

**Open-ended intergovernmental working group on  
improving the governance and financial situation  
of the United Nations Office on Drugs and Crime**

## **Strengthening the Management and Backstopping of Field Operations**

**Non-paper prepared for the open-ended intergovernmental working group on  
improving the governance and financial situation of UNODC**

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## **Strengthening the management and backstopping of field operations**

### **Challenges and concerns**

1. Member States, the European Commission and other donors' confidence in UNODC was demonstrated in 2006-2007 by the 28% increase in voluntary contributions to the Fund of the United Nations International Drug Control Programme (UNDCP) and the 69% increase in voluntary contributions to the Fund of the United Nations Crime Prevention and Criminal Justice Programme (CPCJ). In return, UNODC worked hard to maintain this confidence and to increase programme delivery. In this regard, expenditure increased by 15% and 163% for the UNDCP and CPCJ Funds respectively. It must be noted, however, that these income and expenditure increases relate almost exclusively to special purpose (earmarked) funds (SPF). The rapid growth in SPF has placed considerable strain on UNODC's programme support services. This growth and the substantive, financial, human and other management risks that accompany it must be mitigated by enhanced financial, human and other management capacity. Unfortunately, however, the general purpose (unearmarked) funds (GPF) with which this capacity has been financed is in long-term decline.. The divergence between the decline in GPF contributions and the growth in SPF may sharpen even further as UNODC expects a continued increase in project volume for new mandates related to the implementation of UNCAC and UNTOC.
2. Recent audits of UNODC Field Offices by the UN's Office of Internal Oversight Services (OIOS) and Board of Auditors have highlighted serious management problems. The most common problems cited by the auditors relate to the management of financial, human and physical resources. These problems require systemic solutions. In the financial management area these solutions must address the use of project resources, the assignment of office costs to projects, budget management and financial controls in respect of bank and imprest accounts and payments. In the human resources management area they must focus on the recruitment and selection of staff and consultants, record keeping, performance management and training. In offices with bank accounts almost all aspects of local procurement practices are in need of stronger management and oversight. All of these recent audits call for the strengthening of the financial, human and procurement functions, in particular through the recruitment of dedicated and appropriately experienced staff and improved backstopping and oversight from UNODC headquarters.
3. Decisive action must be taken to address these problems, to safeguard the significant reputational gains of recent years and ensure that future programme growth is sustainable. As a first step in this regard, the measures set forth in this paper must be implemented in 2009. Further strengthening of financial, human and physical resources management will be proposed for the Regular Budget and the Consolidated budget for the biennium 2010-2011.

### **Executive Direction and Management**

4. The roles and responsibilities of all actors, the Executive Director, the Directors of the four Divisions and the heads of UNODC's Field Offices will be clarified. At present UNODC Headquarters is sending mixed messages and UNODC Field Representatives are shopping for advice within and between Divisions and the Office of the Executive Director. The Division for Operations has substantive and operational responsibility for UNODC Field Offices. The Director of the Division for Operations has line management authority over UNODC Field Representatives. The Division for Management is responsible for managerial, administrative, financial, human resources, information technology and procurement support to all UNODC programmes and projects. In respect of UNODC Field Offices, the Division for Management works closely with, and in most instances through, the Division for Operations. All UNODC staff members have a right to refer matters of concern to the Executive Director but in doing so they must understand that he works closely with his Directors and will support their decision-making authority.

### **Division for Management**

5. The field support elements of the Human Resources Management Service (HRMS), the Financial Resources Management Service (FRMS) and the Procurement Section (PS) need to be strengthened. These services are largely configured to support Vienna operations and not a far-flung, complex and rapidly expanding global programme. In view of the GPF funding situation, the gap between the support required by the programme and the support it is currently possible to provide, is dangerously wide, and growing. It is imperative, therefore, that resources are raised and deployed to strengthen these support services.

#### Human Resources Management Services (HRMS)

6 There are currently an estimated 1,163 staff and service contractors working for UNODC at the field level in 45 locations. This number includes 97 international professional category staff, 34 National Officers, 80 General Service category staff under 100 series appointments, and 952 consultants and personnel on service contracts. Of this total number, only 80 internationally recruited staff members in the professional category (27 staff on 100 series appointments and 53 on 200 series appointments) are administered by HRMS.

7. Currently, HRMS has six professional category posts and 25 General Service category posts. The incumbents of these positions recruit and administer approximately 1,031 staff members and provide human resources services to UNOV, UNODC and its field offices. HRMS also supports UNOV/UNODC's strategic and operational priorities by serving the needs and interests of its clients in a transparent, fair and consistent manner; developing and implementing policies, procedures, guidelines and programmes; and maintaining effective staff-management relationships.

8. UNODC is actively involved in pilot projects undertaken in the context of One UN in Vietnam and Pakistan. The experience gained through these pilots will be evaluated to determine the impact on efficient and client-orientated HR management at the field level. UN reform policies including the harmonization of contracts proposed by the Secretary-General and pending General Assembly review, which will also affect the United Nations funds and programmes, will also change UNODC business practices in the medium term. In the meantime and given the operational needs of UNODC, and the flexible administrative procedures of UNDP and its extensive field network, HRMS recommends that UNDP continues to recruit national/local staff in the field for UNODC.

#### HRMS services to the field

9. In servicing UNODC field operations, HRMS is responsible for the recruitment and administration of internationally recruited staff members and international consultants (when these are financed by UNODC Headquarters programmes). Local staff members (General Service category staff, National Officers and professional category staff under ALD appointments), consultants on SSAs and service contracts are recruited and their entitlements administered by UNDP, and sometimes by UNOPS, in accordance with the respective working arrangement between UNDP and UNODC. These agreements delegate authority for recruitment of national staff/personnel only, although frequently these organizations are also used to recruit international staff and consultants. Staff development opportunities at the field level are very limited.<sup>1</sup>

10. To better serve staff in the field, HRMS needs to be strengthened through the establishment of an integrated field operations support unit. This unit will:

- i) Administer the recruitment and administration of entitlements of international staff in the field as a one-stop shop;
- ii) Provide administrative guidance, advice, support and oversight in all human resources matters, including for local personnel;

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<sup>1</sup> Recent audit observations have highlighted the cost of not investing in training, and knowledge gaps in administrative procedures were criticized. The external auditors recommend that UNODC reinforce its efforts to focus more specifically on the scheduling and monitoring of training sessions dedicated to field office representatives and to initiate a study for the redeployment of funds in order to ensure the training and promotion of field agents.

- iii) Regularly undertake field missions to provide oversight, review and assess accountability mechanisms, and target immediate training requirements related to the application of institutional policies and procedures;
- iv) Establish enhanced partnerships with UNDP and other UN Organizations in the field, including re-emphasizing a clear distinction of responsibilities according to the UNDP/UNODC working arrangement;
- v) Assess training needs in administrative areas and develop/identify and deliver trainings. This will include training components for field representatives' induction prior to their postings in the field;
- vi) Prepare manuals and guidelines as part of a field operations manual/website;
- vii) Review of the staffing situation for the purpose of re-assessing the composition of staff and taking stock of general administrative problems, and if necessary, harmonize contracts and convert staff in core functions to UNODC contracts i.e. National Officers and General Service category support staff;
- viii) Establish assessment centres for the selection of international staff in the field, ensuring a comprehensive and standardized evaluation of candidates with multiple assessment methods;
- ix) Engagement of all international consultants (processing and approving of contracts);
- x) Review disciplinary cases and cases of alleged misconduct and initiate appropriate action for staff administered by HRMS;
- xi) Conduct an organizational design exercise to clearly determine the ideal structure and staffing of the various field offices.

11. This newly created team will report directly to Chief, HRMS and operate as a “one-stop shop.” Field staff members will have one HRMS contact person which will facilitate interaction and ensure systematic HR advice and guidance.

12. In 2008-2009, HRMS requires a minimum of four additional posts in order create and operate the Field Operations Support Unit and strengthen its support to UNODC field operations (1 professional category level and 3 GS category level). The incumbents of these posts will provide dedicated service to field staff by drawing on the existing expertise of the Service. This will alleviate the current workload of existing staff, who provide support to UNODC colleagues in the field alongside their other functions, and will allow for a more concentrated focus on field issues.

13. The responsibilities of the four additional posts providing dedicated support to field activities will be as follows:

1 P-3 Human Resources Officer dedicated to provide quality HR advice and assist field operations in understanding and implementing the UN staff rules and regulations. The incumbent of this post will build strong partnerships with UNDP and other UN organizations to propose solutions in addressing various HR needs at the local level, i.e. through service level agreements, through participation of UNODC staff in learning opportunities available at the local level. The incumbent will initiate the preparation of manuals and guidelines and provide day-to-day guidance to Representatives and their staff, and training to Administrative/Finance Officers. This will include the establishment of accountability at the field level for various HR actions and ensure regular periodic reporting on HR related issues to HRMS. The incumbent will provide support in the assessment exercises for international staff in the field, and support to the career development of staff in the field. For the larger Field Offices, a central review mechanism and other committees and working groups on personnel and related matters will be established, providing oversight. The incumbent will also be reviewing disciplinary cases and cases of alleged misconduct and initiating appropriate action for staff administered by HRMS.

1 GS (PL) Staff Administration Assistant to assist in all administrative matters, such as advising on entitlements, allowances and on matters pertaining to the contractual status. The incumbent will process contracts and entitlements and provide general administration for field staff on HRMS contracts (core staff, project staff, Associate Experts and national/local staff). The staff member will monitor the staffing information table through ProFi; maintain and regularly update comprehensive statistical data on the field

offices' personnel; prepare staffing tables and miscellaneous statistical reports for use within the office and at UNODC Headquarters.

1 GS (OL) Staff Development Assistant to assist in addressing training needs by identifying appropriate solutions and working in close partnership with the UN country teams. Responsibilities will include preparing and updating a briefing kit for all new staff to help with the induction process in the field, and to prepare training materials and organize training events at the local and regional level, i.e. substantive and competency based training. The incumbent will play a key role in preparing manuals on administrative procedures and will also monitor ePAS compliance and provide online learning to the field offices. They will disseminate new and relevant HR policy and guidelines and regularly review and update existing documentation.

1 GS (OL) Recruitment Assistant to provide guidance on all recruitment-related matters and work closely with UNDP to assist with the advertisement of posts and the selection of new staff (core staff, project staff, Associate Experts, and national/local staff). The incumbent will support the assessment process and prepare offers of appointment including conditions of employment. They will facilitate UNODC's mobility policy and assist in processing and obtaining approval for international consultancies in the field.

14. In addition to the above, HRMS requires \$20,000 per year to undertake field oversight missions and meet immediate training requirements related to the application of institutional policies and procedures. These funds are required to finance 4-6 needs assessment, oversight and hands-on training missions from Headquarters to the Field. In addition, \$20,000 per year is required to address core training needs and implement the HRMS learning plan. Project funds will also need to be earmarked for training purposes.

HRMS: additional requirements (in thousands of US dollars)

	2009	Total
New posts		
1 P-3	134.7	134.7
1 GS(PL)	128.2	128.2
2 GS (OL)	182.4	182.4
Mission travel	20.0	20.0
Training	20.0	20.0
Total	485.3	485.3

#### Financial Resources Management Services (FRMS)

15. FRMS is responsible for the management of financial resources and the provision of financial and budgetary services to UNODC and UNOV. This entails:

- i) The preparation, presentation and justification of budgets to senior management, the Office of Programme Planning, Budget and Accounts, ACABQ, the General Assembly, the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and individual donors;
- ii) The maintenance of financial and budgetary control to ensure that expenditures comply with the Financial Regulations and Rules of the United Nations, reflect the effective and efficient use of resources, accord with the purposes for which funds were provided and do not exceed authorized limits and available income;

- iii) The maintenance of accounts that faithfully reflect financial activities and enable the provision of accurate and timely financial reports and other information pertaining to the receipt and use of funds, including to Member States, OIOS and the Board of Auditors;
- iv) The accurate and timely processing of budgetary authorizations, financial transactions and related financial management services, including the issuance of allocations and grants, the approval and processing of payments and payroll and the management of bank accounts and cash;
- v) The provision of advice to staff, management and Member States on the use of financial and budgetary resources.

16. In its workplan for the period April 2008 through March 2009, FRMS has committed to review its workflows to better service field operations. It will also improve financial management in Vienna and UNODC Field Offices, through targeted training, the UN accounting exam and the issuance of guidelines on, for example, the operation of bank accounts and the related accounting procedures. FRMS will also prepare and present a new performance report for the first year of the implementation of the UNODC Consolidated Budget for the biennium 2008-2009 (in place of a budget outline for the next biennium). In addition to the above and effective 1 January 2008, UNODC has aligned its UNDP service arrangements with those of other UN programmes. From 1 January 2004, UNODC allowed UNDP to levy a 3% Programme Support Cost (PSC) fee against UNODC funds expended in UNDP's accounts (in addition to the transaction-specific fees set forth in UNDP's Universal Price List (UPL)). The 3% PSC fee alone represented a payment to UNDP of more than \$1 million per year. In 2008-2009, UNODC will make far greater use of the service modalities referred to in the 23 August 2003 Memorandum of Understanding (MOU) between the UN and UNDP. This MOU allows UNDP to levy UPL charges only. This transition requires a reconfiguration of financial, operational and information technology systems and procedures.

17. In 2006-2007, FRMS was responsible for expenditures totalling \$527 million: \$263 million reported in the Financial Statements of the United Nations and \$264 million reported in the UNODC Financial Statements. As per the Consolidated UNODC budget for the 2008-2009 biennium, which projects UNODC expenditures of \$295 million, FRMS is composed of 38 established posts of which 18 (7 professional category level and 11 General Service (GS) category level) are financed from the regular budget and 20 (3 professional category level and 17 GS category level) from Drugs and Crime PSC. It must be noted that FRMS also services the UN's internal and external auditors and other oversight bodies on behalf of UNOV/UNODC. These responsibilities are performed on a full-time basis by one of the professional staff members assigned to FRMS. This function also absorbs at least 50% of the time of a GS category staff member and 10% of the work of the Chief of Service.

18. By way of a simple comparison, the UNIDO budget for the 2006-2007 biennium entrusted total expenditures of €355.8 million to a Financial Service composed of 45 posts (11 Professional level and 34 GS level)<sup>2</sup>. At the 2006-2007 budget rate of exchange of €0.804 to the dollar, UNODC FRMS managed 20% more money with 20% fewer staff than UNIDO. The IAEA budget for the 2006-2007 biennium entrusted estimated total requirements of €818 million to a Division of Budget and Finance with approximately 80 posts.<sup>3</sup>

19. In 2008-2009, FRMS requires four additional posts in order to strengthen its financial management of UNODC field operations (1 professional category level and 3 GS category level). An additional professional level post is also required to help coordinate the transition to IPSAS; an associate expert position will be sought in respect of this requirement. The responsibilities to be performed by the incumbents of the four additional posts are as follows:

1 P-3 Budget Officer dedicated to the preparation and management of the UNODC budgets – the Consolidated budget and Sections 16 and 22 of the UN regular budget. The incumbent will report to the Chief of the newly

<sup>2</sup> UNIDO document GC.11/11

<sup>3</sup> IAEA document GC(49)/2

formed UNODC Budget Unit and manage a new Consolidated and Programme Budget Sub-Unit. This unit will be directly responsible for the stewardship of the UNDCP and CPCJ Funds PSC and GPF budgets which include the management and support budgets of UNODC's Field Offices. The sub-unit will monitor field office expenditures against these budgets and formulate appropriate cost-sharing formulae in respect of those field office costs assigned to projects.

1 GS (OL) Budget and Finance Assistant to work in the UNODC Budget Unit. The incumbent will be responsible for the review and issuance of allotments for technical cooperation projects, the monitoring of project budget implementation at segment and project level and the processing of budget revisions. The incumbent will also be required to review, enter and manage project data in ProFi and IMIS and to provide guidance to programme managers and programme assistants on the financial status of projects and project budget revisions. This GS (OL) position will contribute to the strengthening of the capacity of the Project Management Sub-Unit to monitor and backstop project implementation in the field.

1 GS (OL) Accounting Assistant to work in the Accounts Unit. The incumbent will be responsible for providing support and advice to field offices regarding the recording of transactions in the Field Office Management Ledger (FOML) and reviewing and where necessary initiating corrective action in respect of field office receivables and payables. They will also be assigned to the reconciliation of FOML ledgers and reconciliations between FOML/ProFi/ and IMIS. They will review questions and prepare responses the FAQ application in FOML.

1 GS (OL) Accounting Assistant to work in the Accounts Unit. The incumbent will be responsible for supporting the implementation of the partially automated UNDP IOV/SCA reconciliation procedures (which ensures the timely and accurate reconciliation and recording of UNDP expenditures). In particular, the incumbent will: review monthly UNDP SCA reports, investigate and process UNDP IOVs for HQ segments and monitor the reconciliation of UNDP SCA reports with FOML records for field office IOVs. They will also assist field offices regarding the reconciliation and processing of UNDP IOVs for field office segments and assist with the review and reporting of discrepancies and rejections to UNDP.

20. In addition to the above, FRMS requires US \$20,000 per year to finance 4-6 needs assessment, oversight and support/training missions to field offices. Every field office should receive such a mission at least once every 3-5 years.

FRMS: additional requirements (in thousands of US dollars)

	2009	Total
New posts		
1 P-3	134.7	134.7
3 GS (OL)	273.6	273.6
Mission travel	20.0	20.0
Total	428.3	428.3

#### Procurement Section (PS)

21. The Procurement Section supports through advice and guidance or through direct action the efficient and effective acquisition of goods and services for UNOV and UNODC and its Field Offices.

22. In its workplan for the period April 2008 through March 2009, the Procurement Section has committed to strengthen field and project procurement activities. This entails the review of existing procurement practices, capabilities and delegations of authority; and an assessment of existing strengths and weaknesses. It requires an assessment of existing headquarters and field procurement staffing levels and training needs and the

provision of this training to practitioners and requisitioners. The Procurement Section will also review outsourcing costs and benefits and potential procurement service providers.

23. In the biennium 2006-2007, UNOV/UNODC procured \$26.7 million in goods and services (\$14.4 million against regular budget funds and \$12.3 million against the UNDCP and CPCJ Funds). In the UNODC Consolidated budget for the 2008-2009 biennium, the Procurement Section is composed of 5 established posts (1 professional category level and 4 General Service category level) all of which are financed from the regular budget.

24. In 2008-2009, the Procurement Section requires a minimum of three additional posts in order to strengthen its capacity to service field and project procurement activities (1 Professional category level and 2 General Service category level). The responsibilities to be performed by the incumbents of the three additional posts are as follows:

1 P-3 Procurement Officer dedicated to field and project procurement. The incumbent will advise field and project requisitioning units and recipient entities on sound procurement practices and appropriate procurement options, including outsourcing to UNDP, UNOPS and other service providers. Where appropriate they will assist, plan, develop and manage field and project procurement of diverse services and commodities (e.g. equipment, vehicles, building maintenance materials, office supplies, construction, furniture, etc.), taking into account local economic and other conditions. This entails the preparation and distribution of invitations to tender and the management of all aspects of bid/proposal evaluations. The incumbent will also formulate strategies and design innovative procurement, oversee adherence to contractual agreements, recommend amendments and extensions of contracts, and advise concerned parties on contractual rights and obligations. They will also prepare a variety of procurement-related documents, contracts, communications, guidelines, instructions and delegations of authority.

1 GS (OL) Procurement Assistant. The incumbent will be responsible for providing assistance to requisitioning field and project personnel in preparing scope of work and specifications of goods and services, and assisting the Procurement Officer with technical evaluations received from requisitioning offices and coordinating with the designated purchasing staff to select vendor/bid/offer in accordance with related established financial rules and regulations. They will also assist with market research, recommending potential sources of procurement. The incumbent will also verify invoices received against goods receipts and contracted prices prior to processing for payment and assist the Procurement Officer with presentations to the Vienna Committee on Contracts (CoC).

1 GS (OL) Procurement Assistant. The incumbent will be responsible for reviewing field office procurement needs, providing helpdesk services in respect of procurement policies, procedures and options and maintaining, monitoring and updating the delegation of procurement authority to field office staff and members of local contracts committees. The incumbent will also coordinate the maintenance of relevant internal databases and files, keep track of any contractual agreements and assist with the preparation and implementation of a comprehensive training curriculum. They will also conduct and coordinate training courses, demonstrations and workshops and serve as the focal point for audit recommendations and responses in respect of field office procurement.

25. In addition to the above, PS requires US \$10,000 per year to finance two needs assessment, oversight and support/training missions to field and project offices.

Procurement Section: additional requirements (in thousands of US dollars)

	2009	Total
New posts		
1 P-3	134.7	134.7
2 GS (OL)	182.4	182.4

Mission travel	10.0	10.0
Total	327.1	327.1

### **Division for Operations**

26. The primary oversight responsibility for UNODC field operations rests within the Division for Operations. This responsibility entails ensuring that the implementation of programmes and projects conforms to approved strategic frameworks and plans. The Technical Cooperation Sections (TCS), in particular, are directly responsible for the programmatic oversight and monitoring of the UNODC technical cooperation programme. The TCS' focus on the following main activities:

- i) The alignment of regional/country programmes with the UNODC strategy for the period 2008 - 2011;
- ii) Ensuring the oversight and coherence of the UNODC technical cooperation programme in the respective regions/sub-regions;
- iii) Supporting the FOs in the programme/projects' delivery, expansion and diversification;
- iv) Providing guidance and coordination to foster regional and cross-border cooperation, and helping to identify and expand partnerships with UN system and key stakeholders;
- v) Ensuring that "best practices" (identified and disseminated through UNODC's knowledge related activities, and resulting from field experience), are incorporated in the programmes;
- vi) Promotion of strategic partnerships with the international donor community and advocate for increased mobilization of resources to the respective regions/sub-regions;
- vii) Provision of reporting and briefings to UNODC management, governing bodies and relevant stakeholders about programmes and projects.

27. The Technical Cooperation Sections need to be strengthened to enable proper, timely and effective programmatic oversight and monitoring. In 2008-2009, TCS requires three additional professional category posts (two P-4 and one P-3). Currently, the TCS coverage of 20 Field Offices is performed by a total 11 P category staff and 10 G category staff, or 21 posts for substantive backstopping of 1,163 staff and service contractors working for UNODC at the field level in 45 locations.

28. The responsibilities to be performed by the incumbents of the three additional posts are as follows:

- a) 1 P-4 Programme Management Officer for Central Asia/Europe
- b) 1 P-4 Programme Management Officer for Sub-Sahara Africa
- c) 1 P-3 Programme Management Officer for Africa

Three key functions to be performed:

- (i) Monitor programme implementation and delivery of results in the region;
- (ii) Support programme development and strategic opportunities for cross-border/regional operations;
- (iii) Ensure quality control in the formulation of country/regional programmes.

29. In addition to the above, the Technical Cooperation Sections also requires an increased travel budget to perform proper oversight and monitoring functions.

TCS: additional requirements (in thousands of US dollars)

	2009	Total
New posts		
2 P-4	328.6	328.6
1 P-3	134.7	134.7
Mission travel	40.0	40.0
Total	503.3	503.3

**Field operations**

30. At present, UNODC's GPF and PSC resources are deployed to maintain as large a number of field offices as possible, configured without serious regard to the needs of financial, human and other resources management. To support this unviable state of affairs, some of those field and headquarters offices that have successfully mobilized project funds are being taxed to subsidize those that are less self-sufficient. The table below demonstrates the comparative viability of UNODC field operations from a purely financial standpoint.

31. In 2008-2009 UNODC will work to align its deployment of GPF and PSC resources to best address its substantive, financial, human and other resources management challenges. GPF and PSC savings will be realized in offices with comparatively small project portfolios and allocated to offices with direct responsibility for the implementation and management of larger programmes. These resources will be used to support programme and project management through the creation of a cadre of international professional administrative/financial management officers. Field offices with relatively small project portfolios will be headed by comparatively junior staff, or national officers, and administered locally by UNDP (or UNON,

## UNODC 2008 Field Office costs and PSC income

	Total project allotments as at 15/9/08 (Excl PSC)	Estimated 2008 PSC earnings	One-third share of PSC	Field Office Budget			
				PSC allotments	(Deficit)/ Surplus	International staff cost	Gross (Deficit)/ Surplus
				a	b	c=b/3	d
Afghanistan	17,892,400	1,873,338	624,446	193,600	430,846	361,100	69,746
Colombia*	38,176,200	2,192,446	730,815	397,500	333,315	345,000	(11,685)
Uzbekistan	13,140,300	1,397,586	465,862	156,200	309,662	361,200	(51,538)
Egypt	6,454,500	610,963	203,654	124,000	79,654	361,100	(281,446)
Russia	5,769,300	561,142	187,047	185,800	1,247	183,800	(182,553)
Lao PDR	2,483,600	287,170	95,723	110,300	(14,577)	183,800	(198,377)
Senegal	4,019,300	332,415	110,805	170,400	(59,595)	411,800	(471,395)
Iran	2,637,400	294,894	98,298	160,600	(62,302)	183,800	(246,102)
Pakistan	3,052,900	341,334	113,778	183,600	(69,822)	205,000	(274,822)
India	4,636,900	566,538	188,846	260,800	(71,954)	183,800	(255,754)
Kenya	1,552,900	140,602	46,867	128,400	(81,533)	144,200	(225,733)
Vietnam	1,119,900	136,770	45,590	145,300	(99,710)	183,800	(283,510)
Myanmar	2,775,300	270,250	90,083	216,200	(126,117)	183,800	(309,917)
Nigeria	9,705,900	397,072	132,357	263,900	(131,543)	311,800	(443,343)
South Africa	5,471,600	388,440	129,480	316,600	(187,120)	361,200	(548,320)
Peru	3,280,500	203,025	67,675	295,200	(227,525)	183,800	(411,325)
Brazil	16,273,001	624,750	208,250	439,000	(230,750)	205,000	(435,750)
Thailand	2,722,200	309,606	103,202	353,400	(250,198)	516,800	(766,998)
Bolivia	1,397,200	88,050	29,350	296,600	(267,250)	183,800	(451,050)
Mexico	1,264,800	121,200	40,400	310,900	(270,500)	311,800	(582,300)
<b>Total Field offices</b>	<b>143,826,101</b>	<b>11,137,591</b>	<b>3,712,530</b>	<b>4,708,300</b>	<b>(995,770)</b>	<b>5,366,400</b>	<b>(6,362,170)</b>

Note:

1. These figures do not take account of the anticipated \$300,000 contribution from the Government of Mexico towards office costs
2. 2008 allotments and related PSC are based on ProFI data of 15/09/08
3. PSC estimate is based on implementation rate in ProFi less 10%
4. One third share of PSC is as per ST/AI/286
5. International staff costs are funded from general purpose funds
6. \* Estimated UNODC PSC earnings for Colombia exclude the 6% PSC that is to be returned to COLJ86 as per funding agreement ESCAP etc.).

### Policies and Guidelines

32. In addition to the strengthening of oversight and management services, the application of the administrative procedures that guide institution-wide programme, financial, human and other resources management as well as resource mobilization and results-based management will be reviewed and reformed.

- (a) The work of UNODC is governed by a fairly comprehensive raft of policies and guidelines including UN regulations, rules and administrative instructions, UNODC Management Instructions, ProFi procedures and a very substantial number of ad hoc instructions. These instruments are complex, confusing and even contradictory. A number of them are obsolete. Fewer and more straightforward policies and guidelines facilitate compliance. As a matter of priority UNODC needs to develop a manual governing its operations. This substantial undertaking is being coordinated by the Strategic Planning Unit of the Division for Policy Analysis and Public Affairs and will be completed by 31 December 2008
- (b) The above-mentioned policies, guidelines and monitoring tools, including Management Instructions and ProFi, in particular MI/6/Rev.2 of 20 September 2006, MI/9/Rev.1 of 1 May 2004 and MI/8/Rev.1 of 1 June 2005 and the accompanying checklists, allow Representatives and Project Coordinators to periodically verify the efficacy and correctness of operations. The application of policies and guidelines must be monitored and in this respect the use of ProFi cannot wholly replace an active and hands-on review process. UNODC's Divisions for Operations and Management will perform periodic inspections of field and project offices and submit their findings to ExCom.
- (c) Accountability requires a clear and hierarchical structure of delegated authority. It also requires acceptance of the principle that authority is personal, that it is not possessed solely by virtue of an individual's office and can be extended or withdrawn as and when necessary. Managers must be accountable for the human, financial and material resources within the programmes and projects for which they have responsibility. To this end they must respect, and be seen to respect, regulations, rules and related instructions. UNODC Representatives will be issued with individual delegations of authority from the Director for Management. These delegations shall: codify existing practice (where authority has been exercised without explicit authorization); clarify the division of responsibilities between offices; strengthen monitoring and oversight by establishing clear reporting arrangements; and, explain that the recipient of this authority will be held personally accountable for their actions. In signing their delegation of authority UNODC Representatives must acknowledge their understanding, and acceptance, of its terms and conditions.

## Annex: Summary of budgetary requirements by Section

	2008-2009 UNODC Consolidated Budget		Additional resource requirements		Total 2008-2009	
	PSC \$ resources	PSC Posts	\$ resources	Posts	\$ resources	Posts
<b>Division for Management</b>						
<b>Human Resources Management Service</b>						
	1,427,540	8	485,300	4	1,912,840	12
(i)	Four new posts (1 P-3, 1 GS(PL) and 2 GS(OL))					
(ii)	Mission travel (4 -6 needs assessment, oversight and hands-on training missions to field offices per year)					
(iii)	Funds to address training needs and implement a learning plan					
<b>Financial Resources Management Service</b>						
	4,003,939	20	428,300	4	4,432,239	24
(i)	Four new posts (1 P-3 and 3 GS(OL))					
(ii)	Mission travel (4 -6 needs assessment, oversight and support/training missions to field offices per year)					
<b>Procurement Section</b>						
	-	-	327,100	3	327,100	3
(i)	Three additional posts (1 P-3 and 2 GS(OL))					
(ii)	Mission travel (2 needs assessment, oversight and support/training missions to field and project offices per year)					
<b>Division for Operations</b>						
<b>Technical Cooperation Sections</b>						
	6,651,450	26	503,300	3	7,154,750	29
(i)	Three additional posts (2 P-4, 1 P-3)					
(ii)	Mission travel budget of \$40,000 to ensure proper oversight/management review and to strengthen monitoring functions					
	<u>\$12,082,929</u>	<u>54</u>	<u>\$1,744,000</u>	<u>14</u>	<u>\$13,826,929</u>	<u>68</u>