews of organizational processes and structures, both in headquarters and in field offices, considering changes coming from the United Nations Secretariat-wide reform streams, and ensuring that field office structures respond to actual programme needs, including through a clear categorization of field offices. Efficiencies resulting so far from these efforts are included in the present budget;

(b) Identifying additional costs that can be transparently and cost efficiently linked as direct support for programme activities financed by extrabudgetary contributions. This applies both to the field, with the purpose of reducing full cost recovery rates, and to headquarters, where a pilot for direct cost recovery of selected headquarters support services is being introduced. Direct cost recovery provides enhanced transparency and accountability, particularly to donors, and it would support lower full cost recovery rates. The first phase of this pilot covers transaction services related to the processing of funding agreements, implementing partner agreements, consultant contract services and payroll;

(c) Income growth strategies to be addressed through the UNODC fundraising plan.

29. In addition, UNODC will continue to apply risk management, monitor its costs and field office structures against programme needs and transparently cost programme activities, with the help of improved Umoja functionality and making full use of early-warning dashboards.

### III. Secretariat-wide initiatives

#### A. United Nations development system reform

30. The United Nations development system has undergone a profound structural transformation, guided by the priority of improving support for Member States in their implementation of the 2030 Agenda for Sustainable Development and, more specifically, by General Assembly resolutions [71/243](#) and [72/279](#).

31. Since the start of the reform effort, UNODC has taken concrete measures to implement the reform initiatives, including strengthening cooperation with United Nations country teams and participating in the development and roll-out of sustainable development cooperation frameworks and other system-wide strategic planning frameworks. As an active member of the United Nations Evaluation Group and in the spirit of the reform, UNODC continued to develop innovative tools and methods to mitigate risks posed by current or potential crises and to position evaluation at all political levels, supporting evidence-based decision-making.

32. The roll-out of cooperation frameworks saw some delays due to the pandemic, as the work of country teams shifted towards the development of COVID-19 socioeconomic response plans. UNODC assisted 49 Member States in developing such plans. In the coming months, the plans will be closed or transitioned into the cooperation frameworks through well-developed joint workplans.

33. According to Development Coordination Office data, 11 frameworks were launched in 2020, 30 are planned for 2021, 34 for 2022 and 43 for 2023. Out of 131 United Nations country teams worldwide, UNODC is engaged in 110, supporting the development of sustainable cooperation frameworks and actively participating in common country analyses by providing data and carrying out impact assessments in mandate areas.

34. UNODC is involved in the reform at the regional level in all five regions. For instance, in Africa, UNODC is the co-convener of the opportunity/issue-based coalition on the theme “Towards peace, security and respect for human rights”,

together with the United Nations Office to the African Union, UNDP and the Office of the United Nations High Commissioner for Human Rights. In Latin America and the Caribbean, UNODC co-chairs the issue-based coalitions on crime and violence (jointly with the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and on governance and institutions (jointly with the United Nations Office for Project Services and UNDP).

35. UNODC continued sharing knowledge and best practices on development system reform through a global community of practice. UNODC also participated in 48 projects and joint programmes funded through multi-partner trust funds, a funding modality promoted under the development system reform effort. The Office received funds from multi-partner trust funds, including the Peacebuilding Fund, the United Nations COVID-19 Response and Recovery Fund, the Joint Sustainable Development Goals Fund, the Spotlight Initiative Fund, the trust fund to support initiatives of States countering piracy off the coast of Somalia, the multi-partner human security trust fund for the Aral Sea region, the United Nations multi-partner trust fund for sustaining peace in Colombia, the Somalia multi-window trust fund, the United Nations Pacific Strategy fund, the Western Balkans small arms and light weapons control multi-partner trust fund and various country-level Sustainable Development Goal acceleration funds, as well as funds for joint programmes with other United Nations entities in Iran (Islamic Republic of), Yemen and Somaliland.

36. Three years after Member States approved the ambitious reforms, the United Nations development system is better positioned to support countries in recovering from the COVID-19 pandemic. For UNODC, active involvement in reform processes at all geographic and thematic levels has been a priority since the launch of the reform and during the COVID-19 response. The way ahead remains complex, not least in sustainably funding the resident coordinator system, the Joint Sustainable Development Goals Fund and other multi-partner trust funds and delivering on promised efficiencies. With the continued support of Member States, UNODC will continue to play an active role as part of a more integrated United Nations development system.

## **B. United Nations management reform**

37. UNODC is fully committed to the United Nations management reform approved by the General Assembly in its resolution [72/266 B](#), entitled "Shifting the management paradigm in the United Nations", and its resolution [72/303](#), entitled "Progress towards an accountability system in the United Nations Secretariat".

### **Improved system of delegation of authority**

38. In its resolution [72/266 B](#), the General Assembly requested the Secretary-General to continue to develop a clear, simple and transparent system for delegating authority, to ensure that responsibilities and accountability are aligned. In January 2019, the Executive Director of UNODC received delegation of authority from the Secretary-General and in turn delegated that authority to his programme managers. To enhance accountability and compliance with policy guidelines issued by the Department of Management Strategy, Policy and Compliance, UNODC is monitoring on a regular basis the related dashboards, which compare UNODC information against a standard set of key performance indicators, and performing management reviews. The efficiency of the senior manager compacts for 2020–2021 has been strengthened through the inclusion of new indicators on the statement of internal controls; providing a safe and healthy workplace for mission personnel; the consideration of placement of qualified staff affected by downsizing; and conduct and discipline, including preventing and addressing sexual exploitation and abuse of authority. The new UNODC partnership policy for the engagement of external partners was launched in October 2020 and provides a unified and consistent framework for engagement, ensures adherence to the regulatory parameters set out in

the Financial Regulations and Rules of the United Nations, established standards for the management and oversight of external partners and ensures accountability throughout the engagement cycle.

### **Adoption of a statement of internal control**

39. In its resolution [72/266 B](#), the General Assembly also requested the Secretary-General to put in place additional measures aimed at ensuring operational effectiveness and strong internal controls for enhanced accountability. This translated into the participation by UNODC in the roll-out of the Secretariat-wide statement of internal control. UNODC is supporting the annual issuance of the Statement of Internal Control by further strengthening the Organization-wide assurance process through monitoring and enhancement of relevant internal control and self-assessment tools. The first Statement of Internal Control for all operations carried out by the United Nations Secretariat in 2020 was signed by the Secretary-General on 27 May 2021. The issuance of the second statement of internal control for all 2021 operations of the Secretariat is planned for mid-2022, following the submission of the signed and revised self-assessment checklists and assurance statements by all heads of entities.

### **Strengthened results-based management**

40. The Secretary-General has stressed his commitment to strengthening the culture of accountability within the Secretariat. Measures towards that goal include strengthening the implementation of results-based management, enhancing efforts to achieve the Organization's objectives and shifting the focus of the Secretariat's efforts from inputs and outputs to outcomes, the proactive identification and management of risks and adaptive programme management, building on the recommendations of oversight bodies and evaluations. UNODC has stepped up its efforts to increase adherence to these principles and incorporate results-based management into all its programmes, seeking alignment with the UNODC Strategy 2021–2025, the annual programme plan of the Secretariat and sustainable development cooperation framework at the country level. This contributes to implementing the 2030 Agenda for Sustainable Development and mainstreaming Sustainable Development Goal targets into UNODC programmes and projects while ensuring effective delivery of specific UNODC mandates. The UNODC Strategy 2021–2025 identifies strengthening the results-based management approach as one of the key efficiency enablers. UNODC is further promoting standards and good practices in results-based management within the change management process related to the new integrated planning, monitoring and reporting solution of Umoja Extension 2.

41. Further to the launch of the Strategy, UNODC has also developed an implementation matrix, including thematic area workplans, to ensure that progress towards the Strategy's commitments is regularly monitored during the next five years. UNODC is further developing various plans and guidance on the change and efficiency enablers, particularly on resource mobilization, communications and innovation, and reviewing its management instructions to streamline processes and create right incentives for change.

### **Improved risk management**

42. One of the priorities of the Secretary-General is to strengthen enterprise risk management as a means of reinforcing the programming and control framework, allowing for greater delegation of authority and greater organizational agility and effectiveness. Following the adoption of a new Secretariat-wide risk register in July 2021, The United Nations Office at Vienna/UNODC began the process to review its institutional enterprise risk management framework also with a view to aligning it to the UNODC Strategy 2021–2025. The United Nations Office at Vienna/UNODC is closely cooperating with the enterprise risk management team of the Department of Management Strategy, Policy and Compliance in New York and has been proposed as one of the pilot entities to test a new Secretariat-wide application for enterprise risk

management. It is planned that the review of the risk register will be completed and a new one adopted by the end of 2021.

### **Umoja**

43. The main deployment efforts in the period 2022–2023 will continue to be focused on completion and introducing further enhancement of the Umoja Extension 2 project solution for voluntary contributions, which is expected to streamline and integrate processes in the following areas: (a) strategic planning, budget planning and performance management, including strategic, programme and project management; (b) fundraising and donor relationship management; and (c) the implementation of partner management. Furthermore, the functionality related to the supply chain management planning tool will enhance the management of procurement services. In addition, the deployment of the conference management solution and its integration with the human resources and finance component for end-to-end integration of the meeting participants process is expected to be introduced.

44. In order to successfully deploy those Umoja processes, the permanent forum of process experts established by the United Nations Office at Vienna/UNODC liaises with Headquarters on a regular basis regarding Umoja Extension 2 functionality, integration and deployment. Furthermore, a revised training approach, together with an improved client support model, is being deployed to ensure a holistic technical support mechanism for end users. Those efforts are aimed at improving the Office's organizational agility and effectiveness by leveraging the benefits of an integrated enterprise resource planning system for both programmatic and administrative areas.

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

### **A. Highlights**

45. The outbreak of the COVID-19 pandemic in March 2020 became a global challenge and had an impact on the global economy in an unprecedented manner. However, UNODC quickly adjusted, put in place mitigation measures and closely monitored programme delivery to ensure effective programme implementation. In 2020–2021, programme delivery (special-purpose funds) was adjusted to \$568.6 million, a decrease of \$129.3 million compared with the initial budget (see table 1). In 2022–2023, programme delivery is anticipated to be \$585.2 million, an increase of \$16.7 million, or 2.9 per cent, compared with the 2020–2021 revised budget. General-purpose income is maintained at the level of \$9.0 million, which is not sufficient for UNODC to strategically manage its operations and rapidly respond to changing and new priorities. Regular budget resources are anticipated at \$47.4 million, on the assumption that the 2022 proposed level will be maintained in 2023.

46. The UNODC consolidated budget for the biennium 2022–2023 was prepared on the basis of the following principles:

- (a) Achievable programmatic growth;
- (b) Balanced budgets by funding source;
- (c) Compliance with the Financial Regulations and Rules of the United Nations;
- (d) Compliance with the United Nations policies and guidelines on the use of funding sources;
- (e) Prudent resource management and maintenance of adequate levels of reserves;
- (f) Planned support commensurate to programme delivery.

47. In view of the impact of the COVID-19 pandemic and uncertainties in terms of programme implementation in 2022–2023, a more conservative approach to projections was taken. In particular, UNODC has scrutinized its technical assistance programme delivery projections to ensure that the planned programme delivery is justified and that the pace of its deployment is realistic.

48. As a result of the decrease in programme delivery implementation, the estimates for programme support cost income were adjusted downwards. In 2020–2021, the projections for programme support cost income were revised to \$50.6 million, a decrease of \$6.9 million compared with the initial estimate for 2020–2021. For 2022–2023, programme support income is anticipated at \$52.5 million, reflecting an increase of \$1.9 million compared with the revised income for 2020–2021.

49. The budget for programme support expenditure, which was reduced from \$57.0 million (initial) to \$52.0 million (revised) in 2020–2021, is proposed at \$51.6 million for 2022–2023. This proposal reflects the lifting of the temporary cost saving measures put in place in 2020 following the outbreak of the COVID-19 pandemic, including temporary suspension of recruitment, as well as a comprehensive review of the Office's requirements that was focused on the reprioritization of resources, the identification of efficiencies, the streamlining of business processes and the gradual integration of new elements of the UNODC funding model.

50. Within the framework of the review of its funding model, UNODC has introduced a pilot for direct cost recovery of selected headquarters support services (see sect. II.E). The consolidated budget includes estimates associated with the first phase of this pilot, covering services related to processing of funding agreements, implementing partner agreements, consultant contract services and payroll.

51. The consolidated budget sets the level of general-purpose funds at \$8.7 million and would provide for limited core programmatic functions not funded by the regular budget, including normative work and research, as well as short-term programmatic shortfalls. Resource projections for general-purpose funds include additional requirements to support the development of the new United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2025).

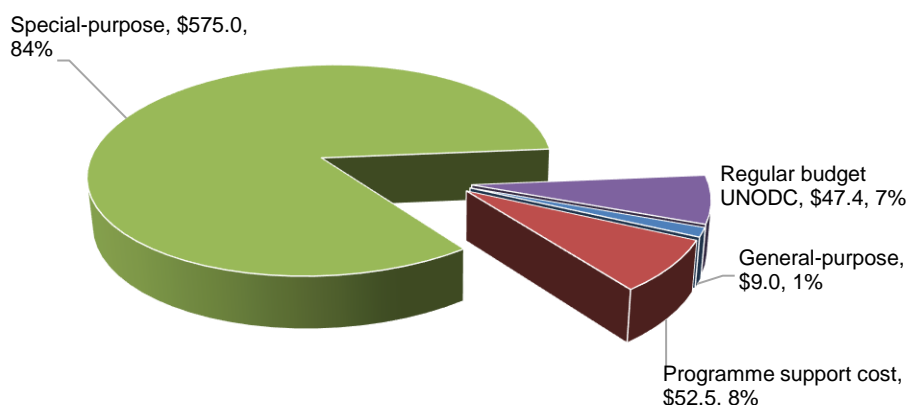
## **B. Financial projections**

### **Income projections**

52. The income projections for the biennium 2022–2023 by source of funding continue to highlight the great divergence between the earmarked and unearmarked components (see figure I). At the two extremes lie the special-purpose fund (earmarked) income, at \$575.0 million (84.1 per cent), and the general-purpose fund (unearmarked) income, at \$9.0 million (1.3 per cent). The other two funding sources, namely, programme support cost funds and regular budget, account for 7.7 per cent and 6.9 per cent of the Office's income, respectively.

Figure I  
**Income projections by source of funding, 2022–2023**

(Millions of United States dollars)



53. General-purpose income is anticipated at the level of \$9.0 million in 2022–2023, with Sweden (\$3.2 million), Germany (\$2.3 million) and the United States of America (\$0.9 million) continuing to provide most of the contributions.

54. As the flow of sustained unearmarked resources is key to the Office’s viability, UNODC continues to call upon Member States to pledge adequate general-purpose contributions. Furthermore, UNODC is also placing greater emphasis on providing soft-earmarked contributions as part of its corporate fundraising plan, whereby Member States make a commitment to contributing more core resources and increasing the flexibility of voluntary contributions.

55. Special-purpose fund income is projected at \$575.0 million for 2022–2023, reflecting an increase of \$22.3 million (3.9 per cent) compared with the revised income for 2020–2021. Contributions are expected from major donors such as the United States (\$194.0 million), the European Union (57.0 million), Japan (\$44.0 million), Germany (38.0 million), the United Kingdom of Great Britain and Northern Ireland (\$33.0 million) and Norway (\$30.0 million), among others.

56. UNODC has designed the corporate fundraising plan to support the implementation of the UNODC Strategy 2021–2025 and to place further emphasis on raising awareness among donors on the cross-cutting and strategic aspects that will strengthen the Office’s capacity to deliver on the Strategy. One avenue that will be used to raise awareness is strategic dialogues with more donors and on a regular basis. Another avenue is diversifying the partner base by including more development agencies that are familiar with United Nations reform efforts and the importance of contributing to core functions. Efforts among donors should also be complemented with a report on the outputs achieved using general-purpose resources and requirements in future. The efforts should be supported with integrated programmes of a regional and thematic nature allowing donors to consider the option of contributing soft-earmarked resources to those programmes. The review of the UNODC funding model will ultimately also lead to greater transparency and accountability, as well as resource re-prioritization, making the case for donors to consider more predictable and flexible funding.

57. Programme support cost income, a derivative of programme execution, is projected at \$52.5 million in 2022–2023, reflecting an increase of \$1.9 million compared with the revised income for 2020–2021 and a decrease of \$5.0 million (9.6 per cent) compared with the initial income for the same period.

## Expenditure projections

58. Table 1 below shows the actual expenditures for 2018–2019, approved initial and revised budget for 2020–2021, final budget projections for 2020–2021 and initial budget for 2022–2023 by source of fund.

Table 1  
**Resource projections, 2018–2023**

(Thousands of United States dollars)

Fund category	Budget resources				
	2018–2019 (actual)	2020–2021 (initial)	2020–2021 (revised)	2020–2021 (final) <sup>a</sup>	2022–2023 (initial)
A. General-purpose	8 072.9	8 423.2	8 411.5	8 052.0	8 726.9
B. Special-purpose	602 542.7	697 886.9	568 568.0	556 566.0	585 228.8
C. Programme support cost	46 538.3	56 990.0	52 034.3	49 171.2	51 632.4
D. Regular budget <sup>b</sup>	45 253.9	46 883.7	46 883.7	46 883.7	47 421.4
<b>Total</b>	<b>702 407.8</b>	<b>810 183.8</b>	<b>675 897.4</b>	<b>660 672.9</b>	<b>693 009.5</b>

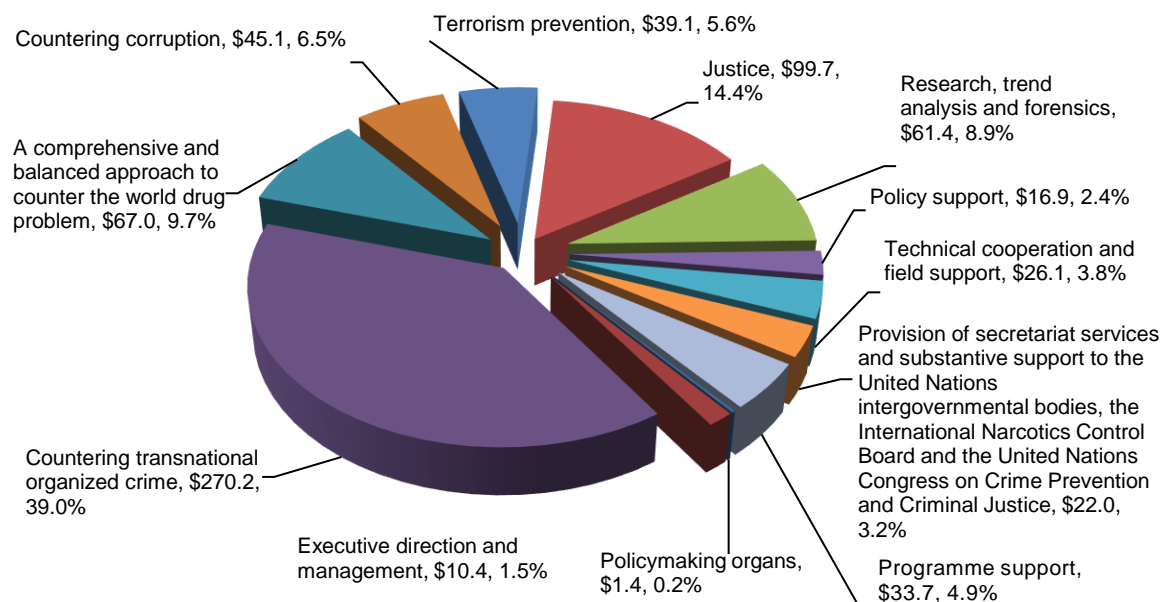
<sup>a</sup> The final budget for 2020–2021 is also set out in annexes I and II to comply with International Public Sector Accounting Standards requirements relating to the presentation of the final budget in financial statements.

<sup>b</sup> Includes regular budget resources set out in sections 16 and 23 of the proposed programme budget for 2022. The budget for 2023 is extrapolated at a similar level as the proposal for 2022.

59. In 2022–2023, the main areas of expenditure for UNODC programmes will be: (a) countering transnational organized crime (\$270.2 million); (b) justice (\$99.7 million); (c) a comprehensive and balanced approach to countering the world drug problem (\$67.0 million); (d) research, trend analysis and forensics, including the United Nations Interregional Crime and Justice Research Institute (\$61.4 million); and (e) countering corruption (\$45.1 million) (see figure II). These five areas combined represent 78.4 per cent of the programme of work of UNODC.

Figure II  
**Expenditure projections by subprogramme, all funding sources, 2022–2023**

(Millions of United States dollars)

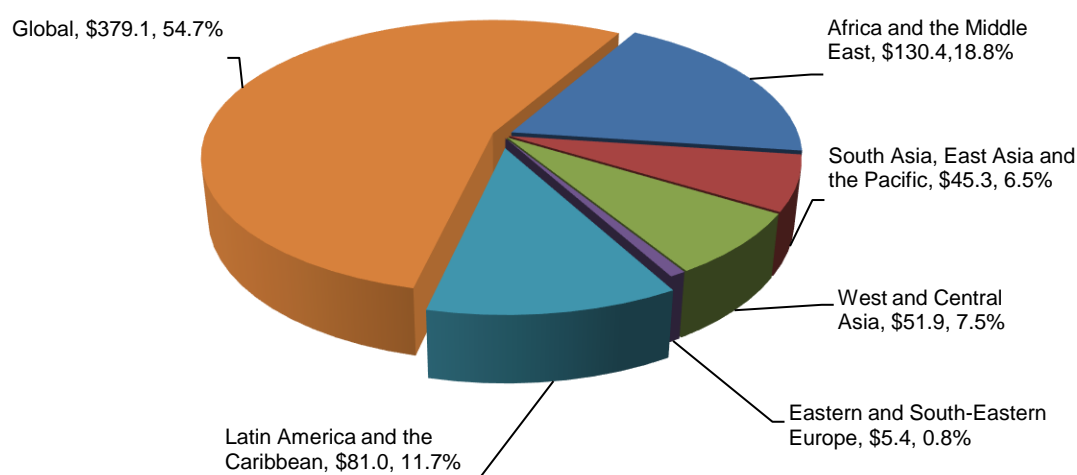


60. Figure III shows the 2022–2023 expenditure projections by region, with all funding sources combined. UNODC has a network of 17 regional, country and liaison and partnership offices and 87 programme offices (121 physical locations in total). Beyond the global region, with a projected delivery of \$379.1 million (including regular budget resources of \$47.4 million), the main regions for implementation will be: Africa and the Middle East (\$130.4 million); Latin America and the Caribbean (\$81.0 million); West and Central Asia (\$51.9 million); and South Asia, East Asia and the Pacific (\$45.3 million).

Figure III

**Expenditure projections by region, all funding sources, 2022–2023**

(Millions of United States dollars)



61. Table 2 provides a summary of the initial and revised budget for the biennium 2020–2021 and resource projections for the biennium 2022–2023 by source of fund.

Table 2

**Resource projections, 2020–2021 and 2022–2023**

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	5 679.8	5 266.8	5 883.3	18	18
Non-post	2 743.4	3 144.7	2 843.6	-	-
<b>Subtotal</b>	<b>8 423.2</b>	<b>8 411.5</b>	<b>8 726.9</b>	<b>18</b>	<b>18</b>
<b>B. Special-purpose<sup>a</sup></b>					
Drug programme	338 331.5	236 568.7	181 098.3	103	135
Crime programme	359 555.4	331 999.2	404 130.5	264	320
<b>Subtotal</b>	<b>697 886.9</b>	<b>568 568.0</b>	<b>585 228.8</b>	<b>367</b>	<b>455</b>
<b>C. Programme support cost</b>					
Post	44 687.6	39 492.9	42 444.0	133	133
Non-post	12 302.4	12 541.4	9 188.4	-	-
<b>Subtotal</b>	<b>56 990.0</b>	<b>52 034.3</b>	<b>51 632.4</b>	<b>133</b>	<b>133</b>



Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>D. Regular budget<sup>b</sup></b>					
Post	38 754.1	38 754.1	40 838.8	125	125
Non-post	8 129.6	8 129.6	6 582.6		
<b>Subtotal</b>	<b>46 883.7</b>	<b>46 883.7</b>	<b>47 421.4</b>	<b>125</b>	<b>125</b>
<b>Total</b>	<b>810 183.8</b>	<b>675 897.4</b>	<b>693 009.5</b>	<b>643</b>	<b>731</b>

<sup>a</sup> Posts for 2022–2023 include those administered by UNODC and funded from special-purpose funds as of June 2021. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of June 2021 there were 1,375 field office local positions (68 National Professional Officer and 126 General Service (Local level) posts and 1,181 service contracts) administered by UNDP on behalf of UNODC. Many of those posts are of a temporary nature and their level is subject to frequent change. The increase in posts relates to expanded programmes in the areas of countering transnational organized crime, justice, research and support for the intergovernmental bodies.

<sup>b</sup> Includes regular budget resources set out in sections 16 and 23 of the proposed programme budget for 2022. The budget for 2023 is extrapolated at a similar level as the proposal for 2022.

### General-purpose funds

62. In view of the low level of general-purpose fund income and the underlying budget principles, a budget total of \$8.7 million is proposed and mainly includes the following components:

(a) Continued provision of resources for the Research and Trend Analysis Branch (\$3.7 million) and Justice Section (\$0.3 million);

(b) Continued funding of limited core functions, some normative work (\$1.0 million) and the New York liaison office (\$1.4 million);

(c) Continued provision of the amount of \$2.1 million to UNODC field offices facing programmatic challenges in order to aid them in sustaining their work in the short term;

(d) Additional requirements to support the development of the new United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2025) (\$0.2 million).

63. Overall, the budget for general-purpose funds continues to provide for limited core functions, relief to field offices and, to the extent possible, other programmatic shortfalls.

### Special-purpose funds

64. Based on programme manager assessments and a detailed review of programme delivery projections, 2022–2023 special-purpose delivery is expected at the level of \$585.2 million (a 2.9 per cent increase compared with the revised budget for 2020–2021). For the drug programme fund, programme delivery is projected to decrease by \$55.5 million (30.6 per cent), from \$236.6 million in 2020–2021 (revised budget) to \$181.0 million in 2022–2023. The decrease mainly reflects the reduction of programme activities on alternative development within the framework of the implementation of the peace agreement in Colombia, which is slightly offset by the launch of a new large-scale project to support development, implementation and monitoring of strategies for the reduction of illicit crops, alternative development and comprehensive strengthening of the territories prioritized by the Government of Colombia. For the crime programme fund, programme delivery is projected to grow by \$72.1 million (17.8 per cent), from \$332.0 million in 2020–2021 (revised budget) to \$404.1 million in 2022–2023. The increase reflects, among other things, the higher implementation expected under the project on the criminal procedure reform in

Panama, the Global Maritime Crime Programme, the project on criminal justice systems in the Sahel, the project on strengthening the capacities of West African States to develop a human rights-based response to smuggling of migrants and to effectively respond to human rights violations related to irregular migration, the Global Programme Against Money-Laundering, Proceeds of Crime and the Financing of Terrorism and terrorism prevention in South-East Asia. The projections also reflect the completion of the Global Programme for 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. Details about the expenditure of special-purpose voluntary contributions by geographical region and thematic area are provided in annex II.

### **Programme support cost funds**

65. The budget for programme support cost funds for 2022–2023 is prudently set at the level of \$51.6 million, reflecting a decrease of \$0.4 million compared with the 2020–2021 revised budget and \$5.4 million compared with the 2020–2021 initial budget. Against the projected programme support income of \$52.5 million, it would allow for mitigating the potential risk of not achieving the programme implementation target.

66. In 2022–2023, the Office will lift the temporary cost-saving measures put in place in 2020 following the outbreak of the COVID-19 pandemic, including the temporary suspension of recruitment. At the same time, following the comprehensive review conducted by the Office on the reprioritization of resources, the identification of efficiencies, the streamlining of business processes and the gradual integration of the elements of the new UNODC funding model, the programme support cost budget reflects the following main measures:

(a) The abolition of six positions in the Division for Management (1 P-4, 1 P-3 and 4 General Service) as the result of reduced programme activities in Colombia and streamlining of business processes (\$1.6 million);

(b) The temporary suspension of recruitment in the Division for Management (\$0.8 million), the Division for Policy Analysis and Public Affairs (\$0.4 million) and the Division for Operations (\$0.3 million);

(c) The reduction in general temporary assistance in the Division for Operations, the Division for Policy Analysis and Public Affairs and the Division for Treaty Affairs (\$0.8 million);

(d) In line with the new funding model, the proposed budget includes the estimates of the first phase of the pilot on the direct cost recovery, resulting in a reduction of \$0.8 million;

(e) Efficiencies that the Office plans to bring about related to Umoja, information technology, consultancy and travel (\$0.5 million);

(f) The reclassification from the D-1 to the P-5 level of two posts of Representative of the country office in Afghanistan and of the Liaison and Partnership Office in Brazil and the reclassification from the P-5 to the P-4 level of one post in the Division for Management (Programme Officer), resulting in a reduction of \$0.2 million. The field office positions are funded from programme support and special purpose funds at the ratio of 60/40 per cent, respectively.

67. The distribution of resource requirements by source of fund and component of the budget is further detailed in tables 4 and 5. Details on budget variances are provided in the subsequent programmatic sections.

## C. Fund balances

68. Table 3 provides a summary of estimates for fund balances, income and expenditure for the biennium 2022–2023.

Table 3

### Summary of estimates for fund balances, income and expenditure for the biennium 2022–2023

(Millions of United States dollars)

<i>2022–2023 Initial budget</i>	<i>General-purpose funds</i>	<i>Special-purpose funds<sup>a</sup></i>	<i>Programme support cost funds</i>
<b>A. Funding</b>			
Fund balance at biennium start	15.9	760.3	29.4
<b>B. Income</b>			
Income	9.0	522.5	52.5
<b>C. Expenditure</b>			
Expenditure	8.7	585.2	51.6
<b>Excess (shortfall) (B-C)</b>	<b>0.3</b>	<b>(62.7)</b>	<b>0.9</b>
<b>Fund balances at biennium end</b>	<b>16.2</b>	<b>697.6</b>	<b>30.3</b>

<sup>a</sup> For special-purpose funds, the total income of \$575.0 million is adjusted by the programme support cost income for UNODC (\$52.7 million), less programme support paid to implementing partners (\$0.2 million).

69. The fund balances of general-purpose and programme support cost funds (unrestricted reserves) show figures of \$15.9 million and \$29.4 million, respectively, at the beginning of the biennium 2022–2023. United Nations financial policies require that general-purpose and special-purpose funds maintain a reserve amounting to 15 per cent of estimated annual expenditure and that programme support cost funds maintain a reserve of 20 per cent of annual expenditure. With an average yearly implementation of \$322.8 million projected for the biennium and a projected unearmarked fund balance of \$46.5 million for both general-purpose and programme support cost funds, UNODC is below the full compliance level of \$49.7 million. UNODC reserves are therefore being monitored closely. The financial positions of the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund are summarized in annex III.

## V. Conclusion

70. The consolidated budget for 2022–2023 was prepared on the basis of the UNODC Strategy 2021–2025 and the strategy detailed under the annual programme plan for 2022.<sup>1</sup>

71. The COVID-19 pandemic had a significant impact on programme delivery in 2020. However, UNODC quickly adjusted, put in place mitigation measures, and closely monitored programme delivery to ensure effective programme implementation.

72. For 2022–2023, UNODC delivery is being projected at \$585.2 million, an increase of 2.9 per cent compared with the 2020–2021 revised budget of \$568.6 million. The programme support cost budget is being decreased to \$51.6 million, a decrease of 0.8 per cent compared with the revised budget of \$52.0 million. The general-purpose budget is being increased to \$8.7 million on the premise that the projected income of \$9.0 million will be realized.

73. UNODC is responding to calls from Member States by presenting in the 2022–2023 budget the results of the first phase of the pilot on the direct cost recovery

<sup>1</sup> A/76/6 (Sect. 16).

as part of the revision of the UNODC funding model. UNODC will also continue to apply risk management, monitor its costs and field office structures against programme needs and transparently cost programme activities.

74. UNODC is fully participating in United Nations reform efforts (development system reform and management reform) and improvement initiatives such as internal control, results-based management and risk management.

Table 4  
Distribution of resources by component

(Thousands of United States dollars)

Component	General-purpose fund		Special-purpose fund		Programme support cost fund		Regular budget		Total	
	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023
<b>A. Policymaking organs</b>	-	-	-	-	-	-	2 519.7	1 355.2	2 519.7	1 355.2
<b>B. Executive direction and management</b>	411.9	651.8	2 332.0	3 172.8	4 076.7	4 786.5	1 718.8	1 786.6	8 539.4	10 397.7
<b>C. Programme of work</b>										
1. Countering transnational organized crime	483.3	512.6	208 858.4	261 414.9	1 900.6	1 933.4	6 258.4	6 344.6	217 500.7	270 205.5
2. A comprehensive and balanced approach to countering the world drug problem	-	-	127 664.1	65 112.9	288.4	265.8	1 545.1	1 589.6	129 497.6	66 968.3
3. Countering corruption	-	-	39 554.1	38 597.9	582.9	561.7	5 735.5	5 987.4	45 872.5	45 147.0
4. Terrorism prevention	-	-	27 005.8	36 183.8	202.6	112.7	2 741.5	2 846.6	29 949.9	39 143.1
5. Justice	325.7	300.0	80 272.0	96 508.3	-	-	2 729.9	2 844.6	83 327.6	99 652.9
6. Research, trend analysis and forensics <sup>a</sup>	3 707.9	3 694.3	51 899.9	49 892.5	1 582.0	1 300.6	5 719.8	6 526.4	62 909.6	61 413.8
7. Policy support	1 361.1	1 446.6	6 505.7	7 942.2	5 309.2	5 207.6	2 727.5	2 261.0	15 903.5	16 857.4
8. Technical cooperation and field support	2 121.6	2 121.6	8 173.9	8 324.3	12 369.6	12 420.6	3 110.4	3 282.4	25 775.5	26 148.9
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	-	-	9 317.9	10 320.2	-	-	11 169.8	11 703.0	20 487.7	22 023.2
<b>Subtotal C</b>	<b>7 999.6</b>	<b>8 075.1</b>	<b>559 251.8</b>	<b>574 296.9</b>	<b>22 235.3</b>	<b>21 802.4</b>	<b>41 737.9</b>	<b>43 385.6</b>	<b>631 224.6</b>	<b>647 560.0</b>
<b>D. Programme support</b>			6 984.2	7 759.2	25 722.2	25 041.7	907.3	894.0	33 613.7	33 694.9
<b>Total</b>	<b>8 411.5</b>	<b>8 726.9</b>	<b>568 568.0</b>	<b>585 228.8</b>	<b>52 034.3</b>	<b>51 630.6</b>	<b>46 883.7</b>	<b>47 421.4</b>	<b>675 897.4</b>	<b>693 007.7</b>

<sup>a</sup> Includes the sub-fund for United Nations Interregional Crime and Justice Research Institute for \$19.7 million in 2020–2021 (revised) and \$16.0 million in 2022–2023.

Table 5  
Post requirements by component

Component	General-purpose fund		Special-purpose fund <sup>a</sup>		Programme support cost fund		Regular budget		Total	
	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023	2020–2021 (revised)	2022–2023
<b>A. Policymaking organs</b>	-	-	-	-	-	-	-	-	-	-
<b>B. Executive direction and management</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>12</b>	<b>12</b>	<b>4</b>	<b>4</b>	<b>22</b>	<b>22</b>
<b>C. Programme of work</b>										
1. Countering transnational organized crime	1	1	116	159	5	5	18	18	140	183
2. A comprehensive and balanced approach to countering the world drug problem	-	-	26	24	1	1	4	4	31	29
3. Countering corruption	-	-	38	30	1	1	18	18	57	49
4. Terrorism prevention	-	-	21	26	-	-	8	8	29	34
5. Justice	1	1	32	48	-	-	8	8	41	57
6. Research, trend analysis and forensics	12	12	49	67	4	4	17	17	82	100
7. Policy support	3	3	10	14	16	16	6	6	35	39
8. Technical cooperation and field support	-	-	37	39	18	18	4	4	59	61
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	-	-	9	17	-	-	38	38	47	55
<b>Subtotal C</b>	<b>17</b>	<b>17</b>	<b>338</b>	<b>424</b>	<b>45</b>	<b>45</b>	<b>121</b>	<b>121</b>	<b>521</b>	<b>607</b>
<b>D. Programme support</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>26</b>	<b>76</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>102</b>
<b>Total</b>	<b>18</b>	<b>18</b>	<b>367</b>	<b>455</b>	<b>133</b>	<b>133</b>	<b>125</b>	<b>125</b>	<b>643</b>	<b>731</b>

<sup>a</sup> The posts for 2022–2023 include those administered by UNODC and funded from special-purpose funds as of June 2021. In addition to posts funded from special-purpose funds that are included in the staffing tables as at June 2021, there are 1,375 field office local positions (68 National Professional Officer and 126 General Service (Local level) posts and 1,181 service contracts) administered by UNDP on behalf of UNODC. Many of those posts are of a temporary nature and their level is subject to frequent change.

## VI. Overview of resources by subprogramme

### A. Policymaking organs

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

Table 6  
Resource projections: policymaking organs

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
Regular budget					
Post	-	-	-	-	-
Non-post	2 519.7	2 519.7	1 355.2		
<b>Total</b>	<b>2 519.7</b>	<b>2 519.7</b>	<b>1 355.2</b>	<b>-</b>	<b>-</b>

76. The resource requirements for servicing the policymaking organs in the amount of \$1,355,200 will be provided from the regular budget resources under section 16 of the proposed programme budget for 2022 and 2023. A decrease of \$1,164,500 (46.2 per cent) compared with the 2020–2021 revised budget is attributable primarily to the one-time requirement for the holding of the Fourteenth United Nations Congress on Crime and Criminal Justice, which occurs every five years, pursuant to General Assembly resolutions [46/152](#), [56/119](#), [74/171](#) and [75/253](#) IV and General Assembly decision [74/550](#) B and the one-time organizational session of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes, pursuant to General Assembly resolution [74/247](#).

77. The relevant special-purpose expenditure is reflected under subprogramme 9 for projects relating to the work of the secretariat to the governing bodies and the International Narcotics Control Board secretariat.

### B. Executive direction and management

78. The distribution of resources for executive direction and management is reflected in table 7 below.

Table 7  
Resource projections: executive direction and management

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	397.0	404.9	444.2	1	1
Non-post	7.5	7.0	207.6		
<b>Subtotal</b>	<b>404.5</b>	<b>411.9</b>	<b>651.8</b>	<b>1</b>	<b>1</b>
<b>B. Special-purpose</b>					
Drug programme	3 398.2	2 332.0	3 172.8	5	5
Crime programme	-	-	-	-	-
<b>Subtotal</b>	<b>3 398.2</b>	<b>2 332.0</b>	<b>3 172.8</b>	<b>5</b>	<b>5</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>C. Programme support cost</b>					
Post	3 920.5	3 342.7	4 058.5	12	12
Non-post	675.7	734.0	728.0		
<b>Subtotal</b>	<b>4 596.2</b>	<b>4 076.7</b>	<b>4 786.5</b>	<b>12</b>	<b>12</b>
<b>D. Regular budget</b>					
Post	1 658.7	1 658.7	1 739.0	4	4
Non-post	60.1	60.1	47.6		
<b>Subtotal</b>	<b>1 718.8</b>	<b>1 718.8</b>	<b>1 786.6</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>10 117.7</b>	<b>8 539.4</b>	<b>10 397.7</b>	<b>22</b>	<b>22</b>

79. Total resources for executive direction and management are proposed at \$10,397,700 for 2022–2023, reflecting an increase of \$1,858,200 (21.8 per cent) in comparison with the revised budget for 2020–2021.

80. General-purpose funds are estimated at \$651,800 for 2022–2023, reflecting an increase of \$239,900 (36.8 per cent) compared with the revised budget for 2020–2021. The projected resources are provided for one post (P-4) in the Office of the Executive Director and the related non-post resources. The increase relates to additional requirements to support the development of the new United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2025).

81. Special-purpose expenditure is projected at \$3,172,800 and comprises \$1,675,800 for the global programme of the Office of the Executive Director to promote gender equality and \$1,497,000 for the Independent Evaluation Section.

82. The global programme to promote gender equality and the empowerment of women serves as the vehicle for implementation of the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women (2022–2025). The resources will ensure the continuation of the implementation of the Strategy, thus ensuring that programme approval processes are gender mainstreamed; programme managers integrate gender perspectives in the operational activities of each subprogramme, as applicable; gender analysis is integrated into all UNODC mandated areas; staff are receiving and benefiting from capacity-building assistance and tools on gender mainstreaming; there is a systematic exchange of lessons learned and good practices within the UNODC gender focal point network; and UNODC keeps abreast of new developments in the field of gender equality.

83. The resources for the Independent Evaluation Section will ensure a minimum level of continuity in the work of the Section to support and guide the strengthening of a culture of accountability and learning within UNODC, thereby contributing to the implementation of the UNODC Strategy 2021–2025. This includes launching at least one strategic evaluation, managing several highly complex in-depth evaluations and backstopping numerous project evaluations. Moreover, active engagement with other United Nations entities – for example, in the context of joint evaluations or other joint products – will be advanced to leverage the Office’s comparative advantage in offering a wide range of evaluation services related to drugs, crime and terrorism. In the context of COVID-19, participatory evaluation tools and processes will be further strengthened to offer real-time information, in line with the best practices of the United Nations Evaluation Group. All evaluation processes will be revised to fully meet new and emerging requirements of system-wide action plans, including the system-wide action plans on gender equality and disability, leaving no one behind. Thus, human rights and gender equality considerations will continue to be fully mainstreamed into the evaluation process. The resources would also support cooperation with auditing activities to ensure efficiencies in oversight. In addition,



they would be used to fully increase evaluation capacity development initiatives for UNODC staff as well as to support Member States in strengthening national evaluation capacities in line with the mandate contained in General Assembly resolution 69/237.

84. Programme support cost resources are projected at \$4,786,500 in 2022–2023, reflecting an increase of \$709,800 (17.4 per cent) compared with the revised budget for 2020–2021. The projected resources include eight posts (1 D-1, 3 P-4, 1 P-3, 2 P-2, 1 General Service (Other level)) in the Office of the Executive Director, four posts (1 P-4, 1 P-2 and 2 General Service (Other level)) in the Independent Evaluation Section, general temporary assistance, hospitality, missions of the Executive Director to the field, contractual services, consultants and experts, supplies and materials, general operating expenses and contribution to joint services. The increase mainly reflects finalization of recruitment of posts temporarily kept vacant in 2020–2021.

85. Regular budget resource requirements for the Office of the Executive Director and the Independent Evaluation Section will be provided under section 16 of the proposed programme budget for 2022.

## C. Programme of work

### Subprogramme 1. Countering transnational organized crime

86. Substantive responsibility for subprogramme 1 is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy, planned results and deliverables detailed under subprogramme 1 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

87. The objective to which the subprogramme contributes is to prevent and combat transnational organized crime and illicit trafficking.

88. The distribution of resources for subprogramme 1 is reflected in table 8 below.

Table 8

#### Resource projections: subprogramme 1. Countering transnational organized crime

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	474.6	476.5	503.8	1	1
Non-post	7.7	6.8	8.8		
<b>Subtotal</b>	<b>482.3</b>	<b>483.3</b>	<b>512.6</b>	<b>1</b>	<b>1</b>
<b>B. Special-purpose</b>					
Drug programme	69 861.9	65 069.5	70 359.8	26	46
Crime programme	168 340.0	143 788.9	191 055.0	90	113
<b>Subtotal</b>	<b>238 201.9</b>	<b>208 858.4</b>	<b>261 414.9</b>	<b>116</b>	<b>159</b>
<b>C. Programme support cost</b>					
Post	1 507.2	1 459.2	1 571.9	5	5
Non-post	463.1	441.4	363.3		
<b>Subtotal</b>	<b>1 970.3</b>	<b>1 900.6</b>	<b>1 935.2</b>	<b>5</b>	<b>5</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>D. Regular budget</b>					
Post	5 624.5	5 624.5	5 921.8	18	18
Non-post	633.9	633.9	422.8		
<b>Subtotal</b>	<b>6 258.4</b>	<b>6 258.4</b>	<b>6 344.6</b>	<b>18</b>	<b>18</b>
<b>Total</b>	<b>246 912.9</b>	<b>217 500.7</b>	<b>270 207.3</b>	<b>140</b>	<b>183</b>

89. Total resources for subprogramme 1 are proposed at \$270,207,300 for 2022–2023, reflecting an increase of \$52,706,500 (24.2 per cent) in comparison with the revised budget for 2020–2021.

90. General-purpose funds are estimated at \$512,600 for 2022–2023, reflecting an increase of \$29,300 (6.1 per cent) compared with the revised budget for 2020–2021. The projected resources are provided for the P-5 post of Chief, Implementation Support Section, Organized Crime and Illicit Trafficking Branch, and the related non-post resources.

91. Special-purpose expenditure is estimated at \$261,414,900 for 2022–2023, reflecting an increase of \$52,556,400 (25.2 per cent) compared with the revised budget for 2020–2021. The increase is due mainly to the higher implementation of major projects, such as the consolidation of the criminal procedure reform in Panama, strengthening criminal justice systems in the Sahel in order to effectively combat drug trafficking, illicit trafficking, organized crime, terrorism and corruption in the region, and strengthening the capacities of West African States to develop a human rights-based response to the smuggling of migrants and to effectively respond to human rights violations related to irregular migration.

92. The proposed resources will provide for legal advisory services and other technical cooperation activities to assist countries in implementing the Organized Crime Convention and the Protocols thereto and the international drug control conventions, as well as to make further progress towards the achievement of Sustainable Development Goal 16, relating to peace, justice and strong institutions. UNODC will continue to provide support to Member States in strengthening their legal, institutional and operational capacities to combat transnational organized crime, including the illicit manufacturing of and trafficking in firearms, trafficking in persons and the smuggling of migrants, money-laundering, trafficking in cultural property, cybercrime, falsified medical products-related crime, crimes that affect the environment and other forms of crime. The Office will also continue to provide sustained support to the Mechanism for the Review of Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto.

93. The General Assembly, the Economic and Social Council, the Conference of the Parties and the Commission on Crime Prevention and Criminal Justice continue to mandate UNODC to deliver technical assistance based on identified needs. The Office will continue to do so, in cooperation with relevant partners, including with regard to the prevention, detection, investigation and prosecution of cybercrime in all its forms, including online child sexual abuse and exploitation. Through the Global Programme on the Implementation of the Organized Crime Convention: from Theory to Practice, UNODC provides assistance in legislation and strategy development to prevent and combat organized crime. Through the Container Control Programme, UNODC is providing technical assistance to strengthen maritime and air cargo trade borders against trafficking and related offences. 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 and operational measures and practices in those areas.

Through the global programmes against firearms, trafficking in persons and the smuggling of migrants, UNODC will continue to assist in developing global solutions to critical challenges, in close consultation and coordination with regional offices and government counterparts. In addition, the Office will continue to promote and strengthen international cooperation in criminal matters among practitioners through the development of tools, publications, training sessions and workshops in relation to transnational organized crime and other serious crimes. Through its global programme for combating wildlife and forest crime, UNODC will continue to support Governments “from crime scene to court” in strengthening law enforcement, prosecutorial and judicial responses to crime, updating legislation, increasing international cooperation in joint investigations and prosecutions and addressing associated corruption and money-laundering.

94. Programme support cost resources are estimated at \$1,935,200 in 2022–2023, reflecting an increase of \$34,600 (1.8 per cent) compared with the revised budget for 2020–2021. The requirements include five posts (1 P-4 and 1 General Service (Principal level) in the Office of the Director, Division for Treaty Affairs, and 1 P-4 and 2 General Service (Other level) in the Organized Crime and Illicit Trafficking Branch), travel of staff, general temporary assistance and other non-post resources. The increase reflects adjustments for costing factors offset by lower requirements under general temporary assistance and travel identified as a result of efforts the subprogramme made to identify efficiencies.

95. The regular budget requirements will be provided under section 16, subprogramme 1 (Countering transnational organized crime), of the proposed programme budget for 2022.

## **Subprogramme 2. A comprehensive and balanced approach to countering the world drug problem**

96. 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, planned results and deliverables detailed under subprogramme 2 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

98. The distribution of resources for subprogramme 2 is reflected in table 9 below.

Table 9

### **Resource projections: subprogramme 2. A comprehensive and balanced approach to countering the world drug problem**

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>			<i>Posts</i>	
	<i>2020–2021 (initial)</i>	<i>2020–2021 (revised)</i>	<i>2022–2023</i>	<i>2020–2021</i>	<i>2022–2023</i>
<b>A. Special-purpose</b>					
Drug programme	220 499.4	127 664.1	65 112.9	26	24
Crime programme	-	-	-	-	-
<b>Subtotal</b>	<b>220 499.4</b>	<b>127 664.1</b>	<b>65 112.9</b>	<b>26</b>	<b>24</b>
<b>B. Programme support cost</b>					
Post	219.1	207.9	213.6	1	1
Non-post	102.3	80.5	52.2		
<b>Subtotal</b>	<b>321.4</b>	<b>288.4</b>	<b>265.8</b>	<b>1</b>	<b>1</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>C. Regular budget</b>					
Post	1 437.5	1 437.5	1 508.2	4	4
Non-post	107.6	107.6	81.4		
<b>Subtotal</b>	<b>1 545.1</b>	<b>1 545.1</b>	<b>1 589.6</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>222 365.9</b>	<b>129 497.6</b>	<b>66 968.3</b>	<b>31</b>	<b>29</b>

99. Total resources for subprogramme 2 are proposed at \$66,968,300 for 2022–2023, reflecting a decrease of \$62,529,400 (48.3 per cent) compared with the revised budget for 2020–2021.

100. Special-purpose expenditure is estimated at \$65,112,900 in 2022–2023, reflecting a decrease of \$62,551,200 (49.0 per cent) compared with the revised budget for 2020–2021. The decrease is due mainly to the reduction of programme activities on alternative development within the framework of the implementation of the peace agreement in Colombia.

101. 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 UNODC-WHO *International Standards on Drug Use Prevention* and *International Standards for the Treatment of Drug Use Disorders*. The *International Standards on Drug Use Prevention* will be updated and the programme will continue to pilot evidence-based programmes in families, schools, sports and humanitarian settings, as well as to mobilize young people for drug prevention and health promotion through the UNODC Youth Initiative. The UNODC-WHO programme on drug dependence treatment and care will continue to improve services for people, including children, youth and women, with drug use disorders globally, including for people in prison settings, and to promote alternatives to conviction and punishment. Finally, UNODC will disseminate tools and guidance on ensuring access to controlled drugs for medical purposes while preventing diversion and abuse.

102. In 2022–2023, UNODC will continue to support Member States in implementing the outcome document of the special session of the General Assembly on the world drug problem held in 2016 as it relates to HIV/AIDS and will continue to implement the Global AIDS Strategy 2021–2026, which was adopted<sup>2</sup> by the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) at its virtual special session in March 2021. As the convening agency of UNAIDS for HIV prevention, treatment and care among people who use drugs, in particular people who inject drugs and people in prisons, UNODC will support Member States to scale up evidence-based interventions to reach the targets set for 2025 by the Global AIDS Strategy which are an essential prerequisite for ending the AIDS epidemic as a public health threat by 2030 (target 3.3 of Sustainable Development Goal 3). The Office's HIV work will focus on high-priority countries, building the capacity of and brokering partnerships among civil society, community-based organizations and the national health, drug control, criminal justice and law enforcement sectors. UNODC will continue to facilitate 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. UNODC will strengthen methods to monitor and evaluate HIV services for people who use drugs and people in prisons and work with its partners to improve epidemiological estimates. In addition, UNODC will promote measures to prevent

<sup>2</sup> Some Member States disassociated themselves from certain parts of the Global AIDS Strategy 2021–2026. Details on the adoption of the Strategy can be found at [www.unaids.org/sites/default/files/media\\_asset/Decisions\\_PCBSS\\_2021\\_EN.pdf](http://www.unaids.org/sites/default/files/media_asset/Decisions_PCBSS_2021_EN.pdf).

and treat viral hepatitis C attributed to drug use and continue to support Member States to increase their capacity to prevent transmission of HIV attributable to drug use among women, including mother-to-child transmission of HIV in the community and in prisons.

103. The Synthetic Drug Strategy, launched on 19 November 2021, is built on four synergetic and complementary spheres of action, namely: (a) multilateralism and international cooperation; (b) early warning on emerging synthetic drug threats; (c) science-informed health responses; and (d) counter-narcotic capacity-building. It presents a framework for action based on science to address this global problem that cuts across subprogrammes 1, 2, 6, 7 and 8.

104. In the field of sustainable livelihoods and alternative development, UNODC will continue implementing alternative development in six countries highly affected by illicit crop cultivation: Afghanistan, Bolivia (Plurinational State of), Colombia, Lao People's Democratic Republic, Myanmar and Peru. The Global Programme on Alternative Development and Sustainable Livelihoods will support political dialogue and outreach to countries affected by illicit crop cultivation. In the Lao People's Democratic Republic and Myanmar, the programme will continue providing long-term, viable alternatives to poor farmers (permanent cash crops, off-farm practices) and supporting farmer cooperatives. In the Andean region, alternative development programmes will expand support to farmer cooperatives and increase access for alternative development products to national and international markets. Alternative development expenditures are not expected to change in the biennium 2022–2023.

105. Programme support cost fund resources are estimated at \$265,800 in 2022–2023, reflecting a decrease of \$22,600 (7.8 per cent) compared with the revised budget for 2020–2021. The resources provide for one post (General Service (Other level)) in the Drug Prevention and Health Branch and non-post resources to cover general temporary assistance, travel of staff, contractual services and contributions to joint services. The decrease reflects lower requirements under travel, consultants and experts identified as a result of the efforts the subprogramme made to identify efficiencies and offset by adjustments for costing factors.

106. The regular budget requirements will be provided under section 16, subprogramme 2 (A comprehensive and balanced approach to countering the world drug problem), of the proposed programme budget for 2022.

### Subprogramme 3. Countering corruption

107. 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, planned results and deliverables detailed under subprogramme 3 of the proposed programme plan for 2022 (A/76/6 (Sect. 16)).

108. The objective to which the subprogramme contributes is to prevent and counter corruption through the effective implementation of the United Nations Convention against Corruption.

109. The distribution of resources for subprogramme 3 is reflected in table 10 below.

Table 10

#### Resource projections: subprogramme 3. Countering corruption

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. Special-purpose</b>					
Drug programme	-	-	-	-	-
Crime programme	38 022.2	39 554.1	38 597.9	38	30

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>Subtotal</b>	<b>38 022.2</b>	<b>39 554.1</b>	<b>38 597.9</b>	<b>38</b>	<b>30</b>
<b>B. Programme support cost</b>					
Post	397.0	404.9	435.3	1	1
Non-post	179.6	178.0	126.4		
<b>Subtotal</b>	<b>576.6</b>	<b>582.9</b>	<b>561.7</b>	<b>1</b>	<b>1</b>
<b>C. Regular budget</b>					
Post	5 506.3	5 506.3	5 788.8	18	18
Non-post	229.2	229.2	198.6		
<b>Subtotal</b>	<b>5 735.5</b>	<b>5 735.5</b>	<b>5 987.4</b>	<b>18</b>	<b>18</b>
<b>Total</b>	<b>44 334.3</b>	<b>45 872.5</b>	<b>45 147.0</b>	<b>57</b>	<b>49</b>

110. Total resources for subprogramme 3 are proposed at \$45,147,000 in 2022–2023, representing a decrease of \$725,500 (1.6 per cent) compared with the revised budget for 2020–2021.

111. Special-purpose resources are estimated at \$38,597,900 in 2022–2023, reflecting a decrease of \$956,200 (2.4 per cent) compared with the revised budget for 2020–2021. The decrease is due mainly to the finalization of one of the major projects under the subprogramme, the Global Programme for the Implementation of the Doha Declaration.

112. The resources would 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. To contribute to this objective, and in line with the UNODC Strategy 2021–2025, the subprogramme will provide policy and legislative advice, build the capacities of relevant actors and facilitate the transfer of expertise. The subprogramme will also continue to assist Member States, upon request, in strengthening public sector institutions and the role of civil society, parliamentarians, the private sector, academia and the general public in the prevention of corruption, including by providing technical assistance to States in the follow-up to country reviews conducted under the Mechanism for the Review of Implementation of the United Nations Convention against Corruption, as well as other types of technical assistance. The Office will also continue to support States in translating into action the political declaration that was adopted at the first-ever special session of the General Assembly against corruption, which provides a road map of principles, ideas and measures that need to be implemented in order for the anti-corruption agenda to move forward.

113. The subprogramme will also continue promoting international cooperation regarding the investigation, prosecution and adjudication of corruption and related offences. It will also contribute to strengthening the recovery and return of stolen assets. Furthermore, the subprogramme will help develop and disseminate knowledge products on the implementation of the Convention and assist Member States, upon request, in producing data and conducting statistical and analytical studies and research into corruption, including in collaboration with academia and other stakeholders, to enable informed policy decisions and progress in the international anti-corruption reform agenda. Based on the experiences of Member States in the implementation of the Convention, the subprogramme will further emphasize South-South cooperation and encourage the sharing of knowledge and good practices at the national and regional levels. In this respect, anti-corruption advisers with regional responsibilities will continue to be deployed in the field to provide targeted assistance to States. This work will help Member States to make progress towards Sustainable Development Goal 16. UNODC will continue to support the setting up and operation

of the Vienna-based Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network), the aims of which is to build trust and facilitate direct communications and cooperation in investigating and prosecuting corruption offences in transnational corruption cases.

114. The subprogramme will continue supporting Member States in their response to, and recovery from, COVID-19 and future emerging crises by strengthening transparency and integrity in public procurement and whistle-blower protection and oversight mechanisms, including through its network of anti-corruption advisers.

115. The Office will continue to support the engagement of civil society and the private sector in efforts to prevent and counter corruption, and in this respect will continue its work on safeguarding sport from corruption and crime. The Office will also continue to develop and disseminate information on corruption and on the Convention to raise awareness. Building upon the achievements of the Education for Justice (E4J) initiative and the Anti-Corruption Academic Initiative, the Office will continue to support the delivery of educational content for primary and secondary schools and tertiary institutions in the various UNODC mandate areas. The Office will also continue to assist countries in strengthening judicial integrity through the global judicial integrity network. The Office will also support the implementation of the Abu Dhabi Declaration by strengthening the anti-corruption role of supreme audit institutions and enhance cooperation between them and anti-corruption bodies. The Office will further continue to develop and disseminate good practices to provide support to States parties on the implementation of the Convention, through its Tools and Resources for Anti-Corruption Knowledge (TRACK) portal. In addition, UNODC will continue to support data collection, statistical methodologies and research capacities to produce evidence-based assessments of the nature and extent of corruption. It will also continue to strengthen regional and international collaboration and policy coordination in other relevant international and regional organizations and forums.

116. Programme support cost funds are estimated at \$561,700 in 2022–2023, reflecting a decrease of \$21,200 (3.6 per cent) compared with the revised budget for 2020–2021. The resources provide for one post at the P-4 level in the Corruption and Economic Crime Branch and non-post resources, including general temporary assistance, contractual services, supplies and materials and contributions to joint services. The decrease reflects lower requirements under general temporary assistance identified as a result of the efforts the subprogramme made to identify efficiencies, offset by adjustments for costing factors.

117. The regular budget requirements will be provided under section 16, subprogramme 3 (Countering corruption), of the proposed programme budget for 2022.

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

118. 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, planned results and deliverables detailed under subprogramme 4 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

120. The distribution of resources for subprogramme 4 is reflected in table 11 below.

Table 11  
**Resource projections: subprogramme 4. Terrorism prevention**

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. Special-purpose</b>					
Drug programme	-	-	-	-	-
Crime programme	28 614.1	27 005.8	36 183.8	21	26
<b>Subtotal</b>	<b>28 614.1</b>	<b>27 005.8</b>	<b>36 183.8</b>	<b>21</b>	<b>26</b>
<b>B. Programme support cost</b>					
Post	-	-	-	-	-
Non-post	202.5	202.6	112.7		
<b>Subtotal</b>	<b>202.5</b>	<b>202.6</b>	<b>112.7</b>	<b>-</b>	<b>-</b>
<b>C. Regular budget</b>					
Post	2 579.9	2 579.9	2 715.0	8	8
Non-post	161.6	161.6	131.6		
<b>Subtotal</b>	<b>2 741.5</b>	<b>2 741.5</b>	<b>2 846.6</b>	<b>8</b>	<b>8</b>
<b>Total</b>	<b>31 558.1</b>	<b>29 949.9</b>	<b>39 143.1</b>	<b>29</b>	<b>34</b>

121. Total resources for subprogramme 4 are proposed at \$39,143,100 in 2022–2023, reflecting an increase of \$9,193,200 (30.7 per cent) compared with the revised budget for 2020–2021.

122. Special-purpose expenditure is estimated at \$36,183,800 for 2022–2023, reflecting an increase of \$9,178,000 (34.0 per cent) compared with the revised budget for 2020–2021. The increase is the result of the higher implementation of the project on terrorism prevention in South-East Asia.

123. As more countries have ratified the counter-terrorism conventions and protocols and taken into account the constantly evolving terrorism threat, a greater focus is now being placed on assisting Member States in harmonizing their national legislation with the provisions of the international legal instruments against terrorism, as well as building national capacity to efficiently implement new and revised counter-terrorism laws. The resources provide for a broad range of in-depth legal and capacity-building activities to be delivered to Member States, upon request, including in response to newly emerging challenges. The national and regional workshops and training courses (including those provided through online platforms, especially in response to travel restrictions that have been the consequence of the COVID-19 pandemic), as well as new tools and publications, address several specialized thematic areas related to terrorism prevention. UNODC will continue implementing ongoing national, global and regional terrorism prevention initiatives and consider ways to assist Member States in tackling newly emerging challenges, such as returning and relocating foreign terrorist fighters and their family members, terrorists benefiting from transnational organized crime, criminal justice aspects of preventing violent extremism conducive to terrorism, “far-right” violent extremism conducive to terrorism, children recruited and exploited by terrorist groups, mainstreaming a gender dimension in criminal justice responses to terrorism, suppressing nuclear terrorism and raising awareness about biological terrorism.

124. UNODC intends to strengthen technical assistance in the development and implementation of comprehensive and tailored prosecution, rehabilitation and reintegration strategies, addressing challenges related to the collection, preservation and analysis of all types of evidence, especially digital evidence and evidence from armed conflict zones, and the protection of victims and witnesses of terrorism and the management of violent extremist offenders in prisons. The Office will intensify efforts to facilitate cross-border cooperation in terrorism-related matters between the



judiciary and law enforcement, establishing effective central authorities and judicial cooperation networks in order to promote the exchange of information and good practices between Member States, including those related to foreign terrorist fighters, returnees and relocators. 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. In particular, in relation to its partnership with the United Nations Office of Counter-Terrorism, UNODC will seek to enhance collaboration and cooperation, to which both entities committed in a plan of action signed in December 2020.

125. UNODC will also continue to play an active role in the United Nations Global Counter-Terrorism Coordination Compact, especially as a Chair of the Compact Working Group on Criminal Justice, Legal Responses and Countering the Financing of Terrorism and as a Vice-Chair of two other working groups, on border management and law enforcement in countering terrorism and on resource mobilization, monitoring and evaluation. The recommendations of the final evaluation of the UNODC Global Programme on Strengthening the Legal Regime against Terrorism, which was conducted in 2021, were taken into account and used to inform the development of a new global programme on preventing and countering terrorism, based on the outcomes of the UNODC Strategy. The Office will work to ensure the results-based management approach and the medium- and long-term sustainability of the assistance provided.

126. Programme support cost resources are estimated at \$112,700 in 2022–2023, reflecting a decrease of \$89,900 (44.4 per cent) compared with the revised budget for 2020–2021. The resources will also provide for general temporary assistance to support the Chief of the Branch in administrative matters and reporting, and contractual services. The decrease reflects lower requirements under general temporary assistance identified as a result of the efforts the subprogramme made to identify efficiencies.

127. The regular budget requirements will be provided under section 16, subprogramme 4 (Terrorism prevention), of the proposed programme budget for 2022.

## Subprogramme 5. Justice

128. 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, planned results and deliverables detailed under subprogramme 5 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

130. The distribution of resources for subprogramme 5 is reflected in table 12 below.

Table 12

### Resource projections: subprogramme 5. Justice

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	219.1	207.9	218.0	1	1
Non-post	155.0	117.8	82.0		
<b>Subtotal</b>	<b>374.1</b>	<b>325.7</b>	<b>300.0</b>	<b>1</b>	<b>1</b>
<b>B. Special-purpose</b>					
Drug programme	-	-	-	-	-

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
Crime programme	83 160.3	80 272.0	96 508.3	32	48
<b>Subtotal</b>	<b>83 160.3</b>	<b>80 272.0</b>	<b>96 508.3</b>	<b>32</b>	<b>48</b>
<b>C. Regular budget</b>					
Post	2 625.5	2 625.5	2 754.6	8	8
Non-post	104.4	104.4	90.0		
<b>Subtotal</b>	<b>2 729.9</b>	<b>2 729.9</b>	<b>2 844.6</b>	<b>8</b>	<b>8</b>
<b>Total</b>	<b>86 264.4</b>	<b>83 327.6</b>	<b>99 652.9</b>	<b>41</b>	<b>57</b>

131. Total resources for subprogramme 5 are projected to be \$99,652,900 for 2022–2023, reflecting an increase of \$16,325,300 (19.6 per cent) compared with the revised budget for 2020–2021.

132. General-purpose funds are estimated at \$300,000 for 2022–2023, reflecting a decrease of \$25,700 (7.9 per cent) compared with the revised budget for 2020–2021. The projected resources are provided for one General Service (Other level) post in the Justice Section, as well as consultants, travel of staff and contractual services. The decrease reflects lower requirements under travel and consultants and experts identified as a result of the efforts the subprogramme made to identify efficiencies and offset by adjustments for costing factors.

133. Special-purpose expenditure is estimated at \$96,508,300 in 2022–2023, reflecting an increase of \$16,236,300 (20.2 per cent) compared with the revised budget for 2020–2021. The increase is the result of the higher implementation of the Global Maritime Crime Programme and the programme on criminal justice in South-East Asia.

134. The programme activities in this subprogramme will focus on providing support to 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 standards and norms, for example on access to justice for all, police reform, the treatment of prisoners, and the prevention of and responses to violence against women and children. Support for the implementation of the outcome document of the thirtieth special session of the General Assembly will continue to be a priority, in particular the operational recommendations on cross-cutting issues (drugs and human rights, youth, women, children, vulnerable members of society and communities, and proportionate and effective policies and responses, as well as legal guarantees and safeguards pertaining to criminal justice proceedings and the justice sector). The implementation of the Kyoto Declaration adopted at the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice will guide the subprogramme activities in the forthcoming biennium. Technical assistance 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.

135. Regular budget resources will be provided under section 16, subprogramme 5 (Justice), of the proposed programme budget for 2022.

## Subprogramme 6. Research, trend analysis and forensics

136. Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The subprogramme will be implemented in accordance with

the strategy, planned results and deliverables detailed under subprogramme 6 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

138. The distribution of resources for subprogramme 6 is reflected in table 13 below.

Table 13

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

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	3 408.1	3 192.6	3 547.5	12	12
Non-post	132.7	515.3	146.8		
<b>Subtotal</b>	<b>3 540.8</b>	<b>3 707.9</b>	<b>3 694.3</b>	<b>12</b>	<b>12</b>
<b>B. Special-purpose<sup>a</sup></b>					
Drug programme	24 705.6	24 904.7	24 967.2	11	22
Crime programme	29 915.2	26 995.2	24 925.3	38	45
<b>Subtotal</b>	<b>54 620.8</b>	<b>51 899.9</b>	<b>49 892.5</b>	<b>49</b>	<b>67</b>
<b>C. Programme support cost</b>					
Post	1 054.3	1 028.6	1 076.2	4	4
Non-post	451.2	553.4	224.4		
<b>Subtotal</b>	<b>1 505.5</b>	<b>1 582.0</b>	<b>1 300.6</b>	<b>4</b>	<b>4</b>
<b>D. Regular budget</b>					
Post	5 689.4	5 689.4	5 974.6	17	17
Non-post	601.2	601.2	551.8		
<b>Subtotal</b>	<b>6 290.6</b>	<b>6 290.6</b>	<b>6 526.4</b>	<b>17</b>	<b>17</b>
<b>Total</b>	<b>65 957.7</b>	<b>63 480.4</b>	<b>61 413.8</b>	<b>82</b>	<b>100</b>

<sup>a</sup> Includes the sub-fund for the United Nation Interregional Crime and Justice Research Institute for \$17.8 million in 2020–2021 (revised) and \$16.0 million in 2022–2023.

139. Total resources for subprogramme 6 are proposed at \$61,413,800 for 2022–2023, reflecting a decrease of \$2,066,700 (3.3 per cent) compared with the revised budget for 2020–2021.

140. General-purpose funds are estimated at \$3,694,300 for 2022–2023, reflecting a decrease of \$13,600 (0.4 per cent) compared with the revised budget for 2020–2021. The projected resources are provided for 12 posts (1 D-1, 2 P-4, 1 P-3 and 8 General Service (Other level)) and non-post resources for the Research and Trend Analysis Branch.

141. Special-purpose expenditure is estimated at \$49,892,500 in 2022–2023, reflecting a decrease of \$2,007,400 (3.9 per cent) compared with the revised budget for 2020–2021. The decrease is mainly due to fewer activities and projected expenditures under the sub-fund for the United Nations Interregional Crime and Justice Research Institute.

142. UNODC is aiming to continue data collection, monitoring and research work on the smuggling of migrants and trafficking in persons, the further development of the Drugs Monitoring Platform and geospatial analysis, and global and regional activities to raise awareness and build capacity on the new Annual Report Questionnaire, the International Classification of Crime for Statistical Purposes and other crime data collection tools. The new and ongoing research projects will result in increased capacities of countries to collect and produce data that feed into global reference

reports, such as the *World Drug Report*, the *Global Report on Trafficking in Persons*, the *Global Study on Homicide*, the *World Wildlife Crime Report*, and the online UNODC Observatory on Smuggling of Migrants.

143. As part of its global research work, UNODC will continue the production of global reports (*World Drug Report*, *Global Report on Trafficking in Persons*, *Global Study on Homicide* and *World Wildlife Crime Report*), as well as in-depth global and regional analyses of emerging transnational crime threats. The UNODC Observatory on Smuggling of Migrants engages in data collection, research and information sharing to improve Member States' capacities to combat migrant smuggling, in accordance with the mandate given to UNODC by the General Assembly in its resolution 73/186. To assess the impact of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime, and pursuant to Economic and Social Council resolution 2014/23, the UNODC Observatory on Smuggling of Migrants will continue to monitor the characteristics, drivers and impacts of migrant smuggling in rapidly changing contexts.

144. UNODC has a unique role to play in monitoring the Sustainable Development Goals at the national and international levels. The Office is the custodian agency for 16 Sustainable Development Goal indicators that are linked to its work on drug use and treatment, trafficking in persons, homicide, physical and sexual violence, corruption, illicit financial flows, firearms trafficking and wildlife trafficking. While the Office will continue to work with partner agencies to develop methodological guidance and global standards for those indicators and conduct capacity-building activities in order to improve data collection and to strengthen national capacities, additional resources would be needed for broader implementation of these capacity-building activities.

145. The Laboratory and Scientific Service 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 and use high-quality forensic science services and data in support of their efforts relating to drug control and crime prevention. This 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, and support to Member States in implementing the scheduling decisions made with regard to the international drug control conventions. It provides the context for integrated services in the scientific and forensic fields that incorporate the closely linked and cross-cutting aspects of drug control and crime prevention, criminal justice and international cooperation.

146. Given that 40 new substances were placed under international control between 2018 and 2021, with more scheduling decisions expected, the budget for the biennium 2022–2023 needs to take into account the additional resource requirements for implementing the mandated normative and capacity-building activities emanating from those scheduling decisions. Those requirements include updating the *Multilingual Dictionary of Narcotic Drugs and Psychotropic Substances under International Control* and the *Multilingual Dictionary of Precursors and Chemicals Frequently Used in the Illicit Manufacture of Narcotic Drugs and Psychotropic Substances under International Control*, developing methodologies for identification in the laboratory, providing chemical reference standards to laboratories and quality assurances services including provision of training. In addition, the crime segment will continue and will be focused 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.

147. Programme support cost resources are estimated at \$1,300,600 in 2022–2023, reflecting a decrease of \$281,400 (17.8 per cent) compared with the revised budget for 2020–2021. The resources provide for two posts (1 P-4 and 1 General Service (Other level)) in the Office of the Director of the Division for Policy Analysis and

Public Affairs and two posts (2 General Service (Other level)) in the Research and Trend Analysis Branch. The non-post resources include general temporary assistance, travel of staff, hospitality, general operating expenses, contractual services and contributions to joint services. The decrease in resources relates to the efforts the subprogramme made to identify efficiencies offset by adjustments for coting factors.

148. Regular budget resources will be provided under section 16, subprogramme 6 (Research, trend analysis and forensics), of the proposed programme budget for 2022.

## Subprogramme 7. Policy support

149. Substantive responsibility for the subprogramme is vested in 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, planned results and deliverables detailed under subprogramme 7 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

151. The distribution of resources for subprogramme 7 is reflected in table 14 below.

Table 14

### Resource projections: subprogramme 7. Policy support

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	1 181.0	984.9	1 169.8	3	3
Non-post	319.0	376.2	276.8		
<b>Subtotal</b>	<b>1 500.0</b>	<b>1 361.1</b>	<b>1 446.6</b>	<b>3</b>	<b>3</b>
<b>B. Special-purpose</b>					
Drug programme	1 506.7	1 493.8	1 341.8	2	2
Crime programme	4 085.7	5 011.9	6 600.4	8	12
<b>Subtotal</b>	<b>5 592.5</b>	<b>6 505.7</b>	<b>7 942.2</b>	<b>10</b>	<b>14</b>
<b>C. Programme support cost</b>					
Post	5 185.7	4 740.2	4 691.0	16	16
Non-post	511.9	569.0	516.6		
<b>Subtotal</b>	<b>5 697.6</b>	<b>5 309.2</b>	<b>5 207.6</b>	<b>16</b>	<b>16</b>
<b>D. Regular budget</b>					
Post	2 148.0	2 148.0	2 254.0	6	6
Non-post	8.7	8.7	7.0		
<b>Subtotal</b>	<b>2 156.7</b>	<b>2 156.7</b>	<b>2 261.0</b>	<b>6</b>	<b>6</b>
<b>Total</b>	<b>14 946.7</b>	<b>15 332.7</b>	<b>16 857.4</b>	<b>35</b>	<b>39</b>

152. Total resources for subprogramme 7 are proposed at \$16,857,400 for 2022–2023, reflecting an increase of \$1,524,800 (9.9 per cent) compared with the revised budget for 2020–2021.

153. General-purpose resources are estimated at \$1,446,600 for 2022–2023, reflecting an increase of \$85,500 (6.6 per cent) compared with the revised budget for 2020–2021. The resources provide for three posts (1 D-1, 1 P-3 and 1 General Service (Other level)) and non-post resources to cover general temporary assistance, travel of staff, hospitality, general operating expenses and supplies and materials in the New

York Liaison Office. The increase reflects finalization of recruitment of posts temporarily kept vacant in 2020–2021.

154. Special-purpose expenditure is estimated at \$7,942,200 for 2022–2023, reflecting an increase of \$1,436,500 (22.1 per cent) compared with the revised budget for 2020–2021. The increase is the result of the higher implementation of the project on partnership and engagement with non-governmental stakeholders on anti-corruption, drugs and crime prevention, which will continue to increase the capacity of civil society to participate in the reviews of implementation of the Convention against Corruption and the Convention against Transnational Organized Crime.

155. Non-governmental stakeholders will continue to be engaged in the implementation of the outcome document of the thirtieth special session of the General Assembly, as well as the thirty-second special session of the General Assembly, on challenges and measures to prevent and combat corruption and strengthen international cooperation. Other activities with civil society stakeholders related to UNODC mandates will be undertaken, such as the launch of a public-private partnership initiative against trafficking in persons and the establishment of an online knowledge hub – What's On – fostering multi-stakeholder engagement and coordination on organized crime and corruption.

156. Also aligned with the strategy to enhance visibility of UNODC mandates and the assistance it provides to States, the project Enhancing Communication and Public Information will continue to amplify key messages through traditional and digital media channels. In order to reach the widest possible audience, communication activities will be carried out in various official languages of the United Nations, and existing communications networks within the Organization will be leveraged. Outreach to the media and key UNODC stakeholders will also be enhanced, and partners will be engaged to raise awareness about the key mandate areas of the Office.

157. In the areas of strategic planning and inter-agency coordination, special-purpose funds will provide for strengthening quality assurance and capacity on results-based management including through new integrated systems, the secretariat to the Programme Review Committee and reporting on the implementation on the UNODC Strategy 2021–2025. While UNODC is the designated fund manager of the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, especially Women and Children, the aim of which is to provide 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 under two sub-grant programmes that provide both emergency and comprehensive direct care and support to victims at the local level.

158. Programme support cost resources are estimated at \$5,207,600 for 2022–2023, reflecting a decrease of \$101,600 (1.9 per cent) compared with the revised budget for 2020–2021. The resources provide for one post (P-4) in the Office of the Director of the Division for Policy Analysis and Public Affairs, one post (General Service (Other level)) in the Office of the Chief of the Public Affairs and Policy Support Branch, 10 posts (3 P-4, 4 P-3 and 3 General Service (Other level)) in the Co-Financing and Partnership Section (including the Brussels Liaison Office), two posts (1 P-4 and 1 P-3) in the Strategic Planning and Inter-Agency Affairs Unit and two posts (1 P-3 and 1 General Service (Other level)) in the Advocacy Section. In addition, non-post resources are required to cover general temporary assistance, consultant and experts, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and contributions to joint services.

159. The decrease in resources reflects the following: (a) estimated direct cost recovery from the services related to processing of the funding agreements (\$0.2 million); and (b) temporary suspension of the recruitment of two posts (1 P-4 level and 1 P-3) in the Co-Financing and Partnership Section (\$0.4 million); offset by (c) the finalization of recruitment for posts temporarily kept vacant in 2020–2021 (\$0.4 million), adjustments for costing factors and other cost saving efficiencies that the subprogramme is planning to bring about (\$0.1 million).

160. Regular budget resources will be provided under section 16, subprogramme 7 (Policy support), of the proposed programme budget for 2022.

## Subprogramme 8. Technical cooperation and field support

161. Substantive responsibility for the implementation of subprogramme 8 lies with the Division for Operations. The subprogramme will be implemented in accordance with the strategy, planned results and deliverables detailed under subprogramme 8 of the programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

163. The distribution of resources for subprogramme 8 is reflected in table 15 below.

Table 15

### Resource projections: subprogramme 8. Technical cooperation and field support

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	-	-	-	-	-
Non-post	2 121.5	2 121.6	2 121.6		
<b>Subtotal</b>	<b>2 121.5</b>	<b>2 121.6</b>	<b>2 121.6</b>	<b>-</b>	<b>-</b>
<b>B. Special-purpose</b>					
Drug programme	5 303.1	4 527.1	3 807.4	17	11
Crime programme	2 317.9	3 646.8	4 516.9	20	28
<b>Subtotal</b>	<b>7 621.0</b>	<b>8 173.9</b>	<b>8 324.3</b>	<b>37</b>	<b>39</b>
<b>C. Programme support cost</b>					
Post	11 742.7	11 304.4	11 181.8	18	18
Non-post	1 865.2	1 065.2	1 238.8		
<b>Subtotal</b>	<b>13 607.9</b>	<b>12 369.6</b>	<b>12 420.6</b>	<b>18</b>	<b>18</b>
<b>D. Regular budget</b>					
Post	1 216.9	1 216.9	1 284.6	4	4
Non-post	1 893.5	1 893.5	1 997.8		
<b>Subtotal</b>	<b>3 110.4</b>	<b>3 110.4</b>	<b>3 282.4</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>26 460.8</b>	<b>25 775.5</b>	<b>26 148.9</b>	<b>59</b>	<b>61</b>

164. Total resources for subprogramme 8 (Technical cooperation and field support) are proposed at \$26,148,900 for 2022–2023, reflecting an increase of \$373,300 (1.4 per cent) compared with the revised budget for 2020–2021.

165. The distribution of resources for the headquarters component of subprogramme 8 is reflected in table 16 below.

Table 16

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

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. Special-purpose</b>					
Drug programme	1 300.0	305.0	417.6	3	2

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
Crime programme	250.0	771.2	204.7	5	7
<b>Subtotal</b>	<b>1 550.0</b>	<b>1 076.2</b>	<b>622.3</b>	<b>8</b>	<b>9</b>
<b>B. Programme support cost</b>					
Post	6 047.2	5 741.3	5 926.8	18	18
Non-post	865.2	400.2	238.8		
<b>Subtotal</b>	<b>6 912.4</b>	<b>6 141.5</b>	<b>6 165.6</b>	<b>18</b>	<b>18</b>
<b>C. Regular budget</b>					
Post	1 216.9	1 216.9	1 284.6	4	4
Non-post	1 893.5	1 893.5	1 997.8		
<b>Subtotal</b>	<b>3 110.4</b>	<b>3 110.4</b>	<b>3 282.4</b>	<b>4</b>	<b>4</b>
<b>Total</b>	<b>11 572.8</b>	<b>10 328.1</b>	<b>10 070.3</b>	<b>30</b>	<b>31</b>

166. Special-purpose expenditure is estimated at \$622,300 for 2022–2023, reflecting a decrease of \$453,900 compared with the revised projections for 2020–2021. The projections mainly include implementation of the project Support for the Office of the Director and Regional Sections in the Division for Operations to Promote Multidisciplinary and Cross-sectoral Technical Cooperation.

167. Programme support cost resources are estimated at \$6,165,600 for 2022–2023, reflecting an increase of \$24,100 (0.4 per cent) compared with the revised budget for 2020–2021. The resources provide for seven posts (1 D-1, 2 P-4, 1 General Service (Principal level) and 3 General Service (Other level)) in the Office of the Director and 11 posts (4 P-5, 2 P-4, and 5 General Service (Other level)) in the regional sections. The non-post resources provide for travel of staff, contractual services, general operating expenses, supplies and materials, and contributions to joint services.

168. Programme support cost resources include continuation of the cost efficiency measures introduced in 2020–2021, and reflected as follows in 2022–2023: (a) temporary suspended general temporary assistance; (b) in the regional sections temporary suspended recruitment of one post at the P-4 level funded at 50 per cent and transfer of one post at the General Service (Other level), also funded at 50 per cent to the special-purpose funds.

169. Regular budget resources will be provided under section 16, subprogramme 8 (Technical cooperation and field support), and section 23 of the proposed programme budget for 2022.

170. The distribution of resources for the field operations component of subprogramme 8 (Technical cooperation and field support) is shown in table 17.

Table 17

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

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. General-purpose</b>					
Post	-	-	-	-	-
Non-post	2 121.5	2 121.6	2 121.6		
<b>Subtotal</b>	<b>2 121.5</b>	<b>2 121.6</b>	<b>2 121.6</b>	<b>-</b>	<b>-</b>
<b>B. Special-purpose</b>					
Drug programme	4 003.1	4 222.1	3 389.8	14	9



Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
Crime programme	2 067.9	2 875.6	4 312.2	15	21
<b>Subtotal</b>	<b>6 071.0</b>	<b>7 097.6</b>	<b>7 702.0</b>	<b>29</b>	<b>30</b>
<b>C. Programme support cost</b>					
Post	5 695.5	5 563.1	5 255.0	-	-
Non-post	1 000.0	665.0	1 000.0		
<b>Subtotal</b>	<b>6 695.5</b>	<b>6 228.1</b>	<b>6 255.0</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>14 888.0</b>	<b>15 447.4</b>	<b>16 078.6</b>	<b>29</b>	<b>30</b>

171. General-purpose resources are estimated at \$2,121,600 for 2022–2023, at the maintenance level, to cover programmatic shortfalls in field offices on a temporary basis to sustain them in the short term and preserve the integrity of the field office network. As efforts are made to ensure greater sustainability of the field office network, this funding will be used to fund core office support across the field.

172. Special-purpose expenditure is estimated at \$7,702,000, reflecting an increase of \$604,300 (8.5 per cent) compared with the revised budget for 2020–2021. Those resources provide for the field-based projects supporting infrastructure and local costs in field offices (Bolivia (Plurinational State of), Brazil, Mexico and Panama), the Office for the Gulf Cooperation Council Countries and the Subregional Programme Office in Libya.

173. Programme support cost resources are estimated at \$6,255,000, reflecting an increase of \$26,900 (0.4 per cent) compared with the revised budget for 2020–2021. The resources provide for 60 per cent of the time of the field office representatives in 2022–2023, representing the time spent on corporate functions (strategic direction, policy advice, resource mobilization, programme development and advocacy). The resources also include \$1 million in contingency reserves<sup>3</sup> to cover unforeseen programme-related liabilities of all operations of UNODC.

174. The decrease in resources reflects the reclassification from the D-1 to the P-5 level of two posts of Representative of the country office for Afghanistan and the Liaison and Partnership Office in Brazil.

### **Subprogramme 9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice**

175. Substantive responsibility for subprogramme 9 is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy, planned results and deliverables detailed under subprogramme 9 of the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

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

<sup>3</sup> This amount is intended to cover all UNODC activities and operations at headquarters and in field offices. It is reflected under subprogramme 8 for presentation purposes.

177. The distribution of resources for subprogramme 9 is reflected in table 18 below.

Table 18

**Resource requirements: subprogramme 9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice**

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. Special-purpose</b>					
Drug programme	11 172.3	8 974.8	9 977.2	9	17
Crime programme	-	343.0	343.0	-	-
<b>Subtotal</b>	<b>11 172.3</b>	<b>9 317.9</b>	<b>10 320.2</b>	<b>9</b>	<b>17</b>
<b>B. Regular budget</b>					
Post	10 267.4	10 267.4	10 898.2	38	38
Non-post	902.4	902.4	804.8		
<b>Subtotal</b>	<b>11 169.8</b>	<b>11 169.8</b>	<b>11 703.0</b>	<b>38</b>	<b>38</b>
<b>Total</b>	<b>22 342.1</b>	<b>20 487.7</b>	<b>22 023.2</b>	<b>47</b>	<b>55</b>

178. Total resources for subprogramme 9 (Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice) are proposed at \$22,023,200 for 2022–2023, reflecting an increase of \$1,535,600 (7.5 per cent) compared with the revised budget for 2020–2021.

179. Special-purpose expenditure is estimated at \$10,320,200 for 2022–2023, reflecting an increase of \$1,002,400 (10.8 per cent) compared with the revised budget for 2020–2021. The increase mainly relates to the higher implementation expected for the Global Rapid Interdiction of Dangerous Substances (GRIDS) Programme. Special purpose expenditure also includes support for the work of the Commissions, such as the organization of thematic discussions following up on operational recommendations, the organization of workshops and the production of elearning tools, as well as the strengthening of cooperation with other parts of the United Nations system and with other stakeholders.

180. Following the independent final evaluation of the INCB databank and precursor control programme, activities related to precursors and the implementation of articles 12 and 13 of the 1988 Convention will be transitioned to a new global programme which will consolidate the Board's assistance to Governments for diversion prevention and investigation while reflecting the realities of contemporary illicit drug markets. The new programme will also better reflect the Boards contributions to the Sustainable Development Goals and the 2030 Agenda and provide a solid foundation for more effective results-based management. The GRIDS Programme started operating in 2020 and includes project components aimed at strengthening action against new psychoactive substances and, in particular, synthetic opioids, which, owing to their toxicity at the milligram level, have created additional challenges for Governments in limiting their supply to consumer markets and subsequent risks to health, including fatalities. The key focus is the Board's interaction and partnership with private industry, with special attention to voluntary cooperation with Internet providers, business-to-business companies and the chemical and pharmaceutical industries, as well as social media platforms and relevant financial services providers.

181. In response to requests from Governments, and to support Governments in their implementation of the outcome document adopted by the General Assembly at its special session on the world drug problem held in 2016, the Board launched the INCB Learning project in early 2016 to strengthen the capacity of competent national

authorities to comply with the provisions of the drug control conventions in the regulatory control and monitoring of licit trade in narcotic drugs, psychotropic substances and precursor chemicals. Activities include the updating of training material, the development of e-learning courses in English, Spanish and Portuguese and the organization of in-person regional training seminars in Africa, Asia, Latin America, Europe and Oceania, including the Pacific island States.

182. Regular budget resources will be provided under section 16, subprogramme 9 (Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice), of the proposed programme budget for 2022.

183. Further to Commission on Narcotic Drugs resolution 62/8 on supporting the International Narcotics Control Board in fulfilling its treaty-mandated functions in cooperation with Member States and in collaboration with the Commission on Narcotic Drugs and WHO, table 19 below provides an overview of the resources available to the Board. Regular budget resources available are budgeted under the policymaking organs of section 16 of the programme budget and provide for the travel of members of the Board to attend the meetings of the Board as well as to conduct local inquiries with Governments in accordance with article 14 of the Convention and to undertake country missions. The Board secretariat is funded mainly from the regular budget under subprogramme 9 of section 16, as reflected in table 19. Extrabudgetary resources available to the Board relate to the following projects: INCB databank for precursor control, the GRIDS Programme and INCB Learning.

Table 19

**Resource requirements: Secretariat to the Governing Bodies, International Narcotics Control Board and International Narcotics Control Board secretariat**

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>I. Secretariat to the Governing Bodies (policymaking organ)<sup>a</sup></b>					
<b>A. Regular budget</b>					
Non-post	1 527.7	1 527.7	403.0	-	-
<b>Subtotal</b>	<b>1 527.7</b>	<b>1 527.7</b>	<b>403.0</b>	<b>-</b>	<b>-</b>
<b>II. Secretariat to the Governing Bodies (subprogramme 9)</b>					
<b>A. Special-purpose</b>					
Drug programme	340.0	13.1	13.1	-	3
Crime programme	-	343.0	343.0	-	-
<b>Subtotal</b>	<b>340.0</b>	<b>356.1</b>	<b>356.1</b>	<b>-</b>	<b>3</b>
<b>B. Regular budget</b>					
Post	2 625.7	2 625.7	2 836.8	10	10
Non-post	156.4	156.4	119.4	-	-
<b>Subtotal</b>	<b>2 782.1</b>	<b>2 782.1</b>	<b>2 956.2</b>	<b>10</b>	<b>10</b>
<b>Total (I+II)</b>	<b>4 649.8</b>	<b>4 665.9</b>	<b>3 715.3</b>	<b>10</b>	<b>13</b>
<b>III. International Narcotics Control Board (policymaking organ)<sup>a</sup></b>					
<b>A. Regular budget</b>					
Non-post	947.0	947.0	952.2		
<b>Subtotal</b>	<b>947.0</b>	<b>947.0</b>	<b>952.2</b>		
<b>IV. International Narcotics Control Board secretariat (subprogramme 9)</b>					
<b>A. Special-purpose</b>					
Drug programme	10 832.3	8 961.7	9 964.1	9	14

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
Crime programme	-	-	-	-	-
<b>Subtotal</b>	<b>10 832.3</b>	<b>8 961.7</b>	<b>9 964.1</b>	<b>9</b>	<b>14</b>
<b>B. Regular budget</b>					
Post	7 641.7	7 641.7	8 061.4	28	28
Non-post	746.0	746.0	685.4		
<b>Subtotal</b>	<b>8 387.7</b>	<b>8 387.7</b>	<b>8 746.8</b>	<b>28</b>	<b>28</b>
<b>Total (III+IV)</b>	<b>20 167.0</b>	<b>18 296.4</b>	<b>19 663.1</b>	<b>37</b>	<b>42</b>

<sup>a</sup> Includes regular budget resources budgeted under policymaking organs to provide a complete picture of the resources available for the Secretariat to the Governing Bodies and the International Narcotics Control Board.

## D. Programme support

184. 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 separately, under sections 2 and 34, respectively, of the proposed programme budget for 2022.

185. The consolidated budget of UNODC for 2022–2023 is aligned with the annual audited financial statements of UNODC, prepared under the International Public Sector Accounting Standards (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 29F of the proposed programme budget for 2022, 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.

186. The programme support component will be implemented in accordance with the strategy, planned results and deliverables detailed in the proposed programme plan for 2022 as contained in A/76/6 (Sect. 29F) as well as under programme support component in the proposed programme plan for 2022 as contained in A/76/6 (Sect. 16).

187. The distribution of resources for programme support is reflected in table 20 below.

Table 20

### Resource projections: programme support

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>A. Special-purpose</b>					
Drug programme	1 884.2	1 884.2	2 359.2	7	8
Crime programme	5 100.0	5 100.0	5 400.0	17	18
<b>Subtotal</b>	<b>6 984.2</b>	<b>6 984.2</b>	<b>7 759.2</b>	<b>24</b>	<b>26</b>

Fund category	Resources (thousands of United States dollars)			Posts	
	2020–2021 (initial)	2020–2021 (revised)	2022–2023	2020–2021	2022–2023
<b>B. Programme support cost</b>					
Post	20 661.1	17 004.9	19 215.7	76	76
Non-post	7 850.9	8 717.3	5 826.0		
<b>Subtotal</b>	<b>28 512.0</b>	<b>25 722.2</b>	<b>25 041.7</b>	<b>76</b>	<b>76</b>
<b>C. Regular budget</b>					
Post	-	-	-	-	-
Non-post	907.3	907.3	894.0		
<b>Subtotal</b>	<b>907.3</b>	<b>907.3</b>	<b>894.0</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>36 403.5</b>	<b>33 613.7</b>	<b>33 694.9</b>	<b>100</b>	<b>102</b>

188. Total resources for programme support are proposed at \$33,694,900 for 2022–2023, reflecting an increase of \$81,200 (0.2 per cent) compared with the revised budget for 2020–2021.

189. The special-purpose expenditure is estimated at \$7,759,200 for 2022–2023. The requirements mainly include resources for the provision of software products to Member States within the thematic areas of the substantive mandates of the Office.

190. Programme support cost resources are estimated at \$25,041,700 for 2022–2023, reflecting a decrease of \$680,500 (2.6 per cent) compared with the revised budget for 2020–2021. The requirements include 2 posts (1 P-4 and 1 P-2) in the Office of the Director; 32 posts (1 D-1, 2 P-4, 7 P-3, 1 P-2, 3 General Service (Principal level) and 18 General Service (Other level)) in the Financial Resources Management Service; 18 posts (2 P-4, 2 P-3 and 14 General Service (Other level)) in the Human Resources Management Service; 10 posts (1 D-1, 1 P-4 and 8 General Service (Other level)) in the Information Technology Service; 4 posts (P-3) in the Procurement Unit; 4 posts (1 P-4 and 3 General Service (Other level)) in the External Party Engagement Unit; and 6 posts (1 P-3 and 5 General Service (Other level)) in the General Support Section. The requirements also include non-post resources, including general temporary assistance, travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment and contributions to joint services.

191. As part of the efficiencies that the Office plans to bring about, the overall coordination of Umoja services and ongoing technical support for supply chain management, finance and human resource management has been streamlined and integrated into all operational areas. Similarly, the IPSAS team has been streamlined into the Financial Resources Management Service and the External Party Engagement Unit has been streamlined into the General Support Section.

192. Pursuant to General Assembly resolution [71/272 B](#) and following the establishment of the Office of Information and Communications Technology Enterprise Application Centre in Vienna, it was envisaged that related information technology services, such as the programmatic reporting dashboard, programmatic support applications, project management and substantive applications, physical security systems and migration services for legacy localized applications would be provided by the Centre under service level agreements. Consequently, in the consolidated budget for 2018–2019 the related post resources were reflected under contractual services. Since the contractual arrangements for the post resources remained unchanged, the budget for 2022–2023 reflects these resources under post (6 General Service (Other level) posts).

193. The programme support cost resources reflect the following main changes:

(a) Abolition of six posts (1 P-4 and 3 General Service (Other level) in the Financial Resources Management Service; 1 P-3 in the External Party Engagement Unit; and 1 General Service (Other level) in the Human Resources Management

Service as the result of reduced programme activities in Colombia and streamlining of business processes) (\$1.6 million);

(b) Temporary suspension of the recruitment of one P-4 staff member in the Office of the Director, one General Service (Other level) staff member in the Financial Resources Management Service and one General Service (Other level) staff member in the Human Resources Management Service (\$0.8 million);

(c) Direct cost recovery for the services provided in the areas of human resources, external party engagement and finance management (\$0.6 million);

(d) Lower requirements in the areas of Umoja, information technology and others under contractual services, travel, general temporary assistance and furniture and equipment as a result of the efforts the subprogramme made to identify efficiencies (\$0.4 million);

(e) Reclassification from the P-5 to the P-4 level of the post of Programme Officer in the Office of the Director, as part of the streamlining of the Division;

(f) Increase resulting from adjustment for costing factors (\$0.7 million) and lifting of the cost-saving measures put in place in 2020 following the outbreak of the COVID-19 pandemic, including temporary suspension of recruitment (\$2.0 million).

194. Regular budget requirements will be provided under section 16 of the proposed programme budget for 2022.

## Annex I

Resource projections for the biennium 2022–2023 and  
final resource projections for the biennium 2020–2021

## Resource projections, 2022 and 2023

(Thousands of United States dollars)

<i>Fund category</i>	<i>2022</i>	<i>2023</i>	<i>2022–2023</i>
<b>A. General-purpose</b>			
Post	2 912.2	2 971.1	5 883.3
Non-post	1 436.0	1 407.6	2 843.6
<b>Subtotal</b>	<b>4 348.2</b>	<b>4 378.7</b>	<b>8 726.9</b>
<b>B. Special-purpose</b>			
Drug programme	91 708.5	89 389.8	181 098.3
Crime programme	215 645.2	188 485.3	404 130.5
<b>Subtotal</b>	<b>307 353.7</b>	<b>277 875.1</b>	<b>585 228.8</b>
<b>C. Programme support cost</b>			
Post	21 247.1	21 196.9	42 444.0
Non-post	4 647.9	4 540.5	9 188.4
<b>Subtotal</b>	<b>25 895.0</b>	<b>25 737.4</b>	<b>51 632.4</b>
<b>D. Regular budget</b>			
Post	20 419.4	20 419.4	40 838.8
Non-post	3 291.3	3 291.3	6 582.6
<b>Subtotal</b>	<b>23 710.7</b>	<b>23 710.7</b>	<b>47 421.4</b>
<b>Total</b>	<b>361 307.6</b>	<b>331 701.9</b>	<b>693 009.5</b>

## Final resource projections, 2020 and 2021

(Thousands of United States dollars)

<i>Fund category</i>	<i>2020</i>	<i>2021</i>	<i>2020–2021</i>
<b>A. General-purpose</b>			
Post	3 152.9	2 610.0	5 762.9
Non-post	315.5	1 973.6	2 289.1
<b>Subtotal</b>	<b>3 468.4</b>	<b>4 583.6</b>	<b>8 052.0</b>
<b>B. Special-purpose</b>			
Drug programme	102 557.4	102 789.4	205 346.8
Crime programme	158 229.2	192 989.9	351 219.1
<b>Subtotal</b>	<b>260 786.6</b>	<b>295 779.3</b>	<b>556 566.0</b>
<b>C. Programme support cost</b>			
Post	18 775.9	19 686.2	38 462.1
Non-post	5 654.3	5 054.8	10 709.1
<b>Subtotal</b>	<b>24 430.2</b>	<b>24 741.0</b>	<b>49 171.2</b>
<b>D. Regular budget</b>			
Post	18 334.7	20 419.4	38 754.1
Non-post	4 252.0	3 877.6	8 129.6
<b>Subtotal</b>	<b>22 586.7</b>	<b>24 297.0</b>	<b>46 883.7</b>
<b>Total</b>	<b>311 271.9</b>	<b>349 400.9</b>	<b>660 672.9</b>

## Annex II

### **Allocation of special-purpose voluntary contributions in the bienniums 2020–2021 and 2022–2023**

1. The programme of work financed with special-purpose voluntary contributions is projected to increase by \$28.7 million (5.1 per cent), from the final projections of \$556.6 million for the biennium 2020–2021 to \$585.2 million for the biennium 2022–2023.

2. The table below shows a breakdown by subprogramme (thematic area), region and division of the United Nations Office on Drugs and Crime (UNODC). In addition to the information already provided in the main part of the present report, 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](#)).

3. In Africa and the Middle East, the programme portfolio is projected to increase by \$34.5 million (36.8 per cent), from \$93.8 million in 2020–2021 to \$128.3 million in 2022–2023. UNODC will continue to support Member States in the region in countering the effects of the COVID-19 pandemic, particularly in the areas of combating corruption in economic relief packages, prison overcrowding, falsified medical products and support to vulnerable populations, including in relation to gender-based violence. In the Middle East and North Africa, UNODC continues to expand its activities, with a focus on countering organized crime, including trafficking in persons, smuggling of migrants, drug trafficking and other forms of organized crime with linkages to terrorist groups, and illicit financial flows, as well as cybercrime and forensics. Combating corruption and anti-money-laundering is an increasing area of support across the region, with a focus on working with the private sector. The trafficking in persons and smuggling of migrants portfolio remains the largest in the region, and work continues under the multi-year project to dismantle criminal networks operating in North Africa. In Iraq, initiatives will continue to cover the disruption of terrorist and organized criminal operations, the strengthening of the criminal justice system and the combating of corruption. The programme portfolio of the Sudan is expanding in the areas of trafficking in persons and the smuggling of migrants under the Better Migration Management phase II, prison reform, anti-corruption and the Airport Communication Project (AIRCOP).

4. In East Africa, UNODC has comprehensive programmes that focus on economic crimes, terrorism, criminal justice reforms, HIV/AIDS and drug prevention. It also addresses transnational organized crime, including projects focusing on trafficking in persons, maritime crime, container control, wildlife and forest crime. More specifically, UNODC will continue to implement large-scale programmes, including the Better Migration Management programme, the Somalia criminal investigation project, the Programme for Legal Empowerment and Aid Delivery in Kenya, aimed at strengthening and improving justice services in Kenya, the prevention of violent extremism in prison settings in Uganda, the cross-regional wildlife programme and the Global Maritime Crime Programme. UNODC will increase its footprint in Madagascar with a new programme, the aim of which is to enhance effective and victim-centred criminal justice responses to trafficking in persons. UNODC continues its strong engagement in Ethiopia and partnership with the African Union. In Southern Africa, UNODC continues to support Member States in addressing prison reform, gender-based violence, trafficking in persons and the smuggling of migrants, corruption, wildlife crimes, HIV/AIDS and money-laundering. Together with the International Labour Organization, the International Organization for Migration and the Office of the United Nations High Commissioner for Refugees, UNODC is implementing a migration management programme for Southern Africa. UNODC will continue to strengthen the response by Namibia to gender-based violence and will support Angola in the fight against money-laundering with a project office opening in 2021. In the Democratic Republic of the Congo, UNODC will build on activities



aimed at combating corruption and wildlife crime. In Mozambique, UNODC will continue scaling up its efforts to prevent corruption, terrorism, maritime crime as well as drug and wildlife trafficking. In West Africa, UNODC continues to work on countering terrorism and violent extremism, criminal justice, border control, anti-corruption, drug trafficking and abuse, maritime crime and trafficking in persons and will develop its wildlife and cybercrime portfolio. In Guinea-Bissau, new initiatives will support the implementation of the National Plan. UNODC will continue to monitor and evaluate the implementation of the Declaration of the G5 Sahel Countries on Countering Radicalization and Violent Extremism in the Sahel. UNODC will continue its contribution to the implementation of the United Nations integrated strategy for the Sahel, UNODC will support Member States in strengthening their capacity to deal with organized crime in a comprehensive manner in the framework of the West African Response on Cybersecurity and Fight against Cybercrime project. In Nigeria, UNODC will implement a comprehensive portfolio supporting the national drug law enforcement agency and the authorities in tackling corruption and terrorism, including in the north-east of the country. It will also continue to support national authorities in addressing trafficking in persons. UNODC will continue to foster its relations with peacekeeping missions, including the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations Multidimensional Integrated Stabilization Mission in Mali, through renewed partnerships and evolving activity portfolios. Continued development of the AIRCOP project will include a new task force in Chad and Mauritania and a second task force in the Niger, as well as expansion in East Africa, especially in Uganda and Madagascar, and in Southern Africa, in Namibia and Angola. In the Middle East and North Africa region support to Iraq will be cemented, as well as in Algeria, Lebanon, Morocco and the Sudan. Across the region, an increased country presence will allow for stronger engagement with the United Nations country teams.

5. In South Asia, East Asia and the Pacific, the programme portfolio is projected to increase by \$11.6 million (35.4 per cent), from \$32.8 million in 2020–2021 to \$44.4 million in 2022–2023. In South-East Asia, UNODC will continue to pursue policy and legislative reforms as well as deepen existing partnerships, especially within the framework of the Association of Southeast Asian Nations, while taking into account the lessons learned in relation to the COVID-19 pandemic. The Office will also promote regional cooperation, including through the strengthening of its network of border liaison offices and the Memorandum of Understanding on Drug Control in the Greater Mekong Subregion and its membership in the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime. Opportunities for growth have been identified and will be pursued in the Pacific countries, Malaysia, Indonesia and the Philippines. While the Regional Programme for South-East Asia and the country programmes for Indonesia and Myanmar have been extended until the end of 2022, a new Regional Programme for South-East Asia and the Pacific, whose implementation will start in 2022, is under development and will cover the full range of UNODC action in the region. In South Asia, stronger donor support will be sought for the UNODC Regional Programme, which has been extended through 2022, especially in relation to justice reform, drugs and health, border management and transnational organized crime, and terrorism prevention. A new Regional Programme (2023–2027) will be developed in 2022. Following the recent re-establishment of a programme office in Maldives and the strengthening of its presence in Sri Lanka, UNODC will also continue to pursue the expansion of its current programmes in the region, including through the Global Maritime Crime Programme, based in Colombo, as well as explore new programmatic and funding opportunities, including with Member States in the region.

6. In West and Central Asia, the programme portfolio is projected to increase by \$5.3 million (11.9 per cent), from \$44.4 million in 2020–2021 to \$49.7 million in 2022–2023. In line with the road map entitled “One UNODC concerted approach interconnecting Europe with West and Central Asia”, the Office will continue to engage closely with counterparts to comprehensively address the most pressing

challenges related to countering drugs, crime and terrorism. New technical cooperation initiatives are foreseen in view of the development of trade and transit corridors in West and Central Asia, which create opportunities for transnational criminal organizations to exploit new infrastructure and networks for trafficking, including in drugs and controlled substances. UNODC is in the process of developing the next cycle of programmes in West and Central Asia for the period 2022–2025. Those programmes will be aligned with the new UNODC Strategy 2021–2025 and based on the findings and recommendations of the independent final cluster evaluation of the programmes in the region. The next cycle of the programmes will take into account the changes occurring in Afghanistan. Reforming work relations with the new administration in the country will take some time and will be subject to decisions made by Member States. In addition, UNODC engagement is subject to, and will be guided by, decisions of the Security Council. During this time of change, UNODC programmes in West and Central Asia will remain an important platform for UNODC and its partners in the region.

7. In Eastern and South-Eastern Europe, the programme portfolio is projected to increase by \$2.5 million (88.3 per cent), from \$2.8 million in 2020–2021 to \$5.3 million in 2022–2023. The portfolio includes interventions pertaining to border and firearms control, human trafficking, smuggling of migrants, corruption and asset recovery, as well as drug use prevention, treatment and care and HIV/AIDS prevention. The continued partnership with the European Union foresees furthering of cooperation in the security and rule of law fields under the Regional Programme for South-Eastern Europe. The Programme supports comprehensive goals in the fight against global crime and synergizes policy advice and technical assistance to counter heroin trafficking from Afghanistan, in line with the “One UNODC concerted approach interconnecting Europe with West and Central Asia”, among other goals. The Programme continues to assist jurisdictions of the region in their European Union accession process. In Eastern Europe, there is potential for growth in programmatic interventions, especially in the areas of cybercrime and drug use prevention.

8. In Latin America and the Caribbean, the programme portfolio is projected to decrease by \$31.9 million (28.9 per cent), from \$110.7 million in 2020–2021 to \$78.8 million in 2022–2023. The decrease is mainly due to a lower level of activities in the area of alternative development in Colombia. The Office continues to diversify its support to the Colombian authorities, including with regard to deforestation issues, research, criminal justice, drug demand, anti-corruption, anti-money-laundering, illegal logging, illegal mining and human trafficking. In the Plurinational State of Bolivia, the portfolio is expanding beyond traditional drug control (including monitoring of illicit crops, demand reduction, border control and regional cooperation), institutional transparency and citizen participation in local governance projects with new initiatives in the areas of alternative development and food security in coca cultivation areas. In Peru, UNODC projects an expansion of its portfolio in the areas of organized crime (wildlife and forest crimes, human trafficking, maritime crime), drugs (crop monitoring, prevention and treatment of problematic drug use, disposal of chemical precursors), crime prevention and criminal justice (prison system, cybercrime prevention) and corruption. The consolidation of the Office’s presence in Ecuador is linked to the launch of an anti-corruption project. Since 2020, the Office has also coordinated operations in Argentina, Chile, Paraguay and Uruguay and is currently mapping challenges and opportunities for UNODC programmatic support in this regard. In Brazil, thanks to efforts to re-engage with national counterparts and local partners, technical cooperation has been strengthened in the areas of drug supply reduction, trafficking in persons and illegal logging. A Centre of Excellence for Illicit Drug Supply Reduction was established in 2020 with the National Secretariat for Drug Policy. Furthermore, an expansion of activities is expected in the areas of criminal justice and prison reform, corruption, drug demand reduction and countering crime and violence at the State level. The programme portfolio in Central America and the Caribbean is projected to increase in the areas of criminal justice, maritime security, cybercrime, human trafficking and corruption. The establishment of a Programme Office in Honduras was initiated in 2021. The

local programme portfolio in Mexico is projected to decrease, due in part to negotiations of no-cost extensions of current projects, and in part to the delay of new contributions. However, UNODC is seeking to broaden its donor base in Mexico and venturing into new mandate areas such as cybercrime, drug prevention, treatment and rehabilitation, and container control.

9. UNODC global activities are projected to increase by \$6.7 million (2.5 per cent), from \$272.0 million in 2020–2021 to \$278.7 million in 2022–2023. UNODC global programmes continue to expand in several thematic areas and increase their field-based programme components, in line with the needs of Member States. The major global programmes of UNODC include: the Global Maritime Crime Programme (\$41.3 million), the Container Control Programme (\$23.7 million); the Global Programme to Prevent and Combat Corruption through Effective Implementation of the United Nations Convention against Corruption (\$22.1 million); the Global Programme for Combating Wildlife and Forest Crime (\$20.4 million); the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism (\$19.8 million); the Global Programme on Strengthening the Legal Regime against Terrorism (\$18.3 million); the programme on strengthening criminal investigation and criminal justice cooperation along the cocaine route in Latin America, the Caribbean and West Africa (\$10.2 million); the global programme on HIV/AIDS prevention, treatment, care and support for people who use drugs and people in prison settings (\$7.2 million); the Global Programme against Trafficking (\$7.2 million); the Global Rapid Interdiction of Dangerous Substances (GRIDS) Programme (\$6.7 million); the global programme on countering transnational illicit arms trafficking through the implementation of the United Nations Convention against Transnational Organized Crime and its Firearms Protocol (\$6.1 million) and the global programme on cybercrime (\$6.0 million).

# Programme of work funded from special-purpose voluntary contributions in the bienniums 2020–2021 and 2022–2023

(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>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>	<i>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>	<i>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>
<b>A. By theme</b>									
Polymaking organs	-	-	-	-	-	-	-	-	-
Executive direction and management	1 990.1	3 172.8	59.4	-	-	-	1 990.1	3 172.8	59.4
Programme of work									
Countering transnational organized crime	59 562.4	70 359.8	18.1	141 484.3	191 055.0	35.0	201 046.7	261 414.9	30.0
A comprehensive and balanced approach to counter the world drug problem	109 190.7	65 112.9	(40.4)	-	-	-	109 190.7	65 112.9	(40.4)
Countering corruption	-	-	-	42 084.4	38 597.9	(8.3)	42 084.4	38 597.9	(8.3)
Terrorism prevention	-	-	-	29 957.1	36 183.8	20.8	29 957.1	36 183.8	20.8
Justice	-	-	-	98 890.8	96 508.3	(2.4)	98 890.8	96 508.3	(2.4)
Research, trend analysis and forensics <sup>a</sup>	21 082.7	24 967.2	18.4	23 880.7	24 925.3	4.4	44 963.5	49 892.5	11.0
Policy support	1 029.4	1 341.8	30.4	5 717.6	6 600.4	15.4	6 747.0	7 942.2	17.7
Technical cooperation and field support	2 945.5	3 807.4	29.3	3 549.2	4 516.9	27.3	6 494.7	8 324.3	28.2
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	7 440.6	9 977.2	34.1	294.1	343.0	16.6	7 734.7	10 320.2	33.4
Programme support	2 105.5	2 359.2	12.0	5 360.7	5 400.0	0.7	7 466.2	7 759.2	3.9
<b>Total</b>	<b>205 346.8</b>	<b>181 098.3</b>	<b>(11.8)</b>	<b>351 219.1</b>	<b>404 130.5</b>	<b>15.1</b>	<b>556 566.0</b>	<b>585 228.8</b>	<b>5.1</b>
<b>B. By region</b>									
Africa and the Middle East	18 921.0	25 908.8	36.9	74 869.8	102 396.4	36.8	93 790.8	128 305.2	36.8
South Asia, East Asia and the Pacific	10 162.1	12 399.0	22.0	22 657.2	32 027.5	41.4	32 819.3	44 426.5	35.4
West and Central Asia	28 122.5	30 774.3	9.4	16 285.9	18 897.6	16.0	44 408.4	49 671.9	11.9
Eastern and South-Eastern Europe	-	-	-	2 847.1	5 359.9	88.3	2 847.1	5 359.9	88.3
Latin America and the Caribbean	84 220.6	36 041.5	(57.2)	26 509.1	42 737.6	61.2	110 729.7	78 779.1	(28.9)
Global	63 920.5	75 974.8	18.9	208 050.1	202 711.6	(2.6)	271 970.7	278 686.4	2.5
<b>Total</b>	<b>205 346.8</b>	<b>181 098.3</b>	<b>(11.8)</b>	<b>351 219.1</b>	<b>404 130.5</b>	<b>15.1</b>	<b>556 566.0</b>	<b>585 228.8</b>	<b>5.1</b>

	<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>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>	<i>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>	<i>2020–2021 (final)</i>	<i>2022–2023</i>	<i>Variance (percentage)</i>
<b>C. By division</b>									
Division for Operations	161 380.0	126 361.6	(21.7)	218 700.4	273 014.8	24.8	380 080.4	399 376.4	5.1
Division for Treaty Affairs	30 773.6	36 412.5	18.3	102 106.6	100 729.6	(1.3)	132 880.2	137 142.1	3.2
Division for Policy Analysis and Public Affairs	9 097.7	12 792.2	40.6	10 065.0	8 986.1	(10.7)	19 162.7	21 778.3	13.6
Division for Management	2 105.5	2 359.2	12.0	5 360.7	5 400.0	0.7	7 466.2	7 759.2	3.9
Office of the Executive Director	1 990.1	3 172.8	59.4	-	-	-	1 990.1	3 172.8	59.4
United Nations Interregional Crime and Justice Research Institute	-	-	-	14 986.3	16 000.0	6.8	14 986.3	16 000.0	6.8
<b>Total</b>	<b>205 346.8</b>	<b>181 098.3</b>	<b>(11.8)</b>	<b>351 219.1</b>	<b>404 130.5</b>	<b>15.1</b>	<b>556 566.0</b>	<b>585 228.8</b>	<b>5.1</b>

<sup>a</sup> Includes the sub-fund 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, 2020–2021 and 2022–2023

(Thousands of United States dollars)

		2020–2021 (final)				2022–2023 (initial)			
		General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I.</b>	<b>Funding</b>								
A.	Fund balances at biennium start	14 015.2	308 297.9	33 044.4	355 357.5	14 104.3	241 898.9	24 113.3	280 116.5
	<b>Subtotal, A</b>	<b>14 015.2</b>	<b>308 297.9</b>	<b>33 044.4</b>	<b>355 357.5</b>	<b>14 104.3</b>	<b>241 898.9</b>	<b>24 113.3</b>	<b>280 116.5</b>
B.	<b>Income</b>								
	Contributions from Member States	5 711.4	144 992.4	-	150 703.8	5 460.0	139 544.0	-	145 004.0
	Contributions from national donors	-	13 280.5	-	13 280.5	-	22 996.6	-	22 996.6
	Contributions from other governmental organizations	-	3 693.3	-	3 693.3	-	-	-	-
	Contributions from international organizations	-	5 661.0	-	5 661.0	-	5 200.0	-	5 200.0
	Private donations	-	462.7	-	462.7	-	230.0	-	230.0
	Others	-	-	-	-	-	-	-	-
	Other income	-	-	-	-	-	-	-	-
	<b>Subtotal income</b>	<b>5 711.4</b>	<b>168 089.8</b>	<b>-</b>	<b>173 801.2</b>	<b>5 460.0</b>	<b>167 970.6</b>	<b>-</b>	<b>173 430.6</b>
	Programme support income for UNODC	-	(17 281.0)	17 281.0	-	-	(16 796.5)	16 796.5	-
	Programme support paid to implementing partners	-	-	-	-	-	217.1	(217.1)	-
	<b>Subtotal, B</b>	<b>5 711.4</b>	<b>150 808.8</b>	<b>17 281.0</b>	<b>173 801.2</b>	<b>5 460.0</b>	<b>151 391.2</b>	<b>16 579.3</b>	<b>173 430.6</b>
	<b>Total, I (A+B)</b>	<b>19 726.6</b>	<b>459 106.7</b>	<b>50 325.4</b>	<b>529 158.7</b>	<b>19 564.3</b>	<b>393 290.1</b>	<b>40 692.7</b>	<b>453 547.0</b>
<b>II.</b>	<b>C. Expenditure</b>								
	Executive direction and management	395.1	1 990.1	3 962.7	6 347.9	651.8	3 172.8	4 786.5	8 611.1
	<i>Programme of work</i>				-				-
	Countering transnational organized crime	-	59 562.4	-	59 562.4	-	70 359.8	-	70 359.8
	A comprehensive and balanced approach to counter the world drug problem	-	109 190.7	225.8	109 416.5	-	65 112.9	265.8	65 378.7
	Terrorism prevention	-	-	-	-	-	-	-	-

		2020–2021 (final)				2022–2023 (initial)			
		General- purpose funds	Special- purpose funds	Programme support cost funds	Total	General- purpose funds	Special- purpose funds	Programme support cost funds	Total
	Research, trend analysis and forensics	2 966.5	21 082.7	935.3	24 984.5	1 950.9	24 967.2	1 300.6	28 218.7
	Policy support	1 445.3	1 029.4	3 753.8	6 228.5	1 446.6	1 341.8	2 949.6	5 738.0
	Technical cooperation and field support	955.2	2 945.5	4 234.5	8 135.2	1 337.0	3 807.4	1 998.9	7 143.3
	Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	-	7 440.6	-	7 440.6	-	9 977.2	-	9 977.2
	Programme support	-	2 105.5	10 975.2	13 080.7	-	2 359.2	12 415.0	14 774.2
	<b>Total, II (C)</b>	<b>5 762.1</b>	<b>205 346.8</b>	<b>24 087.3</b>	<b>235 196.2</b>	<b>5 386.3</b>	<b>181 098.3</b>	<b>23 716.4</b>	<b>210 201.0</b>
<b>III. D.</b>	<b>Other adjustments to fund balances</b>	(139.8)	11 861.0	2 124.8	13 846.0				
	<b>Total, III (D)</b>	<b>(139.8)</b>	<b>11 861.0</b>	<b>2 124.8</b>	<b>13 846.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund balances at biennium end (I-II-III)</b>	<b>14 104.3</b>	<b>241 898.9</b>	<b>24 113.3</b>	<b>280 116.5</b>	<b>14 178.0</b>	<b>212 191.8</b>	<b>16 976.3</b>	<b>243 346.0</b>

## B. United Nations Crime Prevention and Criminal Justice Fund

### Crime programme: financial summary of the United Nations Crime Prevention and Criminal Justice Fund, 2020–2021 and 2022–2023

(Thousands of United States dollars)

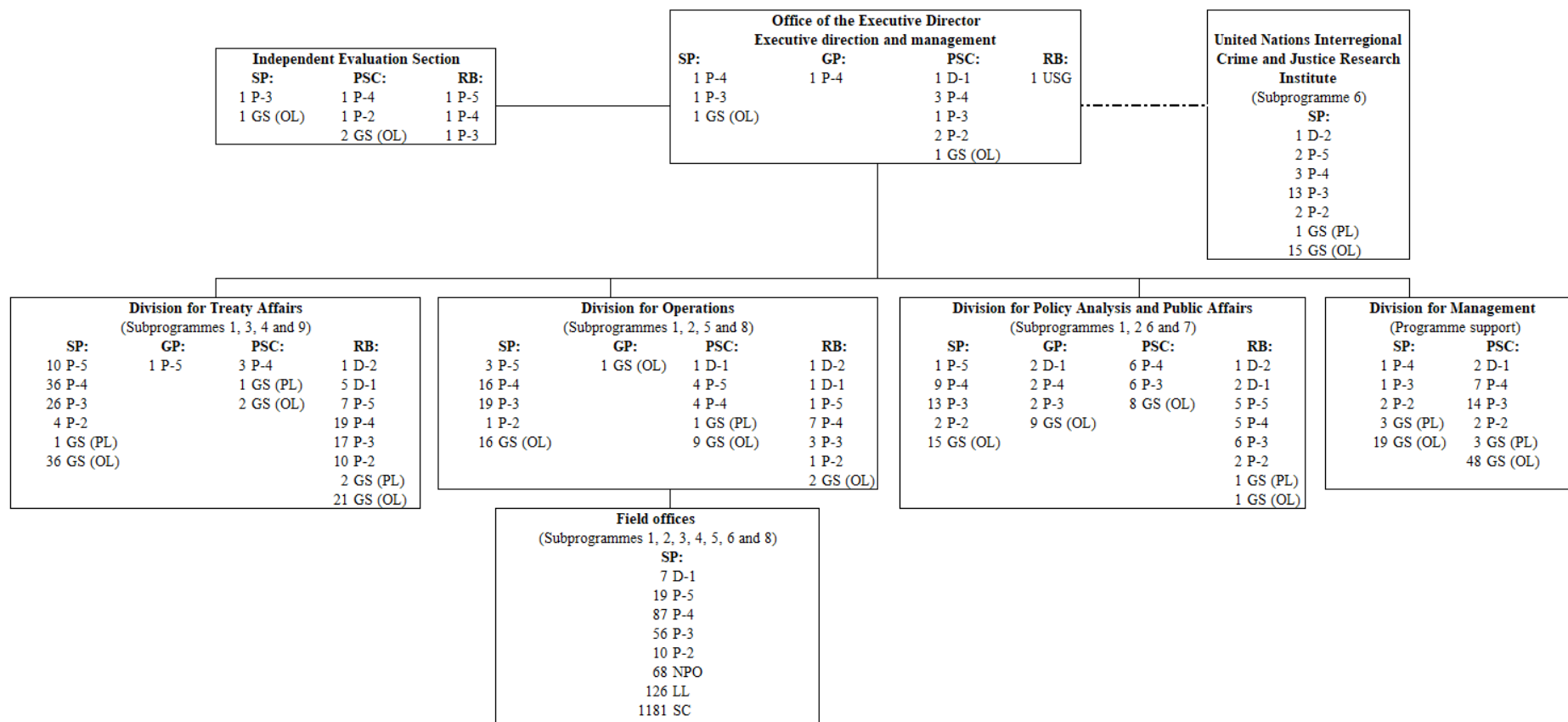
		2020–2021 (final)				2022–2023 (initial)			
		General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I.</b>	<b>Funding</b>								
<b>A.</b>	Fund balances at biennium start	5 030.5	420 116.4	(1 611.3)	423 535.6	1 842.2	518 443.0	5 330.9	525 616.1
	<b>Subtotal, A</b>	<b>5 030.5</b>	<b>420 116.4</b>	<b>(1 611.3)</b>	<b>423 535.6</b>	<b>1 842.2</b>	<b>518 443.0</b>	<b>5 330.9</b>	<b>525 616.1</b>
<b>B.</b>	<b>Income</b>								
	Contributions from Member States	3 633.7	353 659.4	-	357 293.2	3 558.0	305 650.9	-	309 208.9
	Contributions from national donors	-	5 737.0	-	5 737.0	-	11 140.0	-	11 140.0
	Contributions from other governmental organizations	-	56 504.3	-	56 504.3	-	57 000.0	-	57 000.0
	Contributions from international organizations	-	36 927.9	-	36 927.9	-	33 200.0	-	33 200.0
	Private donations	-	7 686.3	-	7 686.3	-	-	-	-
	Other income	-	-	-	-	-	-	-	-
	<b>Subtotal, income</b>	<b>3 633.7</b>	<b>460 515.0</b>	<b>-</b>	<b>464 148.7</b>	<b>3 558.0</b>	<b>406 990.9</b>	<b>-</b>	<b>410 548.9</b>
	Programme support income for UNODC	-	(31 644.2)	31 644.2	-	-	(35 899.5)	35 899.5	-
	Programme support paid to implementing partners	-	-	-	-	-	10.4	(10.4)	-
	<b>Subtotal, B</b>	<b>3 633.7</b>	<b>428 870.8</b>	<b>31 644.2</b>	<b>464 148.7</b>	<b>3 558.0</b>	<b>371 101.8</b>	<b>35 889.1</b>	<b>410 548.9</b>
	<b>Total, I (A+B)</b>	<b>8 664.2</b>	<b>848 987.2</b>	<b>30 032.9</b>	<b>887 684.3</b>	<b>5 400.2</b>	<b>889 544.8</b>	<b>41 220.1</b>	<b>936 165.1</b>
<b>II.</b>	<b>C. Expenditure</b>								
	Executive direction and management	-	-	-	-	-	-	-	-
	<i>Programme of work</i>								
	Countering transnational organized crime	500.3	141 484.3	1 836.7	143 821.3	512.6	191 055.0	1 935.2	193 502.8
	Countering corruption	-	42 084.4	606.1	42 690.5	-	38 597.9	561.7	39 159.6
	Terrorism prevention	-	29 957.1	205.1	30 162.2	-	36 183.8	112.7	36 296.5
	Justice	117.7	98 890.8	-	99 008.5	300.0	96 508.3	-	96 808.3
	Research, trend analysis and forensics	708.5	23 880.7	-	24 589.2	1 743.4	24 925.3	-	26 668.7
	Policy support	-	5 717.6	1 804.6	7 522.2	-	6 600.4	2 258.0	8 858.4
	Technical cooperation and field support	963.4	3 549.2	7 197.7	11 710.3	784.6	4 516.9	10 421.7	15 723.2



		2020–2021 (final)				2022–2023 (initial)			
		General- purpose funds	Special- purpose funds	Programme support cost funds	Total	General- purpose funds	Special- purpose funds	Programme support cost funds	Total
	Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	-	294.1	-	294.1	-	343.0	-	343.0
	Programme support	-	5 360.7	13 433.7	18 794.4	-	5 400.0	12 626.7	18 026.7
	<b>Total, II (C)</b>	<b>2 289.9</b>	<b>351 219.1</b>	<b>25 083.9</b>	<b>378 592.9</b>	<b>3 340.6</b>	<b>404 130.5</b>	<b>27 916.0</b>	<b>435 387.1</b>
<b>III. D.</b>	<b>Other adjustments to fund balances</b>	4 532.1	(20 674.9)	(381.9)	(16 524.7)	-	-	-	-
	<b>Total, III (D)</b>	<b>4 532.1</b>	<b>(20 674.9)</b>	<b>(381.9)</b>	<b>(16 524.7)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund balances at biennium end (I-II-III)</b>	<b>1 842.2</b>	<b>518 443.0</b>	<b>5 330.9</b>	<b>525 616.1</b>	<b>2 059.6</b>	<b>485 414.2</b>	<b>13 304.1</b>	<b>500 777.9</b>

## Annex IV

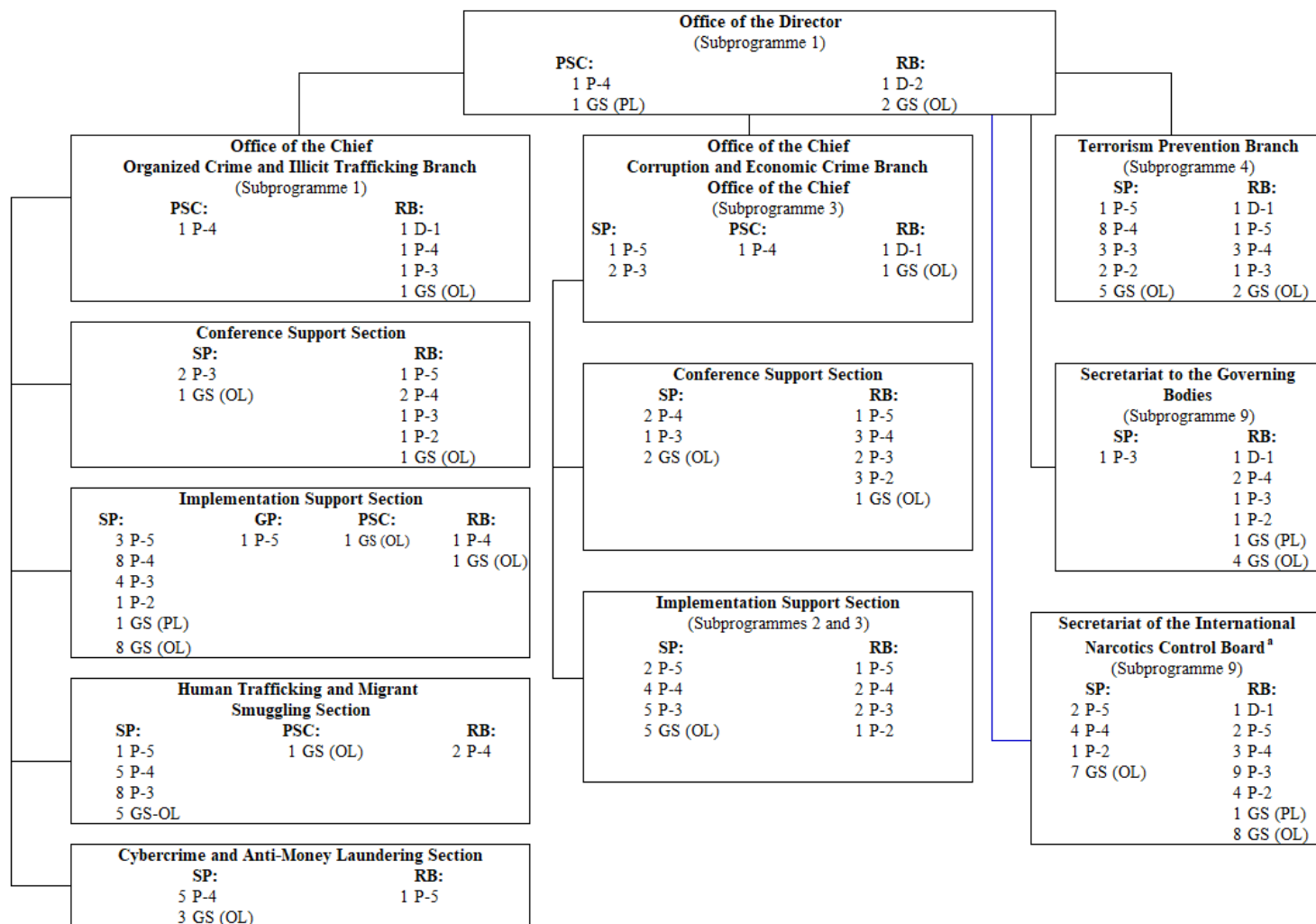
# United Nations Office on Drugs and Crime: organizational structure and post distribution for the biennium 2022–2023<sup>a</sup>



Abbreviations: GS (PL), General Service (Principal level); GS (OL), General Service (Other level), NPO, National Professional Officer; LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

<sup>a</sup> Includes posts administered by the United Nations Office on Drugs and Crime (UNODC) and field office local positions (NPO, LL and SC) administered by the United Nations Development Programme on behalf of UNODC, funded from special-purpose funds as from June 2021.

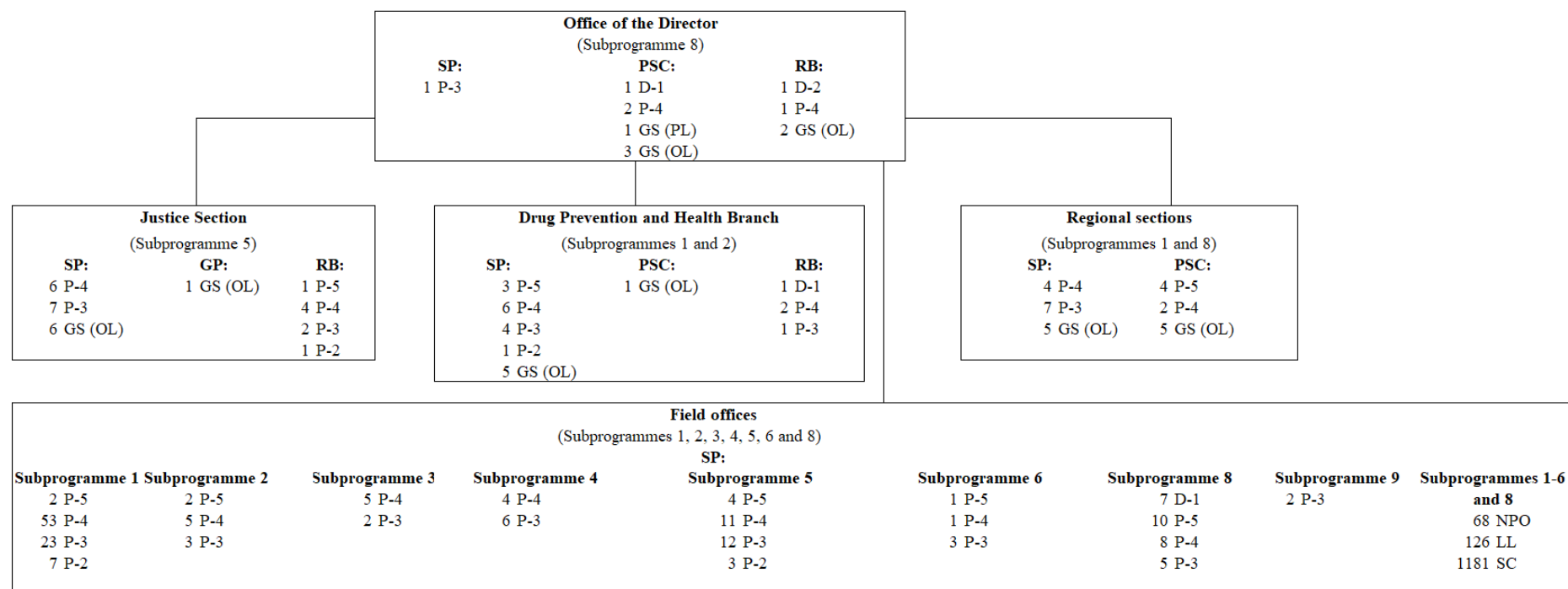
## Division for Treaty Affairs



Abbreviations: GS (PL), General Service (Principal level); GS (OL), General Service (Other level), NPO, National Professional Officer; LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

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

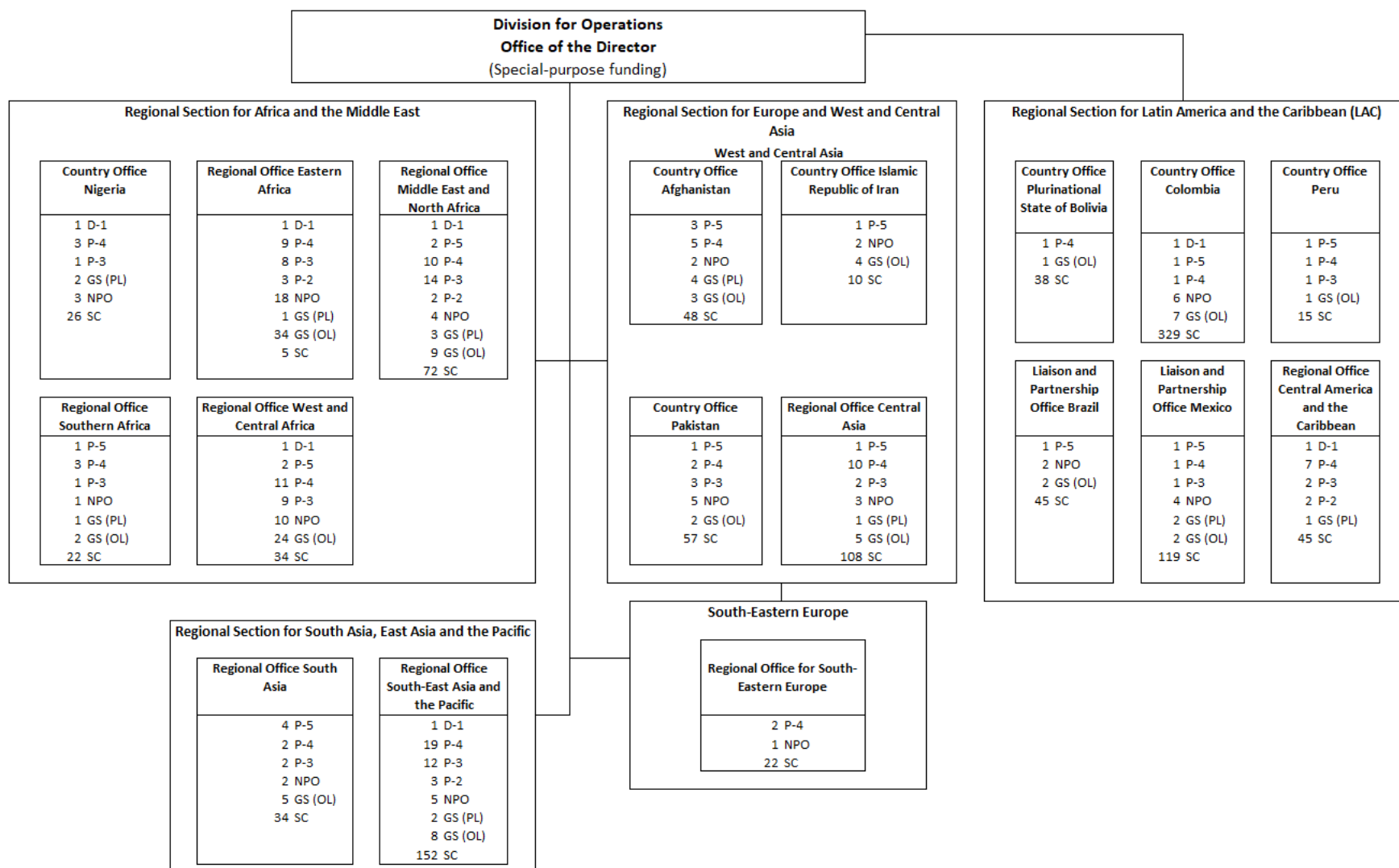
## Division for Operations<sup>a</sup>



Abbreviations: GS (PL), General Service (Principal level); GS (OL), General Service (Other level); NPO, National Professional Officer; LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

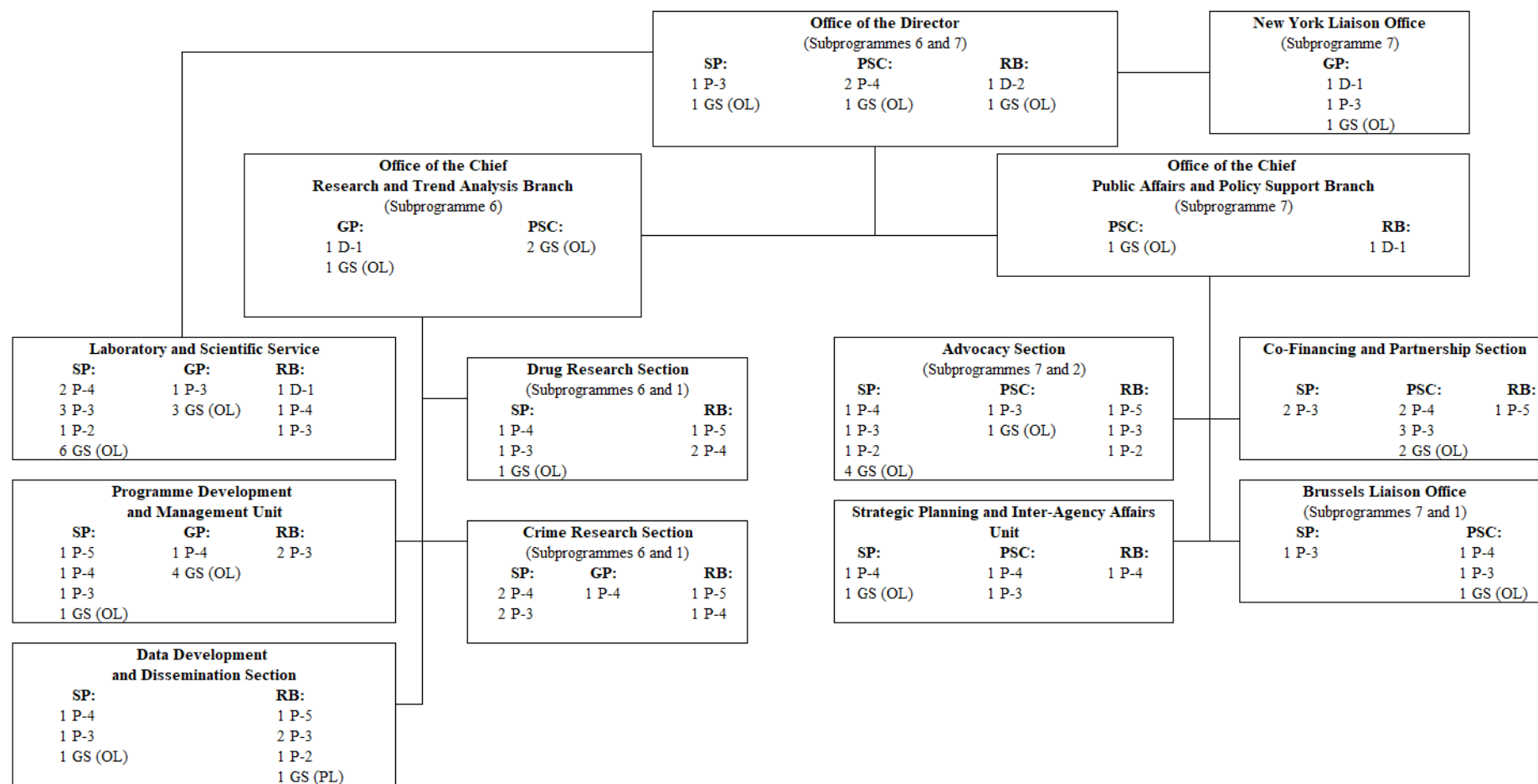
<sup>a</sup> Includes posts administered by the United Nations Office on Drugs and Crime (UNODC) and field office local positions (NPO, LL and SC) administered by the United Nations Development Programme on behalf of UNODC, funded from special-purpose funds as from June 2021.

## UNODC field offices



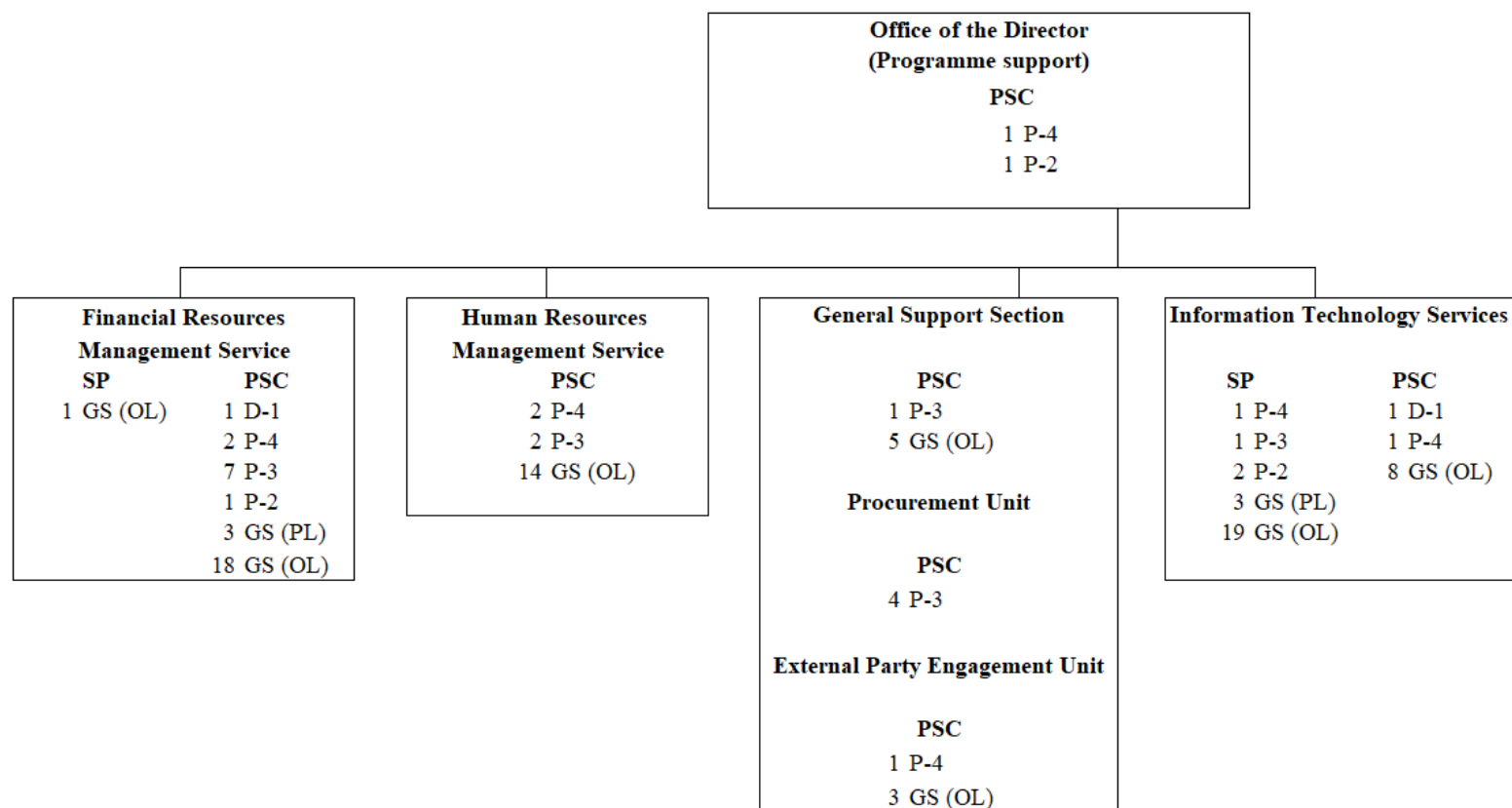
Abbreviations: GS (PL), General Service (Principal level), GS (OL), General Service (Other level), NPO, National Professional Officer, LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

## Division for Policy Analysis and Public Affairs



Abbreviations: GS (PL), General Service (Principal level); GS (OL), General Service (Other level); NPO, National Professional Officer; LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

## Division for Management



Abbreviations: GS (PL), General Service (Principal level); GS (OL), General Service (Other level), NPO, National Professional Officer; LL, Local level; SC, service contract; SP, projects; PSC, programme support costs; RB, regular budget.

## Annex V

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

Reference	Brief description of the recommendation	Action taken to implement the recommendation
<b>Board of Auditors</b>		
<a href="#">A/76/5/Add.10</a> , chap. II		
Para. 24.	The Board recommends that UNODC headquarters, together with the UNODC country office in Afghanistan, continue to take the measures related to the critical full cost recovery tier faced by the country office and manage the actions tending to approach a desirable or manageable full cost recovery level	Implementation is in progress. In the context of the budget planning exercise for 2022–2023, the UNODC country office in Afghanistan has reviewed its cost structure and identified efficiencies that would potentially reduce the rate of full cost recovery. The country office will continue to review its core office set-up and cost structure with a view to identifying efficiencies, as well as support the implementation of projects in order to ensure good delivery rates. The situation is monitored monthly, including through the full cost recovery barometer mechanism
Para. 34.	The Board recommends that UNODC carry out a risk assessment in the strategic, governance, compliance, operations and financial pillars, as included in the Secretariat's risk universe, and update the risk register and the risk response and treatment plan accordingly	Implementation is in progress. A revision of the institutional risk register and the risk response and treatment plan is planned during 2021, in line with the second risk assessment of the Secretariat and taking into account the areas listed in the recommendation, as well as emerging risks
Para. 35.	The Board recommends that UNODC update the risk areas and/or categories on the risk register and risk profile as a product of the consideration of new emerging risks	Implementation is in progress. See comments relating to the recommendation in paragraph 34 above
Para. 51.	The Board recommends that UNODC define, through a formal document and in a comprehensive way, the form, duties, responsibilities, expected results and geographical coverage for its field office network structure	Implementation is in progress. The Division for Operations has drafted a proposal for the structure and nomenclature of field offices, which is to be discussed at the inter-divisional level. The proposal includes a description of the role and purpose of the field offices network, the criteria for the review of field offices and a new form of classification along revised categories, including respective functions and geographical coverage. The proposal also has financial considerations that directly relate to ongoing discussions within the inter-divisional working group to review the UNODC funding model
Para. 83.	The Board recommends that UNODC carry out the mandatory evaluations as required under the current evaluation policy, especially with those projects with no evaluation performed during their life cycle	Implementation is in progress. In line with the project document and revision process, the Independent Evaluation Section is consulted on a mandatory basis regarding provisions for evaluation in projects and programmes. The new web-based evaluation management application, Unite Evaluations, ensures that all evaluation plans (including the intended year of evaluation and reserved budget) are included and therefore monitored. However, UNODC acknowledges that there may still be gaps in evaluation coverage. The Section will continue to discuss and confirm appropriate evaluation planning during all project and programme approval and revision processes



Reference	Brief description of the recommendation	Action taken to implement the recommendation
		through its participation in the Programme Review Committee
Para. 84.	In addition, the Board recommends that UNODC assess whether current deadlines for the programme and/or projects evaluations remain applicable, in order to build this process more realistically and achievably within the life cycle of the programmes and/or projects. If not, the evaluation policy should be updated and aligned with the specific needs of UNODC	Implementation is in progress. UNODC acknowledges that current evaluation types and processes may not be appropriate or possible for all projects. The Independent Evaluation Section will review current processes and evaluation requirements and identify evaluation types and options that will ensure accountability and learning for UNODC projects and programmes, while also meeting the United Nations reform requirements for more strategic evaluations. The results of the process and evaluation requirements review will provide input for the revision of the UNODC evaluation policy, which is currently being undertaken
<a href="#">A/71/5/Add.10</a> , chap. II		
Para. 86.	The Board recommends that UNODC consider the scope for simplifying the reporting structure, for example, by only reporting changes from the previous submissions, through better use of graphics to show progress against targets, and through the inclusion of key expenditure data to identify departures from the agreed forecasts and to highlight reasons for variances in spending and activity	The implementation of this recommendation is in progress. While all existing and historical projects have been successfully transferred to the integrated planning, management and reporting solution in Umoja Extension 2, the dashboard functionality and the functionality for the monitoring and approval of data have not yet been fully rolled out. Once these enhancements have been fully rolled out, a revamped reporting system will be put in place. It is anticipated that the effective use of dashboards and automated reporting functionalities will allow project managers to identify departures from forecasts and reasons for variances. The monitoring application will also allow for the use of graphics and will feed into dashboards for project managers

#### Advisory Committee on Administrative and Budgetary Questions

[E/CN.7/2019/16-E/CN.15/2019/18](#)

Para. 9.	In view of the observations made in paragraphs 7 and 8 above, the Advisory Committee considers that the current budget presentation lacks sufficient clarity and consistency and trusts that UNODC will refine its future budget presentations, including by adopting a consistent basis for comparison between past and future expenditure projections (see also para. 23 below)	To ensure consistency in terms of comparison, the present document provides a comparison with the initial budget for 2020–2021 ( <a href="#">E/CN.7/2019/14-E/CN.15/2019/16</a> ) and the revised budget for 2020–2021 ( <a href="#">E/CN.7/2020/16-E/CN.15/2020/16</a> ). Information on final budgets is provided in table 1 and annexes I and II to comply with IPSAS requirements for the presentation of the final budget in the financial statements. The financial tables included in the supplementary information have been expanded to include a comparison between the initial budget for 2020–2021, the revised budget for 2020–2021 and the proposed budget for 2022–2023
Para. 12.	The Advisory Committee notes the efforts made by UNODC to seek more flexibility in its voluntary funding and reiterates the importance of achieving an improved balance between special-purpose and general-purpose contributions to ensure a sustainable financing model and support from Member States and donors for the	UNODC has informed the standing open-ended intergovernmental working group on improving the governance and financial situation of the Office of the consequences of the limited access to general-purpose funding and provided examples of United Nations development system reform efforts to bolster non- and soft-earmarked contributions, including relating to the proposed

Reference	Brief description of the recommendation	Action taken to implement the recommendation
	implementation of mandated programmes (E/CN.7/2017/13-E/CN.15/2017/15, para. 11)	United Nations Sustainable Development Group Funding Compact.  UNODC regularly briefs donors on the composition of its financial situation, including general-purpose funds. In the strategic dialogues with donors, UNODC also addresses the issue of achieving a better balance between general-purpose and special-purpose funds
Para. 16.	In view of the persistent deterioration in general-purpose income, the Advisory Committee continues to encourage UNODC to further re-examine and refine its system of full cost recovery and to enhance transparency in the implementation of its cost-recovery mechanisms (see also E/CN.7/2017/13-E/CN.15/2017/15, para. 15)	In view of the persistent deterioration in general-purpose income and continuing pressure on regular budget and programme support costs, in the biennium 2014–2015, UNODC introduced a funding model which entails a system of sound and sustained direct cost recovery from the budgets and activities that directly benefit from the services rendered. In 2022–2023, UNODC will continue to monitor its cost and field office structures against programme needs and transparently cost programme activities. It will also continue to apply risk management with the help of improved Umoja functionality, taking into full use of early-warning dashboards
Para. 19.	The Advisory Committee recalls that, in its resolution 73/268 A, the General Assembly endorsed the Committee's recommendation that United Nations entities exercise proper oversight in the application of relevant policies and guidelines, such as in the recruitment of and the overall management process relating to non-staff personnel, including consultants, and ensure the ongoing transparency of information provided thereon. The Committee trusts that UNODC will provide further information on the status of the local positions and service contracts administered on its behalf by the United Nations Development Programme (UNDP) in its next budget report	Non-staff personnel are engaged in line with UNDP policies and rules. UNODC field office representatives make decisions on the recruitment and selection and are responsible for the overall management of local personnel. Human resources field office focal points assist UNODC field office representatives to ensure oversight and due diligence. The focal points receive regular support and advice from UNODC headquarters. Information on local staff and service contracts administered by UNDP is provided in annex IV
Para. 23.	The Advisory Committee considers that a clear presentation of the existing regional structures and their staffing complement, along with the proposed changes in the staffing complement of the related regions, would have facilitated comparisons among the different regional offices of UNODC and their relative staffing strength. The Committee expects that UNODC will enhance the presentation of its staffing proposals, including by clearly indicating the location of its regional and other offices and their staffing complement in its future budget submissions	Annex IV includes detailed information on staffing proposals by office location
Para. 24.	The Advisory Committee also considers that the rationale and justifications provided for the proposed reclassification of posts are not convincing. The Committee stresses that, where changes in mandates or operational circumstances warrant it, reclassifications to higher-level posts should be fully justified in	The proposed reclassifications were evaluated on the basis of the ICSC job evaluation standards. The rating summary showed that the posts were classifiable at the D-1 level in accordance with the job classification system of ICSC.  UNODC reviewed its field office network with a view to improving coherence among office

<i>Reference</i>	<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
	accordance with the standards set by the International Civil Service Commission (ICSC)	coverage and responsibilities. In that regard, the three posts proposed for reclassification are located at the Regional Office for South-East Asia and the Pacific, in Bangkok, the Regional Office for Eastern Africa, in Nairobi, and the Regional Office for Central America and the Caribbean, in Panama City. Those regional offices have recorded a programme expansion, have led the establishment of new programme offices (e.g. Fiji and Philippines; Seychelles and Uganda; Honduras and Barbados) and maintain the highest number of international and locally recruited staff (i.e. 202 in the Regional Office for South-East Asia and the Pacific, 79 in the Regional Office for Eastern Africa and 58 in the Regional Office for Central America and the Caribbean), as well as countries covered (i.e. 27 by the Regional Office for South-East Asia and the Pacific, 13 by the Regional Office for Eastern Africa and 20 by the Regional Office for Central America and the Caribbean). UNODC has also assigned to those offices the lead coordination role in liaising with United Nations Development Coordination Office regional hubs and supporting regional discussion forums, such as the regional collaborative platforms in the context of United Nations reform. UNODC has also reviewed other field positions and adjusted the level according to decrease of portfolio and staff/personnel. In particular in 2020, two field office representative positions have been reclassified (i.e. the Liaison and Partnership Office in Brazil and the country office in Afghanistan) from the D-1 to the P-5 level. All of these adjustments of field representative positions will also align with the wider efforts of UNODC to enhance coherence across the field office network, including the designation of field representatives as regional/country directors at the D-1 level, taking into account added responsibilities in the context of United Nations reform and, in particular, enhanced accountability for active and effective coordination within the reformed United Nations system
Para. 25.	The Advisory Committee expects that all outstanding recommendations of the Board of Auditors will be implemented within the agreed time frames	As of August 2021, UNODC has fully implemented 31 of the 41 recommendations which were outstanding from previous years (2018 and earlier). The Board has assessed one recommendation as having been overtaken by events. The implementation of the remaining nine recommendations is ongoing, with full implementation targeted for the end of 2021. UNODC continues to monitor and follow up on the implementation of the outstanding recommendations

<i>Reference</i>	<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
Para. 26.	The Advisory Committee considers the information on the status of implementation of recommendations of the Board of Auditors to be useful and trusts that UNODC will include such information in its future budget submissions. The Committee also trusts that UNODC will also include a summary of the recommendations of the Committee and of actions taken	A summary on the status of the implementation of recommendations of the Board of Auditors is provided above. Details on the actions taken are provided in the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors ( <a href="#">A/76/307/Add.1</a> )
Para. 27.	The Advisory Committee trusts that UNODC will redouble its efforts to increase the rate of compliance with the policy for advance booking of air travel	Implementation is in progress. In 2020, a directive was distributed to raise awareness among staff and emphasize the importance of complying with the advance purchase rule and the requirement to do so. Managers are asked to implement preventive and monitor corrective measures. Compliance rates are monitored, quarterly reminders issued by directors and statistics and trends distributed to managers on a quarterly basis
Para. 28.	The Advisory Committee looks forward to receiving updates on this matter in the next budget submission of UNODC	Through a participatory process involving all divisions, UNODC assessed its main fraud and corruption risks and developed a fraud and corruption risk register focusing on three main risk areas: political influence on programme reporting, compromising integrity of staff and conflict of interests, and ineffective control and monitoring of external party transactions. The risk register is based on the template developed by the Department of Management Strategy, Policy and Compliance. A revision of the institutional risk register and risk treatment plan is planned during 2021, in line with the second risk assessment of the United Nations secretariat and taking into account the areas listed in the recommendation as well as emerging risks
Para. 29.	The Advisory Committee encourages UNODC to continue its collaboration with the Office of Counter-Terrorism in the implementation of relevant mandates. At the same time, the Committee recalls that, pursuant to General Assembly resolution <a href="#">35/217</a> , proposals for establishing new posts at the D-1 level and above funded through extrabudgetary sources for a period of 12 months or more that are not otherwise subject to scrutiny by an intergovernmental body require the concurrence of the Committee (see also <a href="#">A/74/7</a> , para. 110)	UNODC has ongoing collaboration with the Office of Counter-Terrorism, including through joint projects and exchange of information on programmes and plans. UNODC currently serves as the Chair of the Global Compact Working Group on Criminal Justice, Legal Responses and Countering the Financing of Terrorism.  UNODC has no plans to establish posts at the D-1 level or higher that are funded through extra-budgetary resources for a period of 12 months or more and that are not otherwise subject to scrutiny by an intergovernmental body

## Annex VI

### **Draft resolution on the budget for the biennium 2022–2023 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 2022–2023 for the Fund of the United Nations International Drug Control Programme is set out in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2022–2023 for UNODC ([E/CN.7/2021/11-E/CN.15/2021/18](#)), 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.7/2021/12-E/CN.15/2021/19](#).

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 2022–2023 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 2022–2023 for the Fund of the United Nations International Drug Control Programme<sup>1</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>2</sup>*

1. *Notes* the alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformation agendas;

2. *Also notes* that the budget is based on, inter alia, the United Nations Office on Drugs and Crime Strategy 2021–2025 and the strategy detailed under the annual programme plan for 2022;<sup>3</sup>

3. *Further notes* that the budget is harmonized with sections 16 and 29F of the proposed programme budget of the United Nations for 2022;<sup>4</sup>

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

<sup>1</sup> [E/CN.7/2021/11-E/CN.15/2020/18](#).

<sup>2</sup> [E/CN.7/2021/15-E/CN.15/2021/17](#).

<sup>3</sup> See A/76/6 (Sect. 16).

<sup>4</sup> A/76/6 (Sect. 16) and A/74/6 (Sect. 29F).

management of those 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 2022–2023, and invites Member States to provide contributions totalling at least 5,386,300 United States dollars;

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

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

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2020–2021 (revised)</i>	<i>2022–2023</i>	<i>2020–2021</i>	<i>2022–2023</i>
<b>General-purpose</b>				
Post	3 178.1	3 485.5	11	11
Non-post	1 804.5	1 900.8		
<b>Subtotal</b>	<b>4 982.6</b>	<b>5 386.3</b>	<b>11</b>	<b>11</b>
<b>Special-purpose</b>	243 101.8	181 098.3	103	135
<b>Subtotal</b>	<b>243 101.8</b>	<b>181 098.3</b>	<b>103</b>	<b>135</b>
<b>Programme support cost</b>				
Post	20 747.2	18 112.1	69	67
Non-post	5 381.7	5 604.3		
<b>Subtotal</b>	<b>26 128.9</b>	<b>23 716.4</b>	<b>69</b>	<b>67</b>
<b>Total</b>	<b>274 213.3</b>	<b>210 201.0</b>	<b>183</b>	<b>213</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 2022–2023 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 2022–2023 for the United Nations Crime Prevention and Criminal Justice Fund is set out in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2022–2023 for UNODC ([E/CN.7/2021/11-E/CN.15/2021/18](#)), 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.7/2021/12-E/CN.15/2021/19](#).

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 2022–2023 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 2022–2023 for the United Nations Crime Prevention and Criminal Justice Fund<sup>1</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>2</sup>*

1. *Notes* the alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformation agendas;

2. *Also notes* that the budget is based on, inter alia, the United Nations Office on Drugs and Crime Strategy 2021–2025 and the strategy detailed under the annual programme plan for 2022;<sup>3</sup>

3. *Further notes* that the budget is harmonized with sections 16 and 29F of the proposed programme budget of the United Nations for 2022;<sup>4</sup>

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

<sup>1</sup> [E/CN.7/2021/11-E/CN.15/2021/18](#).

<sup>2</sup> [E/CN.7/2021/15-E/CN.15/2021/17](#).

<sup>3</sup> A/76/6 (Sect. 16).

<sup>4</sup> A/76/6 (Sect. 16) and A/76/6 (Sect. 29F).

management of those 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 2022–2023, and invites Member States to provide contributions totalling at least 3,340,600 United States dollars;

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

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

<i>Fund category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2020–2021 (revised)</i>	<i>2022–2023</i>	<i>2020–2021</i>	<i>2022–2023</i>
<b>General-purpose</b>				
Post	2 088.7	2 397.8	7	7
Non-post	1 340.2	942.8		
<b>Subtotal</b>	<b>3 428.9</b>	<b>3 340.6</b>	<b>7</b>	<b>7</b>
<b>Special-purpose</b>	325 466.1	404 130.5	264	320
<b>Subtotal</b>	<b>325 466.1</b>	<b>404 130.5</b>	<b>264</b>	<b>320</b>
<b>Programme support cost</b>				
Post	18 745.7	24 331.9	64	66
Non-post	7 159.7	3 584.1		
<b>Subtotal</b>	<b>25 905.4</b>	<b>27 916.0</b>	<b>64</b>	<b>66</b>
<b>Total</b>	<b>354 800.4</b>	<b>435 387.1</b>	<b>335</b>	<b>393</b>

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