Commission on Narcotic Drugs
Reconvened sixty-third session
Vienna, 2–4 December 2020
Item 4 of the provisional agenda[*]
Strategic management, budgetary and administrative questions

Commission on Crime Prevention and Criminal Justice
Reconvened twenty-ninth session
Vienna, 3–4 December 2020
Item 3 of the provisional agenda[**]
Strategic management, budgetary and administrative questions

UNODC Strategy 2021–2025

The mission of the United Nations Office on Drugs and Crime (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.
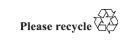
As the world changes and as new challenges and opportunities arise, the present strategy aims to position UNODC to exploit its unique advantages to help achieve this mission. The important and complementary mandates of UNODC distinguish the Office from others in the same field: serving as the guardian of international conventions and the secretariat to global policy bodies; providing strong research and policy analysis; and combining global expertise and a wide field presence to provide specialized assistance to Member States. Strengthened coordination and integration across UNODC will ensure that the normative, research and technical assistance work are mutually reinforcing and able to draw on each other – working to rapidly identify new trends and threats, to develop the responses that are needed to counter them and to share this knowledge and put it into practice to support States.

The mandates of UNODC include the areas related to transnational organized crime, criminal justice, countering corruption, drug control and terrorism. This allows the Office to provide comprehensive solutions to the interrelated challenges Member States face. Strong institutions that have integrity and accountability will provide effective responses and access to justice. Moreover, effective institutions are also key to promoting a balanced response to drugs. The Office helps ensure that efforts to address crime, corruption, terrorism and drugs are coordinated across national boundaries, facilitating our shared responsibility in addressing these challenges.

It is in this context that UNODC is launching this five-year strategy, which explains how UNODC will sharpen and intensify its services and the ways in which we will do so. It underscores our commitment to human rights, gender equality and the empowerment of women, as well as the protection of children and harnessing the transformative power of youth. It lays out a people-centred approach to achieving

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[*] E/CN.7/2020/1/Add.1
[**] E/CN.15/2020/1/Add.1

sustainable improvements in the lives of the most vulnerable, including people with disabilities.

A key to the successful implementation of this strategy will be the expanded use of partnerships with a broader range of stakeholders. Effective communication, internally to improve cross-fertilization across thematic areas and externally to showcase the impact of our work, will also be critical.

In order to implement and operationalize this strategy, UNODC will review and adjust its internal structures, systems and processes so that we can use the full potential of our staff to meet the rapidly evolving needs of Member States. We will employ innovation, leverage new technologies and create an organizational culture that is based on trust, respect and accountability.

Today's world

In 2020, in the course of a few months, the **COVID-19** pandemic changed the world in many ways. The economic and social fabric of societies was strained to an extent not seen in generations. Millions lost their livelihoods, and the global GDP was forecast to shrink by over 5 per cent in 2020. Per capita incomes in the majority of emerging market and developing economies shrank, tipping almost 80 million people into poverty.[1] A steep decline in human development is forecast after decades of progress,[2] and it will take years to recover from this multidimensional crisis.

The pandemic has created fertile ground for crime to flourish. The economic downturn and associated lockdowns are also exacerbating the vulnerabilities of the most disadvantaged groups. Organized crime groups are stepping in where States are unable to provide support to those most at risk of being left behind and using this to expand their reach. Cybercriminals have been adept at capitalizing on the anxieties and fears of their victims, exploiting the fact that a huge number of people are working remotely, often with outdated security systems. This situation has also led to greater abuse and exploitation of women and children in the cybersphere. The sudden demand for COVID-19-related medical products has created a supply gap that criminals have quickly filled with falsified products that have affected public health, especially impacting the aged and those suffering from chronic illnesses.[3] There is a risk that large amounts of public funds which are provided through economic stimulus packages to different target groups could be stolen or diverted by criminal groups to infiltrate the licit economy or may simply not get to the right people at the right time.[4] Stay-at-home measures have increased the likelihood of domestic violence. Illicit drug markets have been quick to adapt, exposing drug users to new dangers.[5] Further, the lack of access to drug prevention and treatment make it more likely that already marginalized populations will engage in more harmful patterns of drug use and suffer from drug use disorders.

The pandemic has exacerbated problems of **fragility, crime and terrorism and exposed inequalities.** Young people deprived of basic needs are especially susceptible to marginalization. This can make crime seem like an attractive proposition, creating a vicious cycle of vulnerability.

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[1] World Bank, *Global Economic Prospects* (Washington D.C., 2020).

[2] Committee for the Coordination of Statistical Activities, *How COVID-19 is Changing the World: A Statistical Perspective*, vol. II (n.p., 2020).

[3] United Office on Drugs and Crime (UNODC) and UNODC Research, "COVID-19-related trafficking of medical products as a threat to public health", Research Brief (Vienna, 2020).

[4] UNODC and UNODC Research, "The impact of COVID-19 on organized crime", Research Brief (Vienna, 2020).

[5] UNODC and UNODC Research, "COVID-19 and the drug supply chain: from production and trafficking to use" (Vienna, 2020).

Criminal activity kills many more people than conflicts and terrorism combined, and organized crime alone has resulted in roughly the same number of killings as all armed conflicts across the world.[6]

Crime affects all sectors of society, but vulnerable populations are the ones that bear the brunt. Young people, especially boys, account for most of the victims of organized crime. And while most homicide victims are men, women continue to be the majority of those killed by their partners.[7]

Sixty per cent of the victims of trafficking in persons are women and children, of which most come from poor socioeconomic backgrounds. Migrant smugglers exploit the desperation of people fleeing from conflict, the impact of climate change and the lack of economic opportunities.

Criminal justice systems across the world are already overstretched, leading to delays in adjudication, resulting in impunity and the weakening of the rule of law. Again, it is the most vulnerable who are impacted the most by unequal, inaccessible and malfunctioning criminal justice systems. Overcrowded prisons, some with many pre-trial detainees, become the sites of severe abuse exploitation and health disorders. Limited possibilities for rehabilitation and social reintegration can lead to high levels of recidivism. While the number of women in prisons has proportionally increased over recent years, prisons remain largely designed for a male population and in many cases do not address the needs of women.

Organized crime hinders prosperity and stability by eroding the rule of law, distorting economic development and violating human rights. Transnational crime often involves corruption, turning officials at all levels into agents working against society. **Corruption** has caused frustration amongst people in many parts of the world, leading to instability. It weakens institutions, restricting access to public services, diverting resources and thus making public interventions less effective and threatening the credibility of the State. Together with weak rule of law, it discourages foreign and domestic private investment, which is essential for economic recovery and growth. Illegal economies and illicit financial flows linked to different types of illicit markets distort economic development, create unfair competition and exacerbate inequality. The infiltration of organized crime into the licit economy represents a further risk to economic development, as does the growing threat of cybercrime.

Crime also devastates the biodiversity of the **planet**. Illegal logging, mining, trade in endangered species and fishing destroy resources is causing damage that can take centuries to repair. In many developing countries, these resources are the primary source of local livelihoods. Whole species are being rendered extinct through crimes that affect the environment.

Organized crime and corruption continue to undermine stability, **peace and security**, leading to increased violence, destabilization and the weakening of States. Drugs, arms and other illegal markets have posed severe obstacles to peacebuilding efforts and security sector reforms in some parts of the world. In others, drug trafficking has exacerbated violence from criminal gangs. Further, the illicit drug market continues to operate under the radar, including through the darknet, and is exploiting corruption as well as weak rule of law. [8]

Terrorist groups continue to disseminate propaganda proclaiming the failure of governance, while threatening the security of the general population. Social and economic marginalization, rising inequalities as well as human rights violations

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[6] According to the UNODC *Global Study in Homicide 2019*, the 464,000 victims of homicide surpassed by far the 89,000 killed in armed conflicts and the 26,000 fatal victims of terrorist violence in 2017.

[7] 81 per cent of total homicide victims were men and 82 per cent of intimate partner victims were women in 2017 (UNODC, *Global Study in Homicide 2019*).

[8] *World Drug Report 2017* (United Nations publication, Sales No. E.17.XI.6) and *World Drug Report 2020* (United Nations publications, 2020).

contribute to conditions that are exploited to promote violent extremism that could lead to terrorism. The financing and operations of terrorist groups often relies on organized criminal activities such as smuggled arms,[9] drugs and laundered money. Terrorist groups utilize new methods and technologies, diversifying their modes of financing, communication and operations. These include the use of cybercurrencies, drones and secure messaging platforms.

Unprecedented levels of illicit **drug** cultivation, production and trafficking pose a serious threat to the safety, health and well-being of individuals and communities. Drug use is expanding, in particular in developing countries, driven by a multiplicity of factors such as urbanization, demographic changes including the "youth bulge" and socioeconomic inequalities. Reducing the supply of drugs has also become more challenging as illicit drug markets are becoming more complex. Plant-based substances have been joined by hundreds of synthetic drugs, many not under international control, which pose new challenges to public health systems. There has also been a rapid rise in the non-medical use of pharmaceutical drugs and the negative health consequences that result from this. Drug use continues to affect the health and well-being of **people**. While some progress has been made in the provision of evidence-based interventions to prevent drug use, treat drug use disorders and prevent associated harm, vulnerable groups continue to be at risk. In general, the poorest countries, and the poorest people in all countries, tend to bear a disproportionate burden when it comes to the negative impact of drug use. People who use drugs are exposed to discrimination and face additional barriers in accessing health care, including access to HIV prevention, treatment and care. The world drug problem as a whole is becoming more acute and is expected to worsen due to the COVID-19 pandemic.

The pandemic clearly demonstrates that the challenge we face is global. The resulting health, humanitarian and economic crises are seriously putting at risk the multilateral consensus reflected in the 2030 Agenda for Sustainable Development. The vulnerability of one creates an opportunity for the other: the pressure on governance and the delivery of services encourages illicit economies, inhibiting the recovery the world needs.

The UNODC approach

UNODC plays a key role in bolstering multilateral action when it comes to the fight against drugs, crime, corruption and terrorism.

To support Member States in confronting the threats and challenges that have been exacerbated by the COVID-19 pandemic, we rely on a global vision and expertise, a wide field presence that provides regional and national knowledge, and high-quality research and analysis. This integrated approach builds on the use of the existing capacity of UNODC and addresses key focus areas. In particular:

- The skills and knowledge of UNODC **staff,** including those based in Vienna and in over 80 countries, in order to maximize impact, incentivize innovation and optimize capacity.

- Helping to build **strong national institutions** and regional networks that uphold the rule of law, fight impunity and provide justice to their people.

- Supporting the development of **legislative and policy frameworks** that are responsive, coordinated and tailored to specific contexts.

- Strengthening multidisciplinary participatory engagement to develop **resilient communities**.

- Partnering with relevant stakeholders to maximize impact.

As criminals and terrorists exploit borders to evade detection, move their illegal products and hide their money, no country is capable of fighting crime, drugs,

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[9] *Global Study on Firearms Trafficking 2020* (United Nations publications, 2020).

corruption or terrorism on its own. One of the unique strengths of UNODC is that it **brings countries together** to transfer knowledge, skills and information, including through South-South cooperation. This convening power helps address common challenges and find effective solutions at the operational, legal and political levels. Its core strengths include:

- Supporting countries in their efforts to effectively **secure borders, ports, airports and maritime spaces**. We will do so by helping States in establishing border liaison offices, ensuring container and cargo control in maritime and dry ports and in airports, strengthening the detection of crime and terrorism at airports and holistically addressing crime that occurs in national maritime areas and on the high seas.

- Facilitating the sharing of intelligence and police-to-police cooperation by supporting **law enforcement networks** at the regional and global levels and by building the capacity of practitioners to conduct joint or parallel operations and to have the necessary tools to successfully dismantle transnational organized criminal groups.

- Strengthening the effectiveness of international cooperation including **extradition, mutual legal assistance and asset recovery**, using the full potential of the international conventions by supporting networking and capacity-building and developing practical tools and knowledge repositories.

- Creating platforms for **multi-stakeholder partnerships** (including governmental and non-governmental actors, such as civil society, the private sector, relevant regional, national and local institutions) to generate additional support for the efforts of Member States in priority areas.

We will increase **cross-sectoral approaches** to issues that are critical to meeting the needs of Member States. For instance, on the issue of crimes that affect the environment, UNODC is already utilizing its expertise in countering transnational organized crime and corruption, and in fostering sustainable livelihoods. We will also support communities in tackling the problems that come along with higher levels of urbanization, from safety to lack of transparency in the use of public funds. We will revisit our global, regional and national programmes in order to provide Member States with **holistic support packages that cater to their priorities**. To this end, we will develop regional strategic visions that are designed to assist Member States in confronting the challenges they face.

Increased and more systematic **coordination across all thematic areas** will allow us to better capitalize on our strengths and identify new trends and threats, develop innovative and evidence-based responses that are needed to counter them, and share that knowledge to support States.

We will develop an innovation strategy to provide more effective and efficient services to Member States leveraging new technologies. For instance, we will continue to develop hybrid solutions for meetings that include virtual and physical participation, facilitating more inclusive deliberations. Through digitization and digitalization, we will create new or improved ways of delivering our services to Member States and other stakeholders.

UNODC will follow a **policy coherence approach** to implement its mandates that will involve aligning interventions with Member States' national priorities and needs, including by (i) fostering synergies and maximizing benefits across all relevant policy areas; (ii) helping Member States to balance domestic policy objectives with internationally agreed commitments and the 2030 Agenda for Sustainable Development including the related goals; and (iii) addressing the transboundary and long-term impact of policies, especially amongst populations in situations of vulnerability.

Our work will be clustered around **five main thematic areas,** which integrate both policy and programmatic work.

Thematic area 1: Addressing and countering the world drug problem

Key normative documents:

- The three international drug control conventions of 1961, 1971 and 1988.[10]

- The 2019 Ministerial Declaration adopted at the sixty-second session of the Commission on Narcotic Drugs, which called for accelerated implementation of the outcome document of the special session of the General Assembly on the world drug problem of 2016, the 2014 Joint Ministerial Statement and the 2009 Political Declaration and Plant of Action.[11]

In the next five years we will:

- Research the interlinkages between the drug problem and various aspects of sustainable development, peace and security and human rights.

- Provide support to Member States in the implementation of international drug policy commitments.

- Strengthen access to treatment of drug use disorders, rehabilitation, recovery and social reintegration as well as the prevention, treatment and care of HIV/AIDS and hepatitis.

- Address related human rights and gender considerations, especially among vulnerable populations.

- Focus on understanding of the interconnectedness of the drug problem and transnational organized crime, including cybercrime, corruption, illicit trafficking, financial flows and terrorism.

- Expand the role and capacity of the UNODC laboratory to support Member States' programmatic and policy responses in countering drug trafficking and providing related health services.

- Strengthen national law enforcement capacity to address the problems caused by drugs in a sustainable manner.

UNODC will support Member States in the practical implementation of international drug policy commitments and the follow-up process led by the Commission on Narcotic Drugs, bearing in mind the 2024 progress review. Partnering with United Nations entities, academia, relevant national and regional institutions to foster a coherent position, UNODC will strengthen national data collection capacity as well as monitoring and analysis of the world drug problem. This will facilitate the development of evidence-based, human rights-compliant and gender-sensitive policies and programmes. In particular, we will step up the implementation of the opioid strategy in areas where the trafficking in and abuse of opioids are significant.

UNODC will increase the coverage and quality of prevention treatment, care and rehabilitation by promoting evidence-based services in line with the World Health Organization (WHO)/UNODC international standards[12] and best practices, benefiting from a liaison officer in Geneva. The focus on vulnerable populations (including children, youth, women and people in contact with the criminal justice system and in humanitarian settings) will be intensified.

The lack of access to essential controlled medicines will be a renewed focus for UNODC action. In partnership with the secretariat of the International Narcotics Control Board (INCB) and WHO, UNODC will focus on building the know-how of

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[10] The Single Convention on Narcotic Drugs of 1961, the Convention of Psychotropic Substances of 1971 and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988.

[11] https://www.unodc.org/documents/commissions/CND/2019/Ministerial_Declaration.pdf.

[12] *International Standards on Drug Use Prevention*, 2nd updated version, and the *Inthernational Standards for the Treatment of Drug Use Disorders: Revised Edition Incorporating Results of Field-Testing*.

government and health-care professionals in compliance with the drug control treaties.

UNODC will strengthen the technical and forensic capacity of Member States through the development and dissemination of best practices, the provision of reference standards and drug identification tools, quality assurance support and training. Early warning systems will focus on identifying and prioritizing emerging substances of abuse for national and international action, encompassing both health and law enforcement responses.

As a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNODC will support Member States to scale up HIV/AIDS prevention treatment and care, focusing on people who use drugs and those in prisons and other closed settings. We will contribute to ending the AIDS epidemic by 2030[13] through the provision of technical expertise, best practices and empowering communities and civil society organizations.

UNODC, including in partnership with the private sector, will continue to provide expertise for the development of sustainable and alternative livelihoods to communities dependent on growing crops for the illicit drug market. This empowers those communities to form strong cooperatives that can transition to the licit economy.

The Office will leverage its complementary mandates to counter transnational organized crime, as well as crime prevention and criminal justice, to assist countries in developing and implementing law enforcement responses to the production, trafficking in and sale of drugs.

Thematic area 2: Preventing and countering organized crime

Key normative documents are:

- The United Nations Convention against Transnational Organized Crime and its three Protocols (the Trafficking in Persons Protocol, the Smuggling of Migrants Protocol and the Firearms Protocol).

- The three international drug control conventions of 1961, 1971 and 1988.

In the next five years we will:

- Facilitate the transfer of expertise in implementing the mandates of the Conference of the Parties to the Organized Crime Convention and other governing bodies.

- Intensify efforts to understand and share knowledge pertinent to preventing and tackling organized crime such as human trafficking and migrant smuggling, the smuggling of firearms, trafficking in cultural property and new and emerging forms of transnational organized crime, including those that affect the environment.

- Build the capacity of Member States for joint and parallel operations to identify and dismantle organized crime groups.

- Focus on providing in-country assistance to tackle cybercrime and its links with other forms of organized crime, corruption, financing of terrorism and illicit financial flows.

- Help countries assist victims of organized crime and protect witnesses.

- Support countries to develop their legislation and criminal justice systems to reduce impunity.

We will continue to support countries to build a solid legal framework against transnational organized crime and train law enforcement and justice officials to better investigate and prosecute such crimes and to cooperate across borders including to

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[13] See General Assembly resolution 70/266.

recover the illicit proceeds thereof. At the United Nations system level, the near-universal ratification of the relevant conventions has led to an international focus on cooperation and sharing common approaches. Resulting intergovernmental body resolutions have facilitated this, including in existing and emerging crime types employed by organized criminal groups such as cybercrime and illegal mining. UNODC will provide support to United Nations system processes related to countering and preventing cybercrime and play a key role in facilitating cooperation among countries including through other international fora addressing organized crime.

Organized crime, drug trafficking, the smuggling of migrants and firearms as well as trafficking in persons, money-laundering, crimes that affect the environment and cybercrime impact all regions of the world. UNODC experts at headquarters and in the field will support Member States by building their capacities to address these crimes. We will also assist in mitigating underlying factors such as corruption, links between organized crime and terrorism and the abuse of modern communication technologies for criminal purposes. The protection of the rights of victims and the setting-up of assistance and protection programmes for victims and witnesses will be central to our efforts. Additionally, we will work with new partners, including civil society organizations and the private sector. Also, we will foster the use of innovative and human rights-compliant investigative techniques to increase intelligence-led operations.

Thematic area 3: Preventing and countering corruption and economic crime

Key normative and policy documents are:

• The United Nations Convention against Corruption.

• The political declaration to be adopted at the special session of the General Assembly against corruption, to be held in 2021.

In the next five years we will:

• Fast-track effective measures in line with implementation of the Convention against Corruption in a practical, synergetic and mutually reinforcing way to produce tangible results.

• Assist Member States at the global, regional and national levels by providing policy and legislative advice and building the capacity of anti-corruption actors.

• Facilitate the transfer of expertise in implementing the mandates of the Conference of States Parties and other governing bodies.

• Provide support to Member States to strengthen their knowledge on the magnitude, dynamics and risk factors related to corruption.

• Foster innovative means for international cooperation to prevent and counter corruption, especially with international and regional financial institutions, including in the area of anti-money-laundering asset recovery.

UNODC has gained important insights into the ways in which Member States are implementing the Convention against Corruption by facilitating the review of its implementation. This has helped us build a repository of global knowledge and gain the expertise required to help Member States counter corruption. We will step up our work with Member States to support, foster and coordinate the full implementation of our mandates in the area of anti-corruption. An increased focus on measures to prevent corruption including by leveraging new technologies and on innovative means to improve international cooperation and asset recovery will be needed in the coming years. This will be done, inter alia, by supporting the Vienna-based Global Operational Network of Anti-Corruption Law Enforcement Authorities and seeking out new partners in the fight against corruption, such as oversight institutions and parliamentarians.

Our efforts will include strengthening specialized programmes to target corruption in specific sectors such as health and sports. An enhanced focus on financial integrity and transparency will contribute significantly to financing the recovery from the COVID-19 crisis. Working closely with financial systems to ensure better oversight of suspect transactions will enhance our collective understanding of, and build a robust framework to tackle, illicit financial flows. UNODC will leverage its partnerships with international financial institutions, other international organizations, the private and financial sectors, academia and civil society to advance the anti-corruption agenda.

UNODC supports the efforts of the United Nations system and the international community to consistently mainstream measures to prevent and counter corruption into relevant United Nations programmes, including at the country level, through the United Nations country teams and other multi-stakeholder partnerships, as well as by integrating considerations of corruption risks and vulnerabilities from the outset in United Nations field missions. The **special session of the General Assembly against corruption** in 2021 will provide us with a blueprint for action, charting a path that promotes more effective prevention and countering of corruption.

Thematic area 4: Preventing and countering terrorism

Key normative documents are:

- The 19 international legal instruments against terrorism. [14]

In the next five years we will:

- Strengthen Member States' criminal justice systems to address issues related to countering and preventing terrorism in a manner that complies with their human rights obligations.

- Help in ensuring that the legal frameworks of Member States are in full and substantial compliance with the 19 international legal instruments against terrorism.

- Strengthening mechanisms to counter the financing of and prosecuting acts of terrorism including through regional and global initiatives.

- Work with relevant partners to prevent violent extremism that can lead to terrorism by addressing its root causes, especially amongst youth.

- Expand the on-the-ground presence to ensure that Member States can respond to emerging issues as they relate to terrorism and provide support to victims.

UNODC will support Member States to implement the United Nations Global Counter-Terrorism Strategy and relevant General Assembly and Security Council resolutions ensuring complementarity and coordination of efforts with the Office of Counter-Terrorism and other entities of the United Nations Global Counter-Terrorism Coordination Compact. We will provide support to strengthen laws, institutional capacities and inter-agency and cross-border cooperation and implementation of strategies and plans of action to prevent and counter terrorism.

UNODC will focus on those Member States hit hardest by violence and terrorism, and where women, girls, boys and young men are becoming increasingly marginalized, especially in conflict-afflicted areas. This will include analysing and helping tackle the root causes of violent extremism and radicalization that can lead to terrorism. Harnessing the potential of women and youth to raise awareness of and prevent terrorism will be the key to success. One of the ways in which we will do this is by promoting resilient families and using good practices that have yielded positive results in the areas of drug abuse and crime prevention. To accelerate protection and resilience against terrorism, UNODC will strengthen its partnerships with the United

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[14] UNODC, "Sharing Electronic Resources and Laws on Crime", Treaties database, Terrorism. Available at https://sherloc.unodc.org/.

Nations peacekeeping missions, other United Nations entities, regional organizations and civil society. It will provide response packages that tackle terrorism before it reaches the criminal justice system. UNODC will also support accountability for terrorist acts in national justice systems, with respect for human rights, as well as rehabilitation and reintegration to prevent future acts.

UNODC will assist Member States to address new and emerging terrorism threats. It will broaden its areas of expertise and expand its presence on the ground in order to work with faith-based and other civil society organizations; support the prosecution, rehabilitation and reintegration of foreign terrorist fighters, also involving the penitentiary system; respond to new technologies such as terrorists' use of cybercurrencies, drones and digital platforms, including by facilitating collaboration with the private sector; and help children recruited and exploited by terrorist groups and support victims of terrorism.

Thematic area 5: Crime prevention and criminal justice

Key normative documents are:

- The United Nations standards and norms in crime prevention and criminal justice.

- The 2021 Kyoto Declaration to be adopted at the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice.

In the next five years we will:

- Promote the application of crime prevention and criminal justice standards to achieve peaceful societies, access to justice and effective, accountable and inclusive institutions.

- Provide technical assistance to Member States to strengthen criminal justice systems and establish the basis required for effective prevention of and responses to drug trafficking, cybercrime, organized crime, including maritime crime, and terrorism.

- Strengthen cooperation between criminal justice systems and other sectors of government and civil society to effectively prevent and respond to violence and crime and reduce vulnerabilities.

UNODC is committed to promoting evidence-based crime prevention policies and practices. We will support knowledge development, conceptualization and implementation of prevention initiatives that target root causes of crime and violence and strengthen community resilience, paying particular attention to youth.

We will assist Member States to work towards reducing levels of impunity by improving the functioning of criminal justice systems. UNODC will support Member States to enhance the capacity of criminal justice systems to hold offenders accountable while respecting their human rights and ensuring their access to legal aid; reduce the levels of pre-trial detention; contribute to improved prison management; reduce overcrowding in prisons by promoting proportional sentencing and alternatives to imprisonment; reduce youth crime and promote offenders' rehabilitation and social reintegration; and meet victims' specific needs. This will be done by broadening and deepening the cooperation with national criminal justice authorities to help implement the Nelson Mandela Rules on prison management and the Bangkok Rules on the treatment of women prisoners. In addition, we will partner with civil society organizations including medical philanthropic bodies to bolster access to health for all in prison settings.

UNODC will pay attention to promoting integrity and accountability of relevant institutions to increase public trust in criminal justice systems. We will step up our efforts to strengthen the capacity of criminal justice institutions to prevent violence, including against women and child victims of crime. We will further strengthen efforts to ensure access to justice for all, including people with drug-use disorders,

marginalized groups, minorities, and people with disabilities. To achieve this, UNODC will promote cooperation with other sectors, including education, health and social services, as well as with non-governmental actors, to effectively prevent and respond to violence and crime.

The Fourteenth United Nations Congress on Crime Prevention and Criminal Justice in 2021 will provide us with a framework for action, outlining commitments of Member States in the field of crime prevention and criminal justice for the years to come. UNODC will support Member States, through the Commission on Crime Prevention and Criminal Justice, to translate the guidance provided by the Crime Congress into operational initiatives.

UNODC will share the latest lessons learned and best practices from around the globe, including on the use of new digital technologies in the context of crime prevention and criminal justice with a view to increasing responsiveness, accountability and transparency of institutions. It will work in close partnership with relevant government bodies, civil society and affected communities in Member States requesting assistance.

Implementing the mission

The current United Nations system reforms aspire to enhanced effectiveness and efficiency as well as to help reinvigorate multilateral solutions to global problems. The UNODC strategy will build on the structural foundations of the Secretary-General's reform agenda, including the agenda on innovation, data and digitalization, to sharpen our value proposition, making UNODC more agile and responsive.

Efficiency enablers: Streamlining procedures, examining structures

In an ongoing effort to streamline work processes and enhance efficiency in the delivery of results, UNODC will **review its organizational structure, including the configuration of its field presence and strengthened liaison offices in New York and Brussels, with a view to making it adequate and sustainable**. This will also include a review of the staffing in Vienna and the field with the aim of being closer to the people we serve. We also aim at strengthening our cooperation with the United Nations entities in Geneva and Nairobi. The streamlining and monitoring of the new delegation of authority framework will continue to be essential in making us more agile and effective while ensuring accountability through the clear and transparent assignment of responsibilities.

UNODC will strive for operational excellence in delivering on its mandates by benefiting from the various United Nations reform streams[15] and taking the next steps in implementing the Secretary-General's reform agenda by fostering longer-term institutional change based on innovation, data and digitalization.

Continuous change management will accompany all organization-wide transformational efforts. Training and equipping staff with the necessary know-how to deliver on cutting-edge solutions when implementing programmes and to address the evolving nature of the issues that fall under the UNODC mandate will be key enablers, which will require further investment in staff capacity.

The results-based management approach to programming will be strengthened so that we can improve adaptive management and enhance performance, ensuring that all projects and programmes clearly articulate measure and report on how their results contribute to the achievement of the Office's strategic priorities. This will ensure that projects are designed to meet specific needs and are able to report effectively on their achievements. This, in turn, will improve both their ability to adapt to emerging challenges and increase sustainability.

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[15] Namely, reform of the development system, management and the peace and security pillar, as well as longer-term organizational transformation aided by digital transformation, data and innovation.

UNODC will explore and learn more about the use of behavioural insights/behavioural sciences for its work, in order to better diagnose what specific behavioural barriers prevent people from adopting a certain behaviour, aligning with the vision of the Secretary-General.

Delivering together

The work of UNODC at the field level has always been a joint venture with a variety of local actors and been guided by the priorities of Member States. In the context of United Nations reform, it is even more important that UNODC works towards a more coherent and efficient integration with the United Nations system in the field.

UNODC, with its network of field offices, will strengthen its engagement with the reinvigorated regional development coordination offices, resident coordinators and the United Nations country team system. This will include ensuring that common country assessments and the United Nations sustainable development frameworks address the challenges and responses linked to UNODC mandate areas, which are intertwined with the implementation of the 2030 Agenda.

Partnerships

Expanded use of partnerships will be key to implementing this strategy. Flexible and wide-ranging partnerships add significant value to our work by using innovative ways to deliver assistance when and where needed, building national ownership and sustainability, and maximizing impact.

We will strengthen systematic South-South cooperation, enabling flows of know-how and expertise between countries that share similar challenges. We will further explore all modalities of channelling such expertise including secondments from national Governments and the establishment of cooperation networks. This will also mean that we will actively expand our engagement with ministries and national departments that have not been our traditional counterparts.

UNODC will continue to develop its partnership framework to expand our role as convener and facilitator of public-private partnerships in the areas of drugs, crime, corruption and terrorism. Building on our success in partnering with the private sector in the area of alternative development, we will also expand such private sector partnerships in the areas of curbing organized crime, human trafficking, cybercrime, maritime crime, and corruption and economic crime.

UNODC has built up a good working relationship with other parts of the United Nations system, as well as other international organizations, based on the principle of complementarity, avoiding overlapping activities. Some traditional partners include the Department of Political and Peacebuilding Affairs, the Department of Peace Operations, the Office of Counter-Terrorism, the Office of the United Nations High Commissioner for Human Rights, WHO, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNESCO, the International Criminal Police Organization (INTERPOL), the World Customs Organization and the International Anti-Corruption Academy. In the coming years, we will seek to deepen existing partnerships with, for example, the World Bank, the International Olympic Committee, the International Atomic Energy Agency, the International Organization for Migration and various regional organizations working on our mandate areas.

Civil society partnerships have been critical for ensuring that their voices are heard in intergovernmental and normative processes. We will continue to facilitate multi-stakeholder engagement in the implementation of the conventions, including constructive dialogues with civil society, academia, think tanks and the private sector. We will work to increase the number of regional and national platforms, bringing together government representatives and civil society to jointly develop initiatives to counter corruption and organized crime. Finally, the next five years will see

systematic mainstreaming of partnerships with civil society across all UNODC workstreams.

UNODC has a proven track record in working with academia through its research programme and the programme network of institutes working on crime prevention and criminal justice issues. It has also been partnering with universities on countering and preventing corruption and strengthening the rule of law. In addition, UNODC research is evolving **new partnerships** with national and regional institutions and with the private sector entities that support the use of innovative methods and technologies.

A different aspect of partnership is the use of implementing partners for UNODC projects and programmes where they can bring to bear a set of skills or reach that we do not currently have. We will simplify our framework for engagement of external parties to streamline the process of working with a more diverse range of implementing partners.

Stronger research, evidence-based policy, and data analysis

UNODC programmes and technical advice are based on solid evidence. Through strengthened research capacity in the field and technical oversight at headquarters, UNODC will improve the quality and relevance of the analysis it generates, contributing to better designed programmes and enhanced impact. For instance, providing regular data disaggregated by sex and the analysis of the availability of drug dependence treatment will help allocate resources to services in locations where access is needed.

UNODC will maximize the value of data as a strategic asset by building on strong data analytics and optimizing data management, supported by people and culture, strong data governance arrangements, data partnerships and a solid technology environment.

We will increase the relevance, accessibility and usability of data and analysis on drugs and crime. We will use data from traditional sources and combine them, using innovative solutions, with big and smart data. These include geospatial information systems that build on new technology and methodologies, such as artificial intelligence-based methods. With improved detection, processing and visualization of crime and drug threats and an integrated data system, UNODC will better identify "*what* matters on drugs and crime, *when* it matters" so as to generate prompt and timely policy responses at all levels: national, regional and global.

Communication

The power of communication, globally and regionally, will be a key strategic driver. UNODC will increase creative and innovative communication in its day-to-day work and use it as a tool to increase visibility, accountability, programmatic success and internal coherence. To this effect, we intend to increase investments in communications capacities at headquarters and the field.

Strategic communication approaches will be applied for both internal and external communication and will drive both vertical and horizontal information flows. In terms of vertical communication, we will ensure that information flows seamlessly within headquarters and field offices as well as to the partners and beneficiaries of our projects. In the future, all programmes will be encouraged to explore new and creative forms of communication with stakeholders to improve and increase the visibility of these initiatives.

Horizontal communication will emphasize better information flows across divisions within UNODC, greater outreach to Member States and more robust channels with United Nations system entities and other stakeholders. This will add coherence to our messaging and contribute to stronger partnerships in alignment with the vision of the Secretary-General.

UNODC will have a revised advocacy plan to showcase the impact it has on people's lives. We will aim to maximize audience reach and impact by communicating with various target audiences, utilizing the most appropriate tools. These include an enhanced social media presence in line with the Secretary-General's "digital first" approach, a revitalized website, appropriate outreach in the print and audiovisual media, as well as organizing events and campaigns. These will highlight the deliverables of our field operations and global programmes while also recognizing the important role of our partners countries including donors.

We will review our publications policy to ensure that UNODC knowledge products meet the highest standards and are relevant to the needs of target audiences. Sustained provision of accurate and timely information on the work of UNODC work will be key to ensuring the success of this strategy.

Resource mobilization

Implementing this new vision for our work, including increased efficiency and the ability to respond to emerging needs will require adequate and flexible resourcing. Accordingly, we are revisiting our fundraising plan addressing traditional donors and partners and opening new avenues for diversifying and broadening our donor base. We will expand our resource mobilization to include international financial institutions, the private sector and foundations as well as national donors that contribute to UNODC programmes in their own countries. The fundraising plans will facilitate the matching of Member States' priorities with UNODC mandates and expertise.

Building on engagements in existing and new United Nations multi-partner trust funds, UNODC will enhance its work with those trust funds to ensure that priority geographic and thematic areas can benefit from these joint funding mechanisms. Since the use of multi-partner trust funds will become important for the United Nations programme delivery at the country level, UNODC will expend significant efforts in engaging with these mechanisms, both at United Nations Headquarters and through the resident coordinators at the field level.

UNODC resource mobilization will include continuous mapping of funding opportunities, the organization of briefings to existing and potential donors, as well as high-level strategic dialogues with funding partners. UNODC intensified partnership and co-financing efforts will be accompanied by providing greater financial and substantive transparency on the results achieved through a dedicated online platform.

Cross-cutting commitments

In implementing this strategy, UNODC will embed three cross-cutting themes into all its programmes spanning normative and policy work, research, and technical assistance delivery. These three themes are:

(a) Projects and programmes integrate **human rights** and the principles of equality and non-discrimination, participation and inclusion. An example of the implementation of this approach is the human rights risk assessments carried out by UNODC in post-crisis situations.

(b) Full implementation of the UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) led by a dedicated gender team in the Office of the Executive Director. The guiding principle of the Gender Strategy is that all 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. To support the consistent implementation throughout UNODC mechanisms for gender mainstreaming will be created and customized capacity-building will be offered.

(c) Meaningful participation and empowerment of **children and youth** as well as their protection, will be made an important part of the work of UNODC. We will

participate in United Nations system efforts to ensure that youth voices are heard in international policy discussions. Additionally, we will expand our technical cooperation efforts that are tailored to protect, engage and nurture the potential of youth as agents of change and innovation. UNODC will develop a framework to ensure that this is done consistently throughout all its work streams.

Mainstreaming these three commitments will require leadership and accountability and flexible financial resources allowing sustainability.

Transforming organizational culture

Responding to United Nations reforms, UNODC will strengthen its efforts to promote equitable geographical representation and gender parity in its staff composition in addition to implementing the United Nations Disability Inclusion Strategy. It will intensify and keep open its channels of engagement with Member States to sustain the Office's high level of **trust, respect and accountability**, in all locations, at all levels and at all times, including across its own workforce and with its partners.

The Office will review and improve organization-wide quality assurance processes and strengthen effective **risk management** to identify and mitigate the impact of events which might adversely affect the Office's ability to fulfil its mandate and meet its strategic objectives. UNODC will also empower staff to take calculated risks when these can lead to significant benefits for those we seek to serve.

Fulfilling the aims of the Secretary-General's reforms, UNODC will **prevent and address sexual exploitation and abuse** by United Nations personnel, which includes screening candidates for positions, offering training, raising awareness, carrying out risk assessments, and responding effectively following a report of possible misconduct and the protection of victims. Thus, the Office will foster a **respectful workplace** free from prohibited conduct, with **zero tolerance** of any kind of discrimination or harassment, especially sexual harassment, or of inaction against them. It will act swiftly against any wrongdoing. This will be fully implemented in Vienna and across the field network.

The Office will introduce a **culture of coaching and mentoring** in the workplace to allow for smooth transitions triggered by changing UNODC mandates. A coordinated coaching approach will ensure change takes place at multiple levels, across functions and roles. This collaborative, solution-oriented and systemic learning approach will inculcate a thought-provoking and creative process, reskilling staff to achieve more.

For creating an enabling and results-oriented work environment, UNODC will strengthen **monitoring and reporting at the project and programme levels, and strengthen the planning process to ensure that flexible and adaptive results frameworks allow for continuous learning loops.**

UNODC will strengthen its **independent evaluation function** so that it can fulfil its roles of oversight and accountability while increasing the effectiveness and relevance for 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, for example, through metasyntheses. Using innovative web-based tools and systems will ensure that evaluations respond to the constantly evolving challenges, such as COVID-19, and produce actionable recommendations.

UNODC will further invest in **effective planning**, based upon evidence, "nowcasting",[16] monitoring data and the **results of independent evaluations**. It will further strengthen innovative on-line structures and dynamic systems to build a data-driven, evidence-based and transparent culture, contributing to full collaboration and cooperation between and across field offices and headquarters.

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[16] Assessment of the current state of a target variable based on information provided by relevant indicators (United Nations Conference on Trade and Development).

UNODC will transform its culture and become an Office in which decisions are built on evidence from a variety of sources. The interrelationship between monitoring, research and evaluation will be strengthened by progressively creating a **knowledge network** to support an organizational culture that promotes critical self-reflection and innovation.

Performance feedback loops, internal research and the findings of oversight bodies and evaluation will be used to create a **learning organization** that is not afraid to take risks based on sound judgement but that at the same time ensures that it learns from its failures.

Conclusion

This strategy is a commitment premised on political and financial partnerships and continuous engagement. Not only will this exploit our unique position that spans peace and security, human rights and development, it will also allow us to support States in creating and strengthening cohesive, safe and resilient communities. Strengthening the rule of law at the national and international levels, countering corruption and illicit trafficking, improved access to justice and health-oriented responses to drug use are fundamental enablers of development.

We recognize and value the confidence placed in our ability to deliver on our foundational mandates and specialized expertise. However, we also believe that we need to keep up with the times and help address new issues as they emerge. This strategy is therefore both a foundation and a springboard for us to move into the next five years. We will consolidate our role as a key player in countering drugs, crime, corruption and terrorism but will also venture into new ways of working and tackling new issues that lie at the intersections of our mandates. We will work together with United Nations system partners to contribute to Member States' efforts in meeting the Sustainable Development Goals.

This strategy will be implemented in full alignment with the Secretary-General's reforms of the United Nations Secretariat. In particular, the Office will seize the opportunities for increased efficiency and partnerships provided by the reform of the management system. To achieve this, we will need to deploy the right tools, have the right focus and sustain the right level of flexibility.

UNODC has grown because of its ability to deliver with quality. This strategy lays out a path for us to consolidate on our core competencies and venture into new areas that respond to clearly defined needs and deliver with excellence. We shall hold ourselves accountable to achieving the goals and aspirations and undertake to communicate our results, successes and setbacks in a transparent manner to all our stakeholders.

Given the obstacles the world will face in building back better, we know that our path will be challenging and that tough choices will need to be made to ensure that we can live up to our collective expectations. This is an ambitious strategy in challenging times, and we believe we can deliver it with our proven expertise and skilled staff.

Annex

Some key outcomes and outputs

1. Addressing and countering the world drug problem

Outcome 1. Improved monitoring and analysis of the world drug problem

1.1   Increased access to and use of relevant, reliable data and analysis at the global, regional and national levels, including through timely production of the World Drug Report and other context-specific analyses.

1.2   The renewed annual report questionnaires and innovative tools are used to provide more up-to-date data.

Outcome 2. Improved quality and coverage of drug prevention treatment, care and rehabilitation services, with a focus on youth, women and people in vulnerable circumstances

2.1   Increased access to evidence-based prevention programmes, particularly for families, schools and youth.

2.2   Increased access to quality evidence-based treatment, care and rehabilitation services for people with drug use disorders.

Outcome 3. Improved access to and use of controlled drugs for medical purposes, and prevention of diversion for non-medical use

3.1   More secure and targeted supply chains of controlled drugs for medical purposes, and capacity of the health sector to ensure implementation of the regulatory framework on access to controlled drugs for medical purposes.

3.2   Stronger visibility and partnerships on access to controlled drugs for medical purposes.

Outcome 4. Enhanced forensic capacities and early warning systems, especially those related to new psychoactive substances, in place

4.1   Increased and wider support to national forensic services to guide policy and programming on drug related issues.

4.2   Delivery of assistance packages for creation of early warning systems, especially for new psychoactive substances.

Outcome 5. Improved coverage of comprehensive evidenced-based HIV prevention, treatment and care services for people who use drugs and for people in prisons and other closed settings

5.1   Increased access to comprehensive HIV prevention treatment and care services for people who use drugs.

5.2   Increased access to comprehensive HIV prevention treatment and care services for people in prisons and other closed settings.

Outcome 6. Implementation of improved and better targeted alternative development programmes

6.1   Increased partnerships with civil society and the private sector for increased market access for products of alternative development activities.

6.2   Increased support for development of national and regional alternative development and sustainable livelihoods plans, including a special focus on marginalized and vulnerable communities.

Outcome 7. More effective measures to counter criminal justice responses to drug trafficking and laundering of related proceeds

7.1   Strengthened national legal frameworks related to drug control and drug trafficking.

7.2   Enhanced operational responses to identify and dismantle drug and precursor trafficking networks, including through strengthened maritime, air and land border control.

7.3   Increased international cooperation and exchange of information on operational and legal assistance matters related to prevention of the supply of illicit drugs.

7.4   Increased capacity to undertake financial investigations to support targeting of drug trafficking, proceeds of crime and money laundering.

7.5   Strengthened capacity of law enforcement, prosecution services and the judiciary to investigate, prosecute and adjudicate drug trafficking.

Outcome 8. The Commission on Narcotic Drugs and its subsidiary bodies enhance international cooperation to discharge its normative functions under the three international drug control conventions

8.1   Inclusive participation of interested stakeholders, including civil society, in the work of the Commission, including through remote participation modalities, is facilitated.

8.2   Exchange of information and knowledge among States and the treaty-based bodies (World Health Organization, International Narcotics Control Board) on international policy commitments and the scheduling of substances under the three international drug control conventions facilitated within the Commission.

2.   **Preventing and countering organized crime**

Outcome 1. Development and implementation of more effective legal frameworks, policies and programmes tackling transnational organized crime, in line with the United Nations Convention against Transnational Organized Crime and the Protocols thereto

1.1   Enhanced support provided to the Conference of the Parties to the Organized Crime Convention and its subsidiary bodies.

1.2   Effective functioning of the mechanism for the review of the implementation of the Organized Crime Convention and the Protocols thereto facilitated.

1.3   Strengthened capacity to implement institutional and legislative reform at national and regional levels in conformity with the Organized Crime Convention and the Protocols thereto.

1.4   Enhanced support to the intergovernmental processes related to cybercrime.

Outcome 2. Improved detection, investigation, prosecution and adjudication of organized crime cases and assistance to victims

2.1   Strengthened cross-border criminal justice cooperation to disrupt and dismantle organized criminal groups and to bring perpetrators to justice is supported.

2.2   Increased capacity to provide assistance to and social reintegration of victims of organized crime.

2.3   Increased capacity of prosecutors and judiciary to prosecute and adjudicate organized crime and related financial crime matters.

2.4   Increased capacity to design and implement effective systems to combat money-laundering, terrorist financing and illicit financial flows.

2.5   Increased support to investigate, prosecute and adjudicate crimes that affect the environment.

Outcome 3. Mechanisms to systematically collect and analyse data to monitor trends and patterns of organized crime activities are established

3.1   Increased support for tracking new modus operandi of organized crime networks provided.

3.2   Comprehensive support packages provided to collect data on illicit financial and arms flows to guide criminal justice system responses.

Outcome 4. Cybercrime tackled more effectively

4.1   Substantive support provided to mechanisms for international cooperation to tackle cybercrime.

4.2   Assistance provided for strengthened and specialized capacity to tackle cybercrime through prevention, detection, prosecution and adjudication.

3.   **Preventing and countering corruption and economic crime**

Outcome 1. States' legal, policy and institutional frameworks prevent and counter corruption and economic crime risks in line with the United Nations Convention against Corruption and recommendations of its review mechanism, including through promoting transparency in the management of public finances and procurement

1.1   Legal, policy and programmatic support services provided to countries to prevent and counter corruption, including through promoting transparency in the management of public finances and procurement.

1.2.   Countries assisted in the creation of strong institutions addressing corruption, as well as mechanisms or bodies for overseeing their performance.

1.3.   Support for enhanced integrity of the judiciary and other criminal justice actors is strengthened.

1.4   Countries have the capacity to apply a risk-based approach when designing responses to corruption in all sectors, such as health and the environment.

Outcome 2. Practitioners and other stakeholders take effective action to prevent and counter corruption and economic crime

2.1   The United Nations Office on Drugs and Crime upgrades tailored knowledge and skills among practitioners and stakeholders in detecting, preventing, investigating, adjudicating and countering corruption and economic crime.

2.2   Civil society organizations, the media and academia supported in actively engaging in preventing and combating corruption.

2.3   Increased support to national financial systems to prevent and counter corruption and money-laundering.

2.4   Consistent mainstreaming of anti-corruption measures in national development strategies and technical assistance programmes, including through United Nations country teams.

Outcome 3. Policymakers, practitioners and other stakeholders implement innovative knowledge-based solutions to prevent and counter corruption

3.1   Increased capacity to produce and analyse data on corruption and anti-corruption and use research and monitoring mechanisms to inform decision-making in the context of the United Nations Convention against Corruption and Sustainable Development Goal 16.

3.2   National studies and reports on prevalence and patterns of bribery and other forms of corruption supported.

3.3   Evidence on the links between corruption, illicit trade and organized crime activities supports national, regional and international policymaking.

Outcome 4. Increased cooperation among and between governmental institutions at the local, regional and international levels to prevent and counter corruption, including on asset recovery cases

4.1   Countries are supported in conducting parallel operations and coordinating policy initiatives to combat illicit financial flows as they relate to the proceeds of corruption.

4.2   Support provided to Member States in tracing, seizing, freezing, confiscating and returning assets stolen by officials through acts of corruption.

4.3   Support for stronger coordination of anti-corruption technical assistance among recipient countries and multilateral and bilateral assistance providers.

Outcome 5. Member States actively engage in intergovernmental processes to fast-track the United Nations Convention against Corruption and the implementation of Sustainable Development Goal 16

5.1   The Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies, as well as the special session of the General Assembly against corruption, are supported in advancing the anti-corruption agenda.

5.2   Support provided to countries to implement commitments made under the Convention and in the context of the special session of the General Assembly against corruption and facilitate follow-up to recommendations made by the Mechanism for the Review of Implementation of the Convention.

5.3   Substantive support provided for the launch of the second phase of the Implementation Review Mechanism.

5.4   Advocacy to promote domestic and multilateral anti-corruption efforts including through implementation of the Convention.

4.   **Preventing and countering terrorism**

Outcome 1. More effective and accountable criminal justice responses to all forms of terrorism, including the financing of terrorism

1.1   Increased capacity of criminal justice systems to effectively detect, investigate, prosecute and adjudicate terrorism offences.

1.2   Increased capacity of the Member States to effectively rehabilitate and reintegrate those charged with terrorism offences.

Outcome 2. Increased international cooperation to prevent, detect and adjudicate cases related to terrorism

2.1   Increased capacity of criminal justice and other counter-terrorism officials for effective criminal cooperation in terrorism matters across borders, including through mutual legal assistance.

2.2   Increased capacity of national officials working in intelligence, criminal justice and border security to detect and cooperate across borders to detect and respond to acts of terrorism.

Outcome 3. More widespread and effective application of human rights compliant measures to prevent radicalization to violence, with a focus on protecting children, youth, women, victims of terrorism and vulnerable groups, in responses to terrorism

3.1   Criminal justice and other national officials are trained to prevent radicalization to violence.

3.2   Children, youth, families and vulnerable groups provided with tools for building resilience to radicalization to violence.

3.3   Support provided for development and implementation of evidence-based policies and responses to provide justice and rehabilitation to victims of terrorism.

Outcome 4. Implementation and adoption of the international legal framework against terrorism and other relevant standards

4.1   United Nations Office on Drugs and Crime supports ratifications of the international legal instruments against terrorism.

4.2   Legislative assistance provided to facilitate compliance with the international legal framework against terrorism and other relevant standards.

Outcome 5. Increased adoption and implementation of effective, human rights-based and accountable policies, strategies and approaches to prevent and counter terrorism and violent extremism

5.1   Support and advocacy for development of human rights compliant and evidence-based policies, strategies and approaches for preventing and countering terrorism.

5.2   Facilitation of enhanced implementation of human rights compliant and evidence-based policies, strategies and approaches for preventing and countering terrorism.

5.   **Crime prevention and criminal justice**

Outcome 1. Strengthened access to justice for all through more effective, fair and accountable criminal justice systems, from policing to prosecution and the judiciary

1.1   Law enforcement institutions are supported to provide human rights-based, gender-responsive policing and increased accountability to the community.

1.2   Support provided to strengthen integrity and accountability and independence of the judiciary.

1.3   Prosecution services and the courts are supported in performing their functions effectively while upholding the human rights of all persons in contact with the criminal justice system.

Outcome 2. More effective, community- and knowledge-based crime prevention

2.1   Increased capacity to develop and implement evidence-based and comprehensive national and local crime prevention strategies.

2.2   Increased access to comprehensive and evidence-based crime prevention programmes and interventions that target risk factors of crime and violence.

2.3   Support for the scaling-up of youth-focused prevention initiatives, including sport and family-based initiatives, and empowerment of young people to partner in reducing crime and violence.

Outcome 3. Violence against women is prevented, and increased access to gender-responsive justice for women and girl victims of violence or in vulnerable situations

3.1   Increased capacity of criminal justice professionals to prevent and respond to violence against women, including gender-related killings.

3.2   United Nations Office on Drugs and Crime facilitates the design and implementation of comprehensive interventions to prevent and respond to violence against women, in partnership with all relevant sectors and civil society.

3.3   Legal advisory services provided to align legislation, policy and institutional frameworks on violence against women with international standards.

3.4   Countries assisted in improving gender balance in the criminal justice sector, particularly at the decision-making and managerial levels, and enhancing the gender-responsiveness of the justice sector.

Outcome 4. Strengthened prevention of and responses to violence against children, including by terrorist and violent extremist groups, and enhanced access to justice for children

4.1   Legal advisory services provided to align national legal, regulatory and policy frameworks with international law and relevant United Nations standards and norms.

4.2   Increased capacity of institutions and key actors of the justice, security, social welfare, education, health and child protection systems on strategies and measures to prevent and respond to violence against children.

4.3   Enhanced coordination and strengthened cross-sectoral collaboration between law enforcement, justice, security, social welfare, health, education and child protection systems, as well as with non-governmental actors facilitated.

4.4   Increased capacity of children and those working with and for them to resist violence and/or successfully reintegrate into society.

Outcome 5. Comprehensive and gender-responsive penal and prison reforms implemented to reduce the overuse of imprisonment, prison overcrowding and other prison challenges, including radicalization and violent extremism in prisons

5.1   Strengthened capacity of criminal justice professionals to use non-custodial measures in appropriate cases and ensure proportionate sentencing, with a view to avoiding the overuse of imprisonment.

5.2   Prison services are better equipped to ensure the safe, secure and humane custody of prisoners, including violent extremist prisoners, in line with international standards.

5.3   The social reintegration prospects of offenders are improved as a result of rehabilitative prison environments and community-based support services.

Outcome 6. Enhanced implementation of global policy commitments on crime prevention and criminal justice

6.1   The fourteenth United Nations Congress on Crime Prevention and Criminal Justice supported in identifying action to be taken in the area of the crime prevention and criminal justice in the period 2021-2025, for follow-up by the Commission on Crime Prevention and Criminal Justice.

6.2   The Commission on Crime Prevention and Criminal Justice provided with substantive support to enhance international cooperation on matters related to crime prevention and criminal justice, including translating the guidance provided by the fourteenth Congress into innovative and creative policy and operational initiatives.

6.3   Inclusive participation of interested stakeholders, including other functional commissions of the Economic and Social Council, especially the Commission on the Status of Women, as well as civil society, in the work of the Commission, including through remote participation modalities, is facilitated.

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