

**Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime**

*The Commission on Crime Prevention and Criminal Justice,*

*Recalling* its resolution 18/3 of 24 April 2009, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime”, in which it decided to establish a standing open-ended intergovernmental working group on governance and finance, in order to achieve the common objective of strengthening the performance and effectiveness of the United Nations Office on Drugs and Crime,

*Recalling also* Economic and Social Council decision 2009/251 of 30 July 2009, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, in which the Council decided that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice would hold reconvened sessions on an annual basis in the second half of the year, in order to be able, pursuant to Commission on Narcotic Drugs resolution 52/13 and Commission on Crime Prevention and Criminal Justice resolution 18/3, to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime,

*Reaffirming* the role of the Commission on Crime Prevention and Criminal Justice as the principal policymaking organ of the United Nations on matters of crime prevention and criminal justice and as the governing body of the crime programme of the United Nations Office on Drugs and Crime,

*Reaffirming also* its resolution 20/1 of 15 April 2011, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime”,

*Concerned* about the governance and financial situation of the United Nations Office on Drugs and Crime, and aware of the urgent need to continue addressing that issue in a pragmatic, results-oriented, efficient and cooperative manner,

1. *Takes note* of the work of and the note by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the

United Nations Office on Drugs and Crime,<sup>1</sup> in accordance with Commission resolutions 18/3 and 20/1;

2. *Expresses its appreciation* to the co-chairs of the working group for their work and to the Secretariat for its assistance in facilitating the work of the working group, including by providing, inter alia, updates on the financial situation of the United Nations Office on Drugs and Crime and briefings and presentations on thematic and regional programmes to the working group, as well as on evaluation and oversight issues, and requests the Secretariat to continue providing such necessary assistance, bearing in mind the limited resources available to it;

3. *Welcomes* the established practice of having a clear schedule of meetings and programme of work for the working group, as well as other measures taken with a view to improving the functioning and efficiency of the working group, requests that a draft agenda for each meeting of the working group be distributed no later than 10 working days before the meeting, accompanied by all the relevant documents for such meetings, and reiterates the importance of developing an indicative annual workplan by Member States, taking into account inputs from the Secretariat and providing, as appropriate, for review of the format and organization of work of the group, with a view to improving its effectiveness;

**Continuous support for promoting a culture of evaluation within the United Nations Office on Drugs and Crime at all stages of programme planning, development and implementation**

4. *Recalls* that the working group has been provided with numerous presentations on evaluation findings, on which occasions participants have reiterated the importance of having a sustainable, effective and operationally independent corporate evaluation function at the United Nations Office on Drugs and Crime, particularly one focused on the overall objectives, implementation, performance and impact of thematic and regional programmes;

5. *Requests* the working group to continue addressing evaluation-related matters, and invites the Independent Evaluation Unit to continue:

(a) Providing the working group with evaluation findings of the thematic and regional programmes of the United Nations Office on Drugs and Crime;

(b) Consulting with the working group on a road map of current and future activities and results;

(c) Promoting a culture of evaluation throughout the Office at all stages of programme planning, development and implementation;

(d) Working with the Office in monitoring the implementation of recommendations made by relevant oversight bodies;

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<sup>1</sup> E/CN.7/2013/7-E/CN.15/2013/7 and Add.1.

### **Continuous support for promoting an integrated programme approach**

6. *Recalls* that the working group has been provided with the initial evaluation findings of the integrated programme approach, which show that the approach can help the Office to acquire an integrated regional and thematic perspective and achieve benefits in terms of improved linkages and synergies between policy, strategic planning, programmatic work, mobilization of resources and partnerships with all relevant stakeholders;

7. *Emphasizes* that the working group, in its formal and informal meetings, has provided a constructive forum for dialogue among Member States and between Member States and the Secretariat on the development of the programmes of the Office, and recommends strengthening such dialogue;

8. *Requests* the working group to:

(a) Continue consulting and supporting the development of the integrated programme approach of the Office, *inter alia*, where appropriate, by moving from a project-based to a programme-based approach;

(b) Continue discussing the integrated programme approach and improving its organization-wide implementation by the Office and its governing bodies at all stages of the programme cycles;

(c) Draw on the evaluation findings and lessons learned from experiences with the approach, including, as appropriate, when discussing fundraising matters;

### **Continuous support for strengthening the financial situation of the United Nations Office on Drugs and Crime**

9. *Recalls* General Assembly resolution 67/193 of 20 December 2012, in which the Assembly urged all Governments to provide the fullest possible financial and political support to the Office by widening its donor base and increasing voluntary contributions, in particular general-purpose contributions, so as to enable it to continue, expand, improve and strengthen, within its mandates, its operational and technical cooperation activities, expressed concern regarding the overall financial situation of the Office, emphasized the need to improve the cost-effective utilization of resources by the Office and requested the Secretary-General to submit proposals in his proposed programme budget for the biennium 2014-2015 to ensure that the Office had sufficient resources to carry out its mandates;

10. *Also recalls* that the working group has on several occasions discussed fundraising issues and ways to achieve a sustainable and balanced funding structure for the Office so as to ensure delivery capacity and the sustainability of thematic and regional programmes;

11. *Requests* the working group to give appropriate attention to the issue of supporting the funding situation and financial management of the Office and assist the Commission in becoming

more actively engaged, with further transparency, in the biennial consolidated budget process, including its special-purpose funding part, inter alia, by:

(a) Receiving reports on and concrete examples of activities funded through full cost recovery, and facilitating the optimization of the resource mobilization process, in order to help to transparently and holistically promote integrated regional and thematic programmes along with their resource requirements, to enhance funding predictability and contribute to the coherence of the programmatic activities of the Office with the overall priorities and objectives within its mandate;

(b) Examining ways to promote the financial sustainability of the Office, including through the elaboration, on the basis of a suggestion from the Office, of a system that encourages the sustainability of contributions in order to ensure delivery capacity, improve administrative efficiency and provide increased incentives for soft earmarking at the programme level and multi-year funding;

(c) Providing continued support for streamlined and results-based programmatic and financial reporting at the outcome level, including by adopting at its first informal meeting following the sessions of the two Commissions held in the first half of 2013, on the basis of a proposal of the co-chairs of the working group, with the support of the Secretariat, and on the basis of requests by Member States, a cycle aimed at promoting transparency and encouraging involvement among relevant stakeholders, as well as dialogue between Member States and the Secretariat, through which the working group can receive and discuss:

(i) Results-based reports on individual programmes, as well as a summary overview of programmes of the United Nations Office on Drugs and Crime, including priorities, results and implementation, in particular the funding situation and funding gaps and their impact on the delivery capacity of the Office;

(ii) Presentations by the Secretariat on the strategic framework for the period 2012-2013, the strategy for the period 2012-2015 and any updates on their implementation, as well as the strategic framework for the period 2014-2015;

(d) Continuing to provide a platform for Member States to, inter alia, exchange views on the existing challenges to the financial and administrative sustainability of the Office and its activities, with a view to shaping consensually acceptable approaches to properly address these challenges in a cooperative manner, including by means of preparing recommendations to the Commission in order to facilitate further decision-making by the latter;

**Continuing support to the Commission in monitoring the implementation of resolutions and decisions adopted by the Commission**

12. *Also requests* the working group to continue discussing progress made with regard to the implementation of resolutions and decisions adopted by the Commission;

13. *Requests* the Secretariat to submit a short and concise report on the implementation of resolutions adopted since 2012 to the Commission at its twenty-fourth session, in 2015, for its consideration, through the working group, as appropriate.