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## Commission on Narcotic Drugs

Reconvened fifty-sixth session

Vienna, 12-13 December 2013

Agenda item 3

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

## Commission on Crime Prevention and Criminal Justice

Reconvened twenty-second session

Vienna, 12-13 December 2013

Agenda item 3

**Strategic management, budgetary and administrative questions**

## Consolidated budget for the biennium 2014-2015 for the United Nations Office on Drugs and Crime

### Report of the Executive Director

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## I. Introduction

1. The Executive Director of the United Nations Office on Drugs and Crime (UNODC) hereby submits the Office's consolidated budget for the biennium 2014-2015 to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, pursuant to General Assembly resolutions 46/185 C and 61/252, section XI. The present report also includes information on criteria used in applying the programme support charge and on progress made in implementing the integrated programme approach, pursuant to Commission on Narcotic Drugs resolution 54/10 and Commission on Crime Prevention and Criminal Justice resolution 20/1. It also provides an update on the measures planned and taken to promote a culture of evaluation throughout the Office and on the work and the functions of the Independent Evaluation Unit, pursuant to Commission on Narcotic Drugs resolutions 52/14 and 54/10, and Commission on Crime Prevention and Criminal Justice resolutions 18/6 and 20/1.

2. The Office is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism in all its forms and manifestations. The policy direction for the Office is based on (a) resolutions and decisions of the General Assembly, the Economic and Social Council, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice; (b) the international drug control conventions,<sup>1</sup> the United Nations Convention against Transnational Organized Crime and the Protocols thereto,<sup>2</sup> the United Nations Convention against Corruption<sup>3</sup> and the universal legal instruments against terrorism in all its forms and manifestations; (c) the United Nations Millennium Declaration (General Assembly resolution 55/2); (d) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and Assembly resolutions 45/179 and 46/185 C, on the drug control programme; (e) the outcome of the twentieth special session of the General Assembly on countering the world drug problem together; (f) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (Assembly resolution 55/59, annex), the related plans of action (Assembly resolution 56/261, annex), the Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice, adopted by the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (Assembly resolution 60/177, annex) and the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and their Development in a Changing World, adopted by the Twelfth United Nations Congress on Crime Prevention and Criminal Justice (Assembly resolution 65/230, annex); (g) the recommendations resulting from the 2005 World Summit Outcome (Assembly resolution 60/1); (h) the United Nations Global Counter-Terrorism Strategy (Assembly resolution 60/288); (i) the United

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<sup>1</sup> The Single Convention on Narcotic Drugs of 1954 as amended by the 1972 Protocol (United Nations, *Treaty Series*, vol. 976, No. 14152), the Convention on Psychotropic Substances of 1971 (*ibid.*, vol. 1019, No. 14956) and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988 (*ibid.*, vol. 1582, No. 27627).

<sup>2</sup> United Nations, *Treaty Series*, vols. 2225, 2237, 2241 and 2326, No. 39574.

<sup>3</sup> *Ibid.*, vol. 2349, No. 42146.

Nations standards and norms on crime prevention and criminal justice; and (j) Economic and Social Council resolutions 2007/12, 2007/19 and 2012/12.

3. While UNODC continues to strive for the greatest possible conceptual and operational integration of the drug and crime programmes, voluntary contributions are budgeted and accounted for separately under the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund. As was the case for the biennium 2012-2013, the consolidated budget for the biennium 2014-2015 for UNODC focuses on the general-purpose resources of the two funds. General-purpose funds are unearmarked voluntary contributions that are provided to finance executive direction and management, programme and programme support components. They are also used to fund temporary advances for projects and other field operations.

4. The consolidated budget for the biennium 2014-2015 for UNODC also provides information on the projected allocation of special-purpose funds and the programme support cost income earned from special-purpose contributions, as well as the resources of the regular budget of the United Nations. Special-purpose funds are earmarked voluntary contributions that finance the Office's technical cooperation and other substantive activities at headquarters (Vienna) and in the field.

5. Programme support costs are the indirect costs recovered in support of activities financed from voluntary contributions and are used to finance central administration and programme management functions. In June 2012, the United Nations Controller promulgated revised policies on cost recovery and programme support costs, which foresee strict adherence to the 13 per cent programme support cost rate, restrict the use of programme support cost to headquarters support functions and corporate initiatives and clarify that programme support revenue must be used where costs cannot be readily and directly attributable to, or recovered from, individual substantive activities, projects or programmes that are funded on an extrabudgetary basis.

6. Regular budget resources are received from the biennial programme budget of the United Nations. The regular budget resources shown in the present consolidated budget for UNODC are submitted to the General Assembly in sections 1, 16, 23 and 29G of the proposed programme budget for the biennium 2014-2015 (A/68/6) and finance:

(a) The UNODC policymaking organs, executive direction and management, programme and programme support in Vienna and at United Nations Headquarters;

(b) The United Nations Office at Vienna, whose activities benefit UNODC, the Department for General Assembly and Conference Management, the Department of Safety and Security and the Office of Internal Oversight Services (OIOS).

7. In the biennium 2014-2015, general-purpose expenditure and programme support costs will continue to be apportioned between the drug and crime programme funds based on the income that each generates. The consolidated budget for 2014-2015, as in the biennium 2012-2013, presents a single general support budget and a single programme support cost budget, which in each case includes both the drug programme and the crime programme funds. The budgets for the

project portfolios of the two funds that are financed with special-purpose resources remain separate, as most contributions are specifically earmarked under each fund.

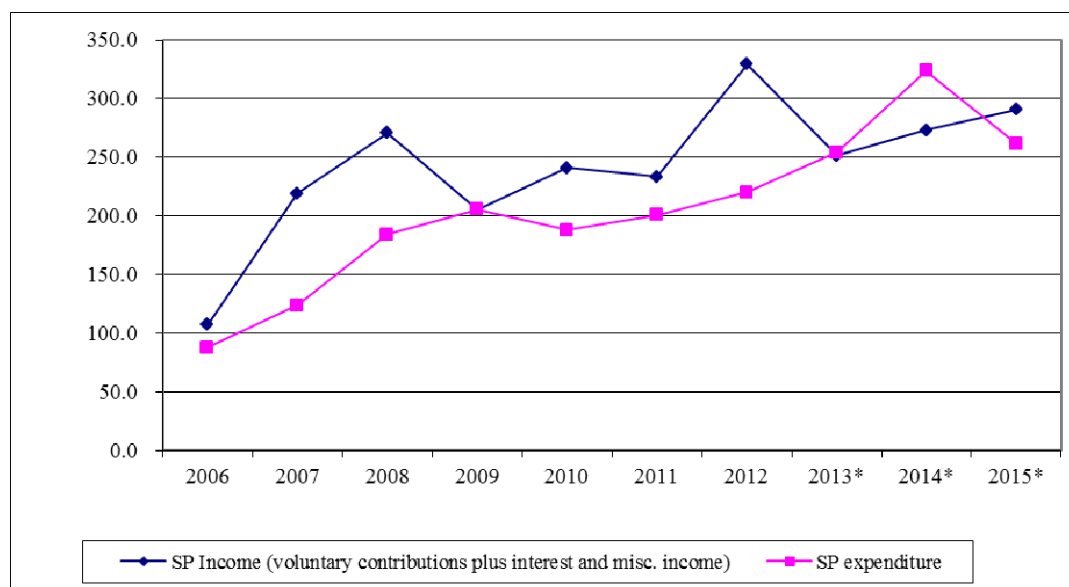
8. The United Nations Office on Drugs and Crime continues to strictly adhere to the 13 per cent rate policy and procedures of the United Nations with respect to programme support costs and to ensure the application of clear and consistent criteria in the granting of exceptions to the standard 13 per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

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

9. The financial projections of UNODC continue to highlight two contradictory trends. Special-purpose income shows phenomenal growth (22.4 per cent from 2010-2011 to 2012-2013 alone), indicating strong donor confidence, while the level of contributions to general-purpose income continues to deteriorate, a trend UNODC has not been able to reverse. Together, the two trends put a chronic strain on management, support and oversight functions. This matter has consistently been raised in previous budget reports, and more recently in the report of the Executive Director on the implementation of the consolidated budget for the biennium 2012-2013 for UNODC (E/CN.7/2013/6-E/CN.15/2013/6), as well as in the meetings of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime.

10. Figures I-III below present the evolution of income and expenditure for special-purpose funds, programme support cost funds and general-purpose funds from 2006 to 2015. The years 2013-2015 represent the most recent projections.

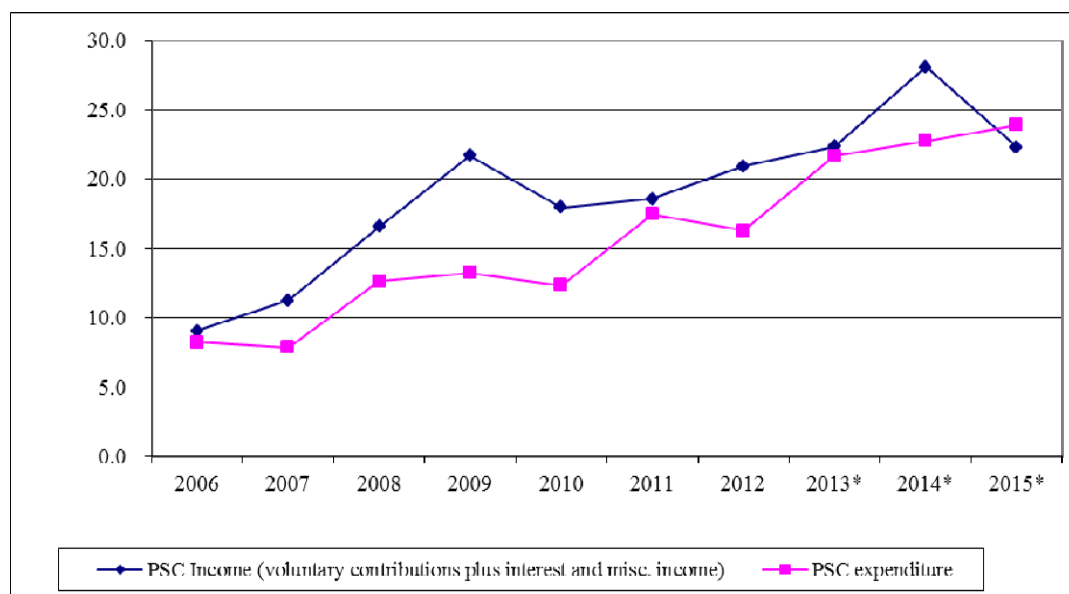
Figure I  
**Special-purpose funds: evolution of income and expenditure, 2006-2015**  
(Millions of United States dollars)



\* Projected amounts.

11. Despite the financial crisis, special-purpose funds show a continually strong level of donor confidence in the programmatic direction of UNODC and its capacity to deliver technical cooperation activities, with income to special-purpose funds projected at a level of \$564.1 million in 2014-2015, after a historic peak of \$581 million in 2012-2013, reflecting an increase of \$106.4 million (22.4 per cent) from 2010-2011. Programme implementation in 2014-2015 is projected at \$585.7 million, a 19 per cent increase from 2012-2013.

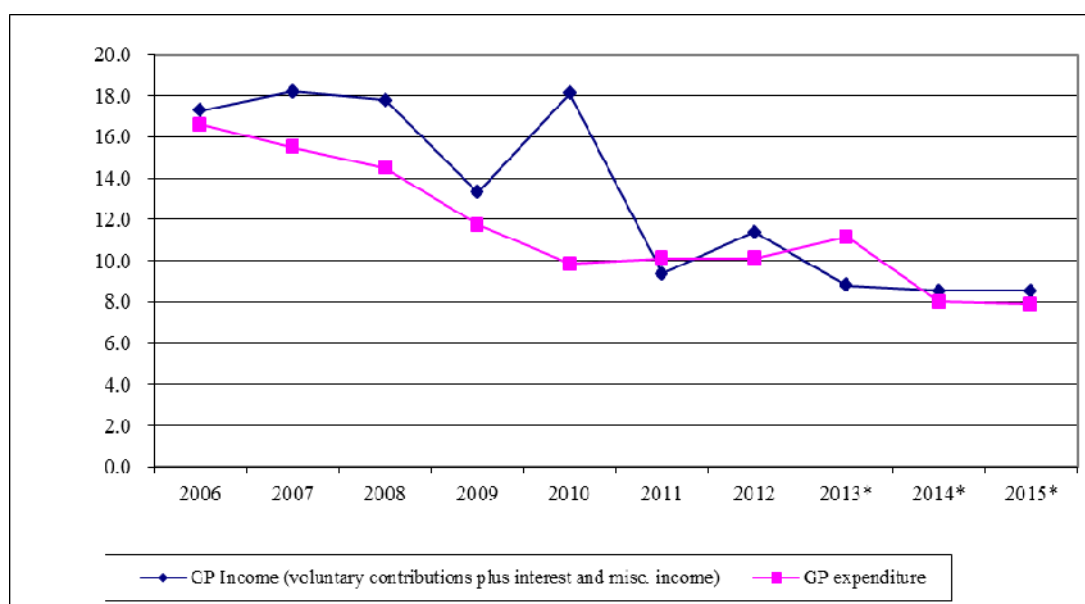
Figure II  
**Programme support cost funds: evolution of income and expenditure, 2006-2015**  
(Millions of United States dollars)



\* Projected amounts.

12. Programme support cost funds, a derivative of programme execution, also show a healthy trend, with a projected income of \$50.4 million in 2014-2015, an increase of \$7.1 million (16.4 per cent) from 2012-2013. However, pressure is ever increasing on programme support cost income to strictly limit funding to activities that are considered overarching and that comprise indirect programme support, such as activities relating to roving field support teams, cost management, strategic planning, risk management, resource mobilization and divisional executive offices, and to finance the local implementation of initiatives led by United Nations Headquarters, including Umoja and the International Public Sector Accounting Standards (IPSAS).

Figure III  
**General-purpose funds: evolution of income and expenditure, 2006-2015**  
(Millions of United States dollars)



\* Projected amounts.

13. General-purpose income continues to fall, against escalating salary costs. In 2012-2013, income dropped by \$7.3 million (26.5 per cent), from \$27.5 million in 2010-2011 to a revised projected income of \$20.2 million (initial budget projection of \$21.5 million) and led UNODC to take decisive cost-containment measures, such as hiring freezes, amounting to \$1.9 million, in order to maintain the viability of the fund. Notwithstanding the measures taken, 2012-2013 marked the first biennium in which UNODC could operate at a net loss, since expenditures are expected to level out at \$21.1 million (see E/CN.7/2013/6-E/CN.15/2013/6).

14. A further decline in unarmarked income of \$3.1 million, or 15.5 per cent (20.6 per cent of the initial 2012-2013 budget), is anticipated for 2014-2015. This all-time low level of income of \$17.1 million should also be put into context with the need to sustain \$1.3 million (3.1 per cent) in cost-saving measures in the regular budget for 2014-2015.

15. Against the background of an exponential growth in the volume and scope of technical assistance, contrasted with persistent deterioration of general-purpose income and continuing pressure on regular budget and programme support cost funds, during the past two years UNODC reviewed its funding model, costing methodologies and fund-sourcing options and developed a fundraising strategy with the objective of further enlarging its donor base and linking core functions to a system of direct cost recovery.

16. The key priorities identified in the UNODC fundraising strategy were: (a) to improve the regular budget resource base for mandated technical assistance core functions; (b) to define UNODC core functions and elaborate a benchmark framework for core funding in support of technical assistance delivery; (c) to



establish an internal process for sustainable planning, monitoring and risk management with regard to core resources; and (d) to standardize a system of cost recovery for technical assistance activities to avoid inappropriate subsidies from the regular budget or general-purpose fund to technical assistance operations in the field. To date, priorities (a) and (b) have proven difficult to achieve, the first one owing to the general financial situation of the regular budget and the second one owing to the inherent complexities in defining core functions. The latter two priorities form part of the revised funding model of UNODC, which focuses on “full cost recovery” and addresses the use of all extrabudgetary funding sources simultaneously. In this context, “full cost recovery” entails a system of sound and sustained direct cost recovery from the budgets of activities that directly benefit from the services rendered.

17. The key findings of the review of the funding model of UNODC are summarized below:

(a) While special-purpose funds have been increasing, programmes are not being fully costed. Direct functions that are partly or wholly attributable to programmes or project activities, such as UNODC representatives, deputy office representatives, field office support and Vienna programme-specific desk support, have not been planned and costed within special-purpose funds;

(b) General-purpose income is practically fully earmarked against staff costs (94 per cent of total costs). The recent UNODC financial crisis fully or partly resulted from fully tying general-purpose resources to inherently escalating and inflexible expenditures such as staff costs. Consequently, the ability of general-purpose funds, being unearmarked, to fund short-term programmatic shortfalls has been diminished;

(c) Programme support cost funds have not funded legitimate variable indirect (overhead) costs. In addition, UNODC will need to support the local implementation of initiatives led by United Nations Headquarters (Umoja and IPSAS) from this source;

(d) General-purpose reserves are anticipated to decrease from \$14.2 million in 2011 to \$11.6 million in 2013. Moreover, the programme support cost reserves, even though they are increasing, have also not kept up with the intended level of 150 per cent of one year of expenditure requirements. In 2013, programme support cost reserves are projected to reach \$22.8 million, reaching a level of only 120 per cent, mainly as a result of after-service health insurance and end-of-service charges (\$15.8 million in 2010-2011 alone) and other operational charges such as movements in currency exchange rates and other programmatic shortfalls.

18. Faced with the findings above, the persistent decline in general-purpose income and the prospect of undergoing further ad hoc reductions in general-purpose expenditures, UNODC takes the view that a longer-term solution that centres on consistent full direct cost principles is warranted. Accordingly, the consolidated budget for the biennium 2014-2015 reflects a balance between a sustainable funding model that focuses on full cost recovery and a rational approach to using general-purpose funds, weighed against the need to continue without hindering the operations of UNODC. The full impact of full cost recovery and the proposed 2014-2015 transitional measures are depicted in tables 1 and 2 below.

Table 1  
**General purpose funds: full cost recovery and the 2014-2015 transition budget**  
(Millions of United States dollars)

	<i>Full cost recovery</i>	<i>Transition budget</i>		<i>Remaining amount to be transferred</i>
2012-2013 revised budget recosted to 2014-2015 rates <sup>a</sup>	-	24.3	(i)	-
(a) Transfer to special-purpose funds of field office Representatives (17 posts in total; transition of only 7 (see paras. 147-148))	(9.6)	(3.8)		(5.8)
(b) Transfer to special-purpose funds of Deputy Representatives (7 posts (see para. 147))	(2.9)	(2.9)		
(c) Transfer to programme support cost funds of eligible indirect overarching programme support functions (for the Office of the Executive Director, see paras. 54-55; for the Division for Operations, see para. 73; for the Division for Policy Analysis and Public Affairs, see paras. 114-115)	(1.0)	(1.0)		
(d) Transfer to programme support cost funds of the provision for the Board of Auditors and OIOS (see paras. 172 and 174)	(0.4)	(0.4)		
(e) Transfer to programme support cost funds of ProFi maintenance (see paras. 172 and 174)	(0.6)	(0.6)		
(f) Other	0.3	0.3		
Subtotal	(14.2)	(8.4)	(ii)	(5.8)
<b>Total general-purpose resource projections for 2014-2015</b>		<b>15.9</b>	<b>(i)+(ii)</b>	

<sup>a</sup> Includes 2012-2013 revised budget of \$21.2 million plus recosting to 2014-2015 rates of \$3.1 million.

*Note:* In tables 1 and 2, a hyphen (-) indicates that the item is not applicable. Minus figures (shown in parentheses) represent amounts to be transferred from general-purpose funds to special-purpose funds or programme support cost funds.

Table 2  
**Programme support cost funds: full cost recovery and 2014-2015 transition budget**  
(Millions of United States dollars)

	<i>Full cost recovery</i>	<i>Transition budget</i>		<i>Remaining programme support cost funds to be transferred in subsequent bienniums</i>
2012-2013 revised budget recosted to 2014-2015 rates <sup>a</sup>	-	39.9	(i)	-
(a) Transfer to special-purpose funds of the direct support provided by the Integrated Programme Oversight Branch	(4.5)	-		(4.5)
(b) Transfer to special-purpose funds of programme specific direct (local) support provided by the field offices (see para. 149)	(9.7)	(2.8)		(6.9)
(c) Transfer from general-purpose funds of eligible indirect overarching programme support functions (for the Office of the Executive Director, see paras. 54-55; for the Division for Operations, see para. 73; for the Division for Policy Analysis and Public Affairs, see paras. 114-115)	1.0	1.0		
(d) Transfer from general-purpose funds of the provision for the Board of Auditors and OIOS (see paras. 172 and 174)	0.4	0.4		

	<i>Full cost recovery</i>	<i>Transition budget</i>	<i>Remaining programme support cost funds to be transferred in subsequent bienniums</i>	
(e) Transfer from general-purpose funds of ProFi maintenance (see paras. 172 and 174)	0.6	0.6		
(f) Strengthening of indirect overarching programme support cost functions (Office of the Executive Director, see para. 55; for the Independent Evaluation Unit, see para. 55; for the Division for Treaty Affairs, see paras. 64, 82 and 92; for the Division for Policy Analysis and Public Affairs, see paras. 127-128; for the Division for Management, see para. 174)	3.9	3.9		
(g) Funding from programme support cost funds of the local implementation costs of Umoja and IPSAS (see para. 174)	3.2	3.2		
(h) Other	0.5	0.5		
Subtotal	(4.6)	6.8	(ii)	(11.4)
<b>Total programme support cost resource projections for 2014-2015</b>		<b>46.7</b>	(i)+(ii)	

<sup>a</sup> Includes 2012-2013 revised budget of \$38.0 million plus recosting to 2014-2015 rates of \$1.9 million.

19. Table 1 shows that a total of \$14.5 million of expenditures (\$14.2 million net of \$0.3 million of “other” expenditure (line (f)), traditionally funded by the general-purpose funds, fall under the scope of other funding sources namely special-purpose funds and programme support cost funds. The total is made of an amount of \$12.5 million which qualifies as direct programmatic charges (lines a and b) and should be funded by the special purpose funds and an amount of \$2 million which qualifies as indirect support costs (lines c, d, and e) and should be funded within the PSC funds. The table also shows that while the expenditure transfers to PSC are effected in full in this biennium, the transition to SP funds is only to the extent of \$6.7 million of the \$12.5 million (54 per cent). The transition rate, representing a movement of seven UNODC Field Office Representative posts and seven Deputy-Representative posts, is on the basis that not all UNODC programmes can sustain a transition from day one. The ten remaining Field Office Representative posts will continue to be funded from general-purpose funds in 2014-2015 and be transitioned in the next biennium.

20. Table 2 shows that a total of \$14.2 million of expenditure, traditionally funded by programme support cost funds (lines (a) and (b)), is considered to comprise direct programmatic charges and should be funded by special-purpose funds. The table also shows that an amount of \$9.1 million is being absorbed by programme support cost funds by way of transfers from general-purpose funds and new charges related to the strengthening of indirect support functions and the local implementation of initiatives led by Headquarters. The table also shows that the expenditure transfers to special-purpose funds are effected at a rate of only 20 per cent, in order to allow time for transitioning. The remaining charges of \$11.4 million will be transitioned in the next biennium.

21. In order to ensure a successful implementation of the funding model based on full cost recovery, UNODC is currently conducting a series of comparisons among field offices and global programmes that would enable office viability assessments, cost structure comparisons and office-specific transition paths. During the

2014-2015 transition period, UNODC would need to evaluate the field office types and cost structures at headquarters and in the field against programme needs, renegotiate funding agreements, identify cost efficiencies, improve on guidelines and procedures relating to cost recovery, develop monitoring tools and incorporate Umoja cost centre functionality in UNODC accounts. Finally, UNODC will issue revised and clear guidelines on the uses of funding sources, which will be communicated to Member States.

22. Irrespective of the transition measures, the funding model will have significant implications, especially for subprogramme 8 (Technical cooperation and field support), and on the way UNODC programmes operate in, or with the full support of, the field. As a result, over the 2014-2015 biennium, the need may arise for UNODC to review and adapt the scope and location of its field offices and operations and of related headquarters costs to the new circumstances that may arise from the implementation of full cost recovery policies. Consequently, the implementation of the new model will be monitored closely and periodically by a senior-level management team reporting to the Executive Director. Member States will be kept informed about progress made in the implementation of the new model through existing mechanisms.

23. The proposed 2014-2015 biennium budget reflects the commitment of UNODC to achieving the greatest possible efficiency in delivering its mandates, by moving towards a model of full cost recovery as regards its technical assistance programmes, in line with prevailing Secretariat-wide policies and the need to align the uses of the funds entrusted to UNODC with their intended purpose. In taking this decision, UNODC listened to the calls of Member States to transparently cost its operations, seek cost efficiencies, reduce cost cross-subsidization and improve programme reporting. In this biennium, UNODC will pursue the transition to the new funding model in a manner and at a pace that will be realistic and balanced vis-à-vis the expectations and requirements of Member States. The new funding model can succeed only with the strong support of Member States. Implementation of direct costing and full cost recovery policies will require the gradual shifting of direct costs of technical assistance, including costs of all direct programme and related management and office costs in the field, away from general-purpose and programme support cost funds into special-purpose funds, as part of project and programme budgets.

### **III. Resource projections**

24. Table 3 provides a summary of estimates for income and expenditure for the biennium 2014-2015. The consolidated budget for the biennium 2014-2015 for UNODC aims at a decreased level of general-purpose expenditure that is less than the anticipated level of general-purpose income, with the purpose of maintaining the level of the budget and, at the same time, maintaining the level of the reserves in the fund.

Table 3  
**Summary estimates for income and expenditure for the biennium 2014-2015**  
(Millions of United States dollars)

	<i>General-purpose funds</i>	<i>Programme support cost funds for UNODC</i>	<i>Special-purpose funds</i>
<b>A. Funding</b>			
Fund balance at biennium start	11.6	22.8	374.3
<b>B. Income</b>			
Income	17.1	50.4 <sup>a</sup>	511.0 <sup>b</sup>
<b>C. Expenditure</b>			
Expenditure	15.9	46.7	585.7
<b>Excess (shortfall) (B-C)</b>	<b>1.2</b>	<b>3.7</b>	<b>(74.7)</b>
<b>Fund balances at biennium end</b>	<b>12.8</b>	<b>26.5</b>	<b>299.6</b>

<sup>a</sup> Programme support cost fund income does not include the programme support cost income earned by the United Nations Interregional Crime and Justice Research Institute (\$2.9 million), as the programme support cost budget of the Institute is considered under a separate process.

<sup>b</sup> For special-purpose funds, the total income of \$564.1 million is adjusted by the programme support cost income for UNODC (\$52.0 million), net of the programme support paid to implementing partners (\$1.6 million). It is also adjusted by the programme support cost income for the United Nations Interregional Crime and Justice Research Institute (\$2.9 million).

25. Table 4 provides a summary of resource projections for the biennium 2014-2015 and revised expenditure for the biennium 2012-2013. As a first step in the transition towards full cost recovery, total general-purpose expenditure for the drug and crime programme funds will decrease by \$5.3 million (25.3 per cent), from \$21.2 million in 2012-2013 to \$15.9 million in 2014-2015. This decrease is the net effect of a combination of increases and decreases and reflects the transition towards a new funding model. It reflects mainly the transfer to special-purpose funds of some field office representative posts and of the deputy representative posts, as well as the transfer from general-purpose funds to programme support cost funds of expenditures that clearly qualify as overarching programme support activities supported by available funding of the units that can be most directly linked to support.

Table 4  
**Resource projections, 2012-2013 and 2014-2015**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013 (revised)	2014-2015	2012-2013 (revised)	2014-2015
<b>A. General-purpose funds</b>				
Post	19 763.3	14 869.8	59	41
Non-post	1 474.5	1 004.7	-	-
<b>Subtotal</b>	<b>21 237.8</b>	<b>15 874.5</b>	<b>59</b>	<b>41</b>
<b>B. Programme support cost funds</b>				
Post	30 293.2	38 591.4	187	174
Non-post	7 697.5	8 120.1	-	-
<b>Subtotal</b>	<b>37 990.7</b>	<b>46 711.5</b>	<b>187</b>	<b>174</b>
<b>C. Special-purpose funds<sup>a</sup></b>				
Drug programme fund	244 092.2	304 567.8	98	112
Crime programme fund	230 395.9	281 142.7	164	178
<b>Subtotal</b>	<b>474 488.1</b>	<b>585 710.5</b>	<b>262</b>	<b>290</b>
<b>D. Regular budget<sup>b</sup></b>				
Post	57 091.9	58 991.8	231	223
Non-post	28 002.4	29 334.8		
<b>Subtotal</b>	<b>85 094.3</b>	<b>88 326.6</b>	<b>231</b>	<b>223</b>
<b>Total</b>	<b>618 810.9</b>	<b>736 623.1</b>	<b>739</b>	<b>728</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as of August 2013. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of August 2013 there are 1,333 field office local positions (23 national professional officers, 35 local level posts and 1,275 service contracts) administered by the United Nations Development Programme (UNDP) on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

<sup>b</sup> Includes regular budget resources contained in sections 1, 16, 23 and 29G of the proposed programme budget for 2014-2015.

Table 5  
**Resource projections, 2014 and 2015**  
 (Thousands of United States dollars)

<i>Category</i>	<i>2014</i>	<i>2015</i>	<i>2014-2015</i>
<b>A. General-purpose funds</b>			
Post	7 492.3	7 377.5	14 869.8
Non-post	502.7	502.0	1 004.7
<b>Subtotal</b>	<b>7 995.0</b>	<b>7 879.5</b>	<b>15 874.5</b>
<b>B. Programme support cost funds</b>			
Post	18 829.3	20 010.1	38 591.4
Non-post	3 936.4	3 935.7	8 120.1
<b>Subtotal</b>	<b>22 765.7</b>	<b>23 945.8</b>	<b>46 711.5</b>
<b>C. Special-purpose funds</b>			
Drug programme fund	166 220.9	138 347.0	304 567.8
Crime programme fund	157 694.3	123 448.4	281 142.7
<b>Subtotal</b>	<b>323 915.1</b>	<b>261 795.4</b>	<b>585 710.5</b>
<b>Total</b>	<b>354 675.8</b>	<b>293 620.7</b>	<b>648 296.5</b>

26. Requirements against programme support cost resources are anticipated to increase by \$8.7 million (23.0 per cent), from \$38.0 million in 2012-2013 to \$46.7 million in 2014-2015. This increase reflects mainly the transfer of resources from general-purpose funds to programme support cost funds mentioned above, as well as the strengthening of support functions in the Office of the Executive Director, the Independent Evaluation Unit, the Division for Policy Analysis and Public Affairs, the Division for Treaty Affairs and the Division for Management. The increase also provides for change management and the local implementation cost of overarching initiatives led by United Nations Headquarters (Umoja and IPSAS). The increase is partly offset by a decreased provision of administrative support for field offices. The increase in programme support resources is in line with the expected increase in income and the support required for technical cooperation activities funded by special-purpose contributions. The fund balance is maintained in order to ensure contractual security for staff and allow for protection against unforeseen shortfalls in programme delivery.

27. The total special-purpose expenditure of the drug and crime programme funds increased from \$216.1 million in 2006-2007, to \$391.2 million in 2008-2009, to \$389.2 million in 2010-2011 and to \$474.5 million in 2012-2013. For 2014-2015, a further increase of \$111.2 million (23.4 per cent) is projected, and special-purpose expenditure is anticipated to be \$585.7 million for the biennium. A breakdown of the allocation of special-purpose voluntary contributions by geographical region and programme area is provided in annex I. For the drug programme fund, project delivery is projected to increase by \$60.5 million (24.8 per cent), from \$244.1 million in 2012-2013 to \$304.6 million in 2014-2015. This follows increases in project delivery of 19 per cent in 2006-2007 and 79.5 per cent in 2008-2009, followed by a decrease of 11 per cent in 2010-2011. Increases in 2014-2015 reflect mainly the expanded delivery of technical assistance in the areas of illicit drug

trafficking, research and prevention, treatment and reintegration and alternative development through projected increases of programme delivery through, inter alia, the regional programme for Afghanistan and neighbouring countries, and in West Africa, Nigeria, Latin America and the Caribbean and South-East Asia. For the crime programme fund, project delivery is projected to grow by \$50.7 million (22 per cent), from \$230.4 million in 2012-2013 to \$281.1 million in 2014-2015. This follows increases in project delivery of 176 per cent, 111 per cent and 45 per cent in 2006-2007, 2008-2009 and 2012-2013, respectively. Increases in 2014-2015 reflect mainly the expanded delivery of technical assistance in the areas of crime prevention and criminal justice, transnational organized crime and countering corruption, through projected increases of programme delivery in, inter alia, the programmes in Africa, South-East Asia, Central America and the Caribbean.

28. The regular budget resources allocated to UNODC do not distinguish between the drug and crime programmes (see section 16, International drug control, crime and terrorism prevention and criminal justice, of the proposed programme budget for the biennium 2014-2015 (A/68/6(Sect. 16)). Those resources are projected to increase by \$2,611,000 (6.3 per cent) after recosting, from \$41,426,800 in 2012-2013 to \$44,037,800 in 2014-2015. The total regular budget resources provided under section 29G, Administration, Vienna, of the proposed programme budget are projected to increase by \$567,700 (1.4 per cent) after recosting, from \$39,643,400 in 2012-2013 to \$40,211,100 in 2014-2015 (see A/68/6(Sect. 29G)). The regular budget resources provided under section 1, Overall policymaking, direction and coordination, are projected to increase by \$23,900 (1.0 per cent) after recosting, from \$2,459,900 in 2012-2013 to \$2,483,800 in 2014-2015 (see A/68/6(Sect. 1)). The regular budget resources provided under section 23, Regular programme of technical cooperation, are projected to increase by \$29,700 (1.9 per cent) after recosting, from \$1,564,200 in 2012-2013 to \$1,593,900 in 2014-2015 (see A/68/6(Sect. 23)).

29. The distribution of resource requirements by source of funds and component of the budget is summarized in tables 6 and 7 below.



Table 6  
Distribution of resources by component  
(Thousands of United States dollars)

Component	General-purpose funds		Programme support cost funds		Special-purpose funds <sup>a</sup>		Regular budget		Total	
	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015 (Revised)	2012-2013 (Revised)	2014-2015
<b>A. Policymaking organs</b>	-	-	-	-	-	-	1 334.1	2 172.5	1 334.1	2 172.5
<b>B. Executive direction and management</b>	1 744.2	1 894.6	562.6	1 993.6	1 073.6	687.4	4 006.7	4 216.2	7 387.1	8 791.8
<b>C. Programme of work</b>										
1. Countering transnational organized crime and illicit trafficking	424.7	448.0	562.6	804.1	111 003.4 (Revised)	174 873.1	6 215.5	6 649.1	118 206.2	182 774.3
2. Health and livelihoods (drugs and HIV)	259.8	-	-	336.1	158 177.6	165 319.6	1 551.7	1 715.0	159 989.1	167 370.7
3. Countering corruption	-	-	-	389.3	32 096.5	45 748.9	4 556.4	4 736.2	36 652.9	50 874.4
4. Terrorism prevention	-	-	-	103.3	15 713.2	17 114.9	2 745.6	2 738.0	18 458.8	19 956.2
5. Justice	917.2	1 020.9	-	-	66 045.0	81 897.5	2 627.7	2 709.9	69 589.9	85 628.3
6. Research and trend analysis <sup>a</sup>	3 544.2	3 692.2	278.2	681.5	65 529.8	73 044.9	6 195.5	6 394.4	75 547.7	83 813.0
7. Policy support	1 275.8	1 399.3	3 205.8	4 271.2	4 991.0	5 299.1	1 504.3	1 759.2	10 976.9	12 728.8
8. Technical cooperation and field support	11 270.3	6 357.9	19 137.1	16 824.4	10 084.1	9 286.0	3 202.3	3 081.2	43 693.8	35 549.5
9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	-	-	-	-	1 695.3	4 688.8	10 361.3	10 797.5	12 056.6	15 486.3
<b>Subtotal C</b>	<b>17 692.0</b>	<b>12 918.3</b>	<b>23 183.7</b>	<b>23 409.9</b>	<b>465 335.9</b>	<b>577 272.7</b>	<b>38 960.3</b>	<b>40 580.5</b>	<b>545 171.9</b>	<b>654 181.4</b>
<b>D. Programme support</b>	1 801.6	1 061.6	14 244.4	21 308.0	8 078.6	7 750.5	40 793.2	41 357.4	64 917.8	71 477.5
<b>Total</b>	<b>21 237.8</b>	<b>15 874.5</b>	<b>37 990.7</b>	<b>46 711.5</b>	<b>474 488.1</b>	<b>585 710.5</b>	<b>85 094.3</b>	<b>88 326.6</b>	<b>618 810.9</b>	<b>736 623.1</b>

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

Table 7  
Post requirements by component

Component	General-purpose funds		Programme support cost funds		Special-purpose funds <sup>a</sup>		Regular budget		Total	
	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015	2012-2013 (Revised)	2014-2015
<b>A. Policymaking organs</b>	-	-	-	-	-	-	-	-	-	-
<b>B. Executive direction and management</b>	4	4	2	7	1	1	13	13	20	25
<b>C. Programme of work</b>										
1. Countering transnational organized crime and illicit trafficking	1	1	2	3	70	65	19	19	92	88
2. Prevention, treatment and reintegration, and alternative development	1	-	-	1	35	38	5	4	41	43
3. Countering corruption	-	-	-	1	27	30	15	15	42	46
4. Terrorism prevention	-	-	-	-	21	22	9	8	30	30
5. Justice	3	3	-	-	23	25	9	8	35	36
6. Research and trend analysis	15	14	1	2	48	51	20	19	84	86
7. Policy support	3	3	10	13	9	9	5	5	27	30
8. Technical cooperation and field support	25	12	121	80	5	17	6	5	157	114
9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	-	-	-	-	5	6	37	37	42	43
<b>Subtotal C</b>	<b>48</b>	<b>33</b>	<b>134</b>	<b>100</b>	<b>243</b>	<b>263</b>	<b>125</b>	<b>120</b>	<b>550</b>	<b>516</b>
<b>D. Programme support</b>	7	4	51	67	18	26	93	90	169	187
<b>Total</b>	<b>59</b>	<b>41</b>	<b>187</b>	<b>174</b>	<b>262</b>	<b>290</b>	<b>231</b>	<b>223</b>	<b>739</b>	<b>728</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as of August 2013. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of August 2013 there are 1,333 field office local positions (23 national professional officer posts, 35 local level posts and 1,275 service contracts) administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

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

### **A. Strategy for the period 2012-2015 for the United Nations Office on Drugs and Crime**

30. The General Assembly, in its resolutions 67/236 and 67/248, decided that drug control, crime prevention and combating international terrorism in all its forms and manifestations should be one of the eight priorities of the United Nations for the period 2014-2015, as reflected in the strategic framework for the period 2014-2015.<sup>4</sup> There is increasing understanding that the pernicious threats of crime, illicit drugs and terrorism in all their forms and manifestations can act as spoilers of development, peace, security and the rule of law. Promoting security, justice and the rule of law by making the world safer from crime, illicit drugs and terrorism in all their forms and manifestations is at the core of the work of UNODC.

31. The consolidated budget for the biennium 2008-2009 for UNODC (E/CN.7/2007/17-E/CN.15/2007/18) was its first results-based budget, and it harmonized UNODC budget terminology with that of the United Nations Secretariat. In its related report (E/CN.7/2007/18-E/CN.15/2007/19), the Advisory Committee on Administrative and Budgetary Questions welcomed the efforts made in that regard by UNODC and stated that it expected that further steps would be taken to improve formulation of indicators of achievement. In its report on the consolidated budget for the biennium 2012-2013 for UNODC (E/CN.7/2011/17-E/CN.15/2011/23), the Advisory Committee noted that additional improvements had been made to the results-based format. It remained of the view, however, that there was scope for further refinement of the results-based framework, particularly in terms of strengthening the relationship between indicators of achievement and the relevant performance measures.

32. The Commission on Narcotic Drugs, in its resolution 54/10, and the Commission on Crime Prevention and Criminal Justice, in its resolution 20/1, requested the Secretariat and the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC to develop, as follow-up to the strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime, an updated strategy for the period 2012-2015, which was approved by the Economic and Social Council in its resolution 2012/12. The updated strategy was finalized by the working group and, together with the strategic frameworks covering the bienniums 2012-2013 and 2014-2015, will guide the formulation of clearly defined objectives and indicators of achievement to provide a framework to measure the performance of the Office, in full compliance with relevant resolutions of the General Assembly concerning results-based budgeting.

33. The Commission on Narcotic Drugs, in its resolution 54/10, and the Commission on Crime Prevention and Criminal Justice, in its resolution 20/1, further requested the Secretariat to promote a culture of evaluation throughout UNODC, and to mainstream the use of relevant monitoring and evaluation tools in

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<sup>4</sup> *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 6 (A/67/6/Rev.1).*

programme planning and implementation. In response, the Independent Evaluation Unit has created an evaluation culture road map, built on three main pillars: (a) leading and disseminating in-depth evaluations of strategic importance to the Organization and its Member States; (b) developing evaluation capacity to ensure a uniform and high-quality approach to evaluations at UNODC, through a network of evaluation focal points at headquarters and in field offices; and (c) developing evaluation normative online tools, including an evaluation policy and evaluation handbook. The road map further identifies four core evaluation objectives of the Organization: operational independence, effectiveness and sustainability of the UNODC evaluation function; advocacy for evaluation principles; institutionalization and implementation of evaluation principles; and use of evaluation for decision-making and the future planning of main components.

34. In order to enhance the effectiveness, accountability and control of the Office, as well as to strengthen results-based management in line with General Assembly resolution 64/259, the structure of the programme for the biennium 2014-2015 has been organized into nine subprogrammes covering the entire range of work undertaken by the Office. There are five thematic subprogrammes, two transversal subprogrammes (on science and research and on policy support functions), a subprogramme on UNODC field offices and a subprogramme covering the work of the secretariat to the governing bodies of UNODC and the International Narcotics Control Board. These subprogrammes are tailored to the crime and drug control priorities contained in the UNODC strategy for 2012-2015, as defined by Member States, thereby facilitating effective implementation of the integrated programme approach. Each subprogramme falls within the current three-division organizational structure of UNODC; however, strong emphasis is placed on addressing issues that cut across subprogrammes, allowing for leveraging of complementarities and synergies among divisions and field operations, as thematic experts of the Office will perform both normative and operational work and also facilitate the development and delivery of well-coordinated and operational programmes at the global, regional and country levels.

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

35. The move by UNODC into the integrated programme approach as of the 2008-2009 biennium has supported more strategic and programmatic technical assistance in many regions. The integrated programme approach was designed to, inter alia: (a) enhance regional and national ownership of UNODC technical cooperation; (b) enhance cooperation with United Nations partners and multilateral bodies by mainstreaming the fight against organized crime, corruption and illicit trafficking into a broader development agenda; and (c) maximize the comparative advantages of UNODC in upstream policy and normative support, and in the promotion of strategic cross-border initiatives by regional entities and partner countries. Those efforts were recognized by the Commission on Narcotic Drugs in its resolution 52/13 and by the Commission on Crime Prevention and Criminal Justice in its resolution 18/3, in which the Commissions requested UNODC to adopt and implement a thematic approach for the formulation of operational programmes and the provision of voluntary contributions, within the framework of the priorities

established in the strategy for the period 2008-2011 for UNODC. The Economic and Social Council, in its resolution 2009/23, requested the Executive Director to give high priority to the implementation of the regional programmes of the Office and to report on progress made. The integrated programme approach was further endorsed by the Commission on Narcotic Drugs in its resolution 54/10, the Commission on Crime Prevention and Criminal Justice in its resolution 20/1 and the Economic and Social Council in its resolution 2011/34.

36. Following internal demand and an explicit request from the Joint Inspection Unit, the Independent Evaluation Unit conducted an in-depth evaluation of the integrated programming approach in 2012-2013. This evaluation, like other evaluations conducted during the biennium 2012-2013, recognized the progress made in the approach and recommended the continuation of efforts to further develop corporate guidelines to improve on monitoring the achievement of results and further define alignments between UNODC strategy-setting and operational programmes, as well as between the various UNODC programmes. Consequently, all UNODC operational programmes now contain a common set of indicators to measure results against shared objectives and have an evaluation plan and corresponding resources built into their design. Evaluations of the following UNODC regional, country and global programmes were carried in the 2012-2013 biennium: the regional programme framework for East Asia and the Pacific; the country programme for the Islamic Republic of Iran; project clusters on law enforcement, criminal justice, and health and livelihood in Afghanistan, which were each evaluated independently; the counter-piracy programme; the Container Control Programme; the country programme for Pakistan; and the programme for strengthening the capacity of civil society to combat corruption. Recommendations from those evaluations are being implemented and are guiding the further development and implementation by UNODC of the integrated programming approach. Member States and senior managers have been regularly briefed on evaluation findings in that regard, in the pursuit of fostering a culture of accountability and learning.

37. The UNODC thematic programmes approved between 2011 and 2013 will be reshaped in accordance with the recommendations of the evaluation of the integrated programming approach and revised to correspond to the biennial budget cycle for 2014-2015. Thematic programmes provide a conceptual synthesis of the work of UNODC (i.e. principles, mandates, approaches, methodologies and tools) in each substantive subprogramme. Their objective is to provide Member States with a clear overview of the tools and services that UNODC offers to assist them in each thematic area, as well as an overview of the primary issues of concern. Thematic programmes therefore provide the strategic and policy framework to guide the formulation of operational programmes at the global, regional and country levels, and also serve as references for evaluations.

38. During the 2012-2013 period, UNODC has developed and clarified definitions, standards and processes for field-based integrated programming, which also include detailed mechanisms for the bottom-up design of regional and country programmes, so as to tailor UNODC interventions to regional and national priority needs. As of late 2013, regional programmes were approved and ongoing in East Africa, West Africa, Southern Africa, the Arab States, Central America, East Asia and the Pacific, South Asia, South-Eastern Europe, and Afghanistan and

neighbouring countries. Many of these programmes are now entering a second generation, while new regional programmes are currently under development, e.g. for the Caribbean. Regional programme development is conducted in full consultation with national counterparts and regional entities, so as to ensure that the programmes address national and regional priorities and build full ownership in the spirit of the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation. As a result, they benefit from strong local-level support and contributions and are structured to contain a clear set of realistic interventions and use relevant indicators against which programme progress can be measured and evaluated. Country programmes are designed and implemented together with national counterparts and support the implementation of national drug and crime control policies, strategies and action plans. The Office develops country programmes when some or all of the following conditions are present: (a) strategically significant drug and crime control problems require country-level interventions; (b) planned interventions span various thematic areas, involve national counterpart authorities from different sectors and report to national development agencies/plans; (c) the scale of planned interventions is significant and sufficient funds are expected from local governmental and other contributions; and (d) larger country-level action supports the country's participation in relevant regional initiatives and/or the fulfilment of commitments under regional drug and crime control instruments. Country programmes are fully linked and integrated with the respective regional programme and focus mainly on country-level technical assistance to build the national capacity that is necessary for the country's engagement in the wider regional effort and that, therefore, is an essential factor in the fulfilment of regional objectives targeted by the respective regional programme. Where a regional programme does not exist, country programmes are implemented as "stand-alone" agreements between the respective Government and UNODC. Country programmes have been developed and approved for Afghanistan, Ethiopia, Indonesia, Iran (Islamic Republic of), Pakistan, Paraguay and Viet Nam. New country programmes are being formulated for Colombia, Myanmar, Nigeria and Peru.

39. The process of regional prioritization and review has also resulted in a review of the strategic engagement of UNODC with middle-income countries, to pursue a more upstream approach that reinforces national strategies in developing innovative responses to existing and emerging challenges. A feature of this strategic approach has been the negotiation of host country agreements to create UNODC liaison and partnership offices, with funding support by the host Government. Accordingly, such offices have been established in Brazil and Mexico, and consultations are ongoing with the Governments of China, India and the Russian Federation.

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

40. At present, UNODC carries out its activities in cooperation with other departments and offices of the Secretariat and entities of the United Nations system, in particular with the Joint United Nations Programme on HIV/AIDS (UNAIDS), the World Bank, the International Labour Organization, the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the International Fund for Agricultural Development, the

United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), the Office of the United Nations High Commissioner for Human Rights, the World Health Organization (WHO) and entities external to the United Nations, such as the World Customs Organization, the Organization for Security and Cooperation in Europe, the African Union, the Organization of American States (OAS), the Economic Community of West African States, the European Union, the Southern African Development Community, the Association of Southeast Asian Nations, the International Criminal Police Organization (INTERPOL), the Inter-American Development Bank, the European Monitoring Centre for Drugs and Drug Addiction, the OAS Inter-American Drug Abuse Control Commission, the League of Arab States, members of the network institutes of the United Nations crime prevention and criminal justice programme and other relevant intergovernmental and non-governmental organizations. The United Nations Office on Drugs and Crime is an active member of the United Nations Evaluation Group, which sets standards and norms. Such collaboration and cooperation include the preparation of reports, participation in meetings, briefings, technical and substantive support, the sharing of information and experience and joint programming of technical assistance. Current country programme evaluations cover the work of UNODC in Afghanistan, Iran (Islamic Republic of) and Pakistan.

41. The Office, together with the Department of Peacekeeping Operations of the Secretariat, is part of the Rule of Law Coordination and Resources Group, which has the role of ensuring coherence and minimizing fragmentation across all thematic areas, including justice, security, prison and penal reform, legal reform, constitution-making and transitional justice. The Office has been actively involved in contributing to a number of peacekeeping missions and reconstruction efforts for countries emerging from conflict. Over the years, UNODC has provided support in the development of strategies to counter crime and related drug control strategies, including the provision of legal assistance, training and capacity-building, policy development, justice reform and the prevention of HIV/AIDS, to countries emerging from conflict, including Afghanistan, Angola, Cambodia, El Salvador, Haiti, Iraq, Somalia and countries of the former Yugoslavia. Currently, the United Nations Assistance Mission in Afghanistan provides funding for two UNODC programme officers in the area of counter-narcotics, the United Nations Stabilization Mission in Haiti provides funding for one legal assistance/law enforcement officer, the United Nations Integrated Peacebuilding Office in Sierra Leone provides funding for two corruption and law enforcement officers, and the United Nations Integrated Peacebuilding Office in Guinea-Bissau provides funding for a special adviser to provide the Secretary-General with advice on areas that fall within the mandates of UNODC in that region.

42. Increased activities with other entities of the United Nations system have led to synergies and coherent messaging on issues related to the implementation of the various crime, drug, terrorism and corruption-related conventions, treaties and protocols, of which UNODC is the guardian. For instance, under the three drug conventions, work with WHO and UNAIDS has amplified the message that the international drug control system is premised on promoting health and well-being, and that there is a need to pursue a balanced approach between drug demand reduction and supply reduction. Specifically, a global joint programme on treatment of drug dependence has been launched to build the capacity of Member States to provide evidence-based services to drug-dependent persons. In addition, UNIDO

and UNODC joined forces in countries such as Afghanistan to promote grass-roots development in poor rural communities that are dependent on the cultivation of illicit drug crops. In promoting alternative development, UNIDO focuses on private sector development with an emphasis on micro, small and medium-sized enterprises, agribusiness development and environmental management, while UNODC focuses on limiting the dependence of small and marginalized farming communities on illicit drug crop cultivation through the creation of legitimate livelihoods.

43. In line with the decision of the Policy Committee of the Secretary-General, UNODC, together with the Department of Political Affairs, is chairing the United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, with a view to developing an effective United Nations system-wide approach that integrates responses to transnational organized crime into its peacekeeping, peacebuilding, security and development activities.

## **V. Policymaking organs**

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

45. During the biennium 2014-2015, UNODC will service these principal policymaking organs. The increase in resources reflected in table 8 below relates to the one-time requirement for the preparatory work and meetings of the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, to be held in 2015, offset by a reduction in travel by representatives to the sessions of the Commission on Narcotic Drugs and the International Narcotics Control Board, representing changes proposed in line with General Assembly resolution 67/248.



Table 8  
**Resource projections: policymaking organs**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
Regular budget				
Post	-	-	-	-
Non-post	1 334.1	2 172.5	-	-
<b>Total</b>	<b>1 334.1</b>	<b>2 172.5</b>	-	-

46. The resource requirements for servicing the above-mentioned policymaking organs are provided from the regular budget under section 16 of the proposed programme budget for the biennium 2014-2015. The relevant special-purpose voluntary contributions are reflected under subprogramme 9 (Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board) for projects relating to the work of the Secretariat of the Governing Bodies and the Secretariat of the International Narcotics Control Board.

## VI. Executive direction and management

47. The Executive Director is responsible for coordinating and providing effective leadership for all United Nations drug control and crime prevention activities to ensure the coherence of actions within the programme and the coordination, complementarity and non-duplication of such activities across the United Nations system. In that capacity, the Executive Director participates in the work of the United Nations System Chief Executives Board for Coordination (CEB). The Executive Director acts on behalf of the Secretary-General in fulfilling the responsibility that devolves upon him under the terms of international treaties and resolutions of United Nations organs relating to international drug control or crime prevention. The responsibilities are combined with those of the Director-General of the United Nations Office at Vienna. The Office of the Executive Director is integrated with that of the Director-General and is supported with resources from the regular budget under part C of section 1, Overall policymaking, direction and coordination.

48. The core functions of the Office of the Executive Director are (a) to assist the Executive Director in the overall executive direction and management of UNODC; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; (c) to ensure the timely implementation of decisions and the coordination of inputs from all organizational units to the activities of the Office; and (d) to support the Executive Director in the overall leadership and coordination of the activities of UNODC with extensive research and advice on issues of policy, resources and results management.

49. The Office of the Executive Director also comprises the Independent Evaluation Unit, which is responsible for coordinating and leading evaluations of programmes and projects of UNODC. The Unit was re-established pursuant to

Commission on Narcotic Drugs resolution 52/14 and Commission on Crime Prevention and Criminal Justice resolution 18/6. In those resolutions, the commissions decided that adequate provisions should be made for the establishment of a sustainable, effective and operationally independent evaluation unit that would circulate its evaluation reports simultaneously to the Executive Director and Member States.

50. The Independent Evaluation Unit reports, pursuant to Commission on Narcotic Drugs resolutions 52/14 and 54/10 and Commission on Crime Prevention and Criminal Justice resolutions 18/6 and 20/1, to the Executive Director and to Member States. It provides independent and impartial information on the relevance, efficiency, effectiveness, sustainability and impact of UNODC operations. As evaluation is an institutional responsibility and a key indicator of accountability, Member States and UNODC have pressed since 2010 for the need to strengthen the evaluation culture within the Organization. In response, the Independent Evaluation Unit has created an evaluation culture road map (see para. 33 above).

51. The development of the normative tools for evaluation has allowed the Independent Evaluation Unit to institute high-quality evaluation reports, as has been noted in the recent evaluations of OIOS. The Unit advises on evaluation matters and requires consultation by submitting offices in the approval process for all projects and programmes at UNODC. The Unit also provides regular revisions and updates of normative tools, guidelines and templates that must be used in the evaluation process and makes these available on the UNODC website, together with all evaluation reports. New instruments, all based on information technology, are continually being developed, bringing the evaluation function in line with mature evaluation functions within the United Nations system. The Unit has further developed and launched applications of independent project evaluations and participatory self-evaluations in the Programme and Financial Information Management System (ProFi), to be used by project managers in the evaluation processes. The Unit informs senior management and Member States about findings coming from in-depth evaluations, fostering an evidence-based dialogue on conclusions and recommendations that contribute to the accountability framework of UNODC.

Table 9  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

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

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Programme of work is effectively managed	<p>(a) Timely delivery of outputs and services</p> <p><i>Performance measures</i>            (Percentage of the Office's workplan implemented in a timely manner)            2010-2011: 100 per cent            Estimate 2012-2013: 100 per cent            Target 2014-2015: 100 per cent</p> <p><i>Performance measures</i>            (Percentage of the Executives Committee decisions completed)            2010-2011: 90 per cent            Estimate 2012-2013: 93 per cent            Target 2014-2015: 95 per cent</p>
(b) Improved geographical representation and gender balance of staff	<p>(b) (i) Percentage of recruitments of candidates from unrepresented or underrepresented Member States to geographical posts</p> <p><i>Performance measures</i>            (Percentage of recruitments)            2010-2011: 62.5 per cent            Estimate 2012-2013: 20 per cent            Target 2014-2015: 20 per cent</p> <p>(ii) Attain or maintain gender parity in the Professional and higher categories</p> <p><i>Performance measures</i>            (Percentage of gender parity)            2010-2011: 44.5 per cent            Estimate 2012-2013: 46.5 per cent            Target 2014-2015: 48.5 per cent</p>
(c) Timely recruitment and placement of staff	<p>(c) Average number of days a Professional post remains vacant</p> <p><i>Performance measures</i>            (Number of days a Professional post remains vacant)            2010-2011: 195            Estimate 2012-2013: 120            Target 2014-2015: 120</p>

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(d) Enhanced policy coherence in the management of counter drugs, crime and terrorism activities of the United Nations	(d) Increase in the number of activities carried out in collaboration with other entities  <i>Performance measures</i> (Number of activities carried out in collaboration with other entities) 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 7  <i>Performance measures</i> (Number of other entities involved in the activities) 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 7
(e) The technical cooperation programmes of UNODC evaluated as per the standards of the United Nations Evaluation Group	(e) Number of in-depth evaluations reports and normative tools produced and distributed in-house and to external stakeholders, including Member States  <i>Performance measures</i> (Number of in-depth evaluations disseminated and published) 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 3  <i>Performance measures</i> (Percentage of normative tools revised, developed, updated and functioning) 2010-2011: 50 per cent Estimate 2012-2013: 80 per cent Target 2014-2015: 100 per cent

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### **External factors**

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

### **Outputs**

53. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Effective management of UNODC;
- (b) Implementation of the mandates of UNODC;
- (c) Substantive input and contribution, including political advice and analysis, to the Secretary-General on drug control, crime prevention, anti-corruption and terrorism prevention issues in the form of briefing material, statements and talking points;

(d) Advocacy of drug control, crime prevention, anti-corruption and terrorism prevention issues with Member States and civil society through speaking engagements, conferences, information dissemination, media activities, raising public awareness and representation of the Secretary-General at international events and forums, as appropriate;

(e) Regular monitoring of the Office's divisions to ensure continued timely preparation and submission of documentation to the governing bodies;

(f) Provision of support to multilateral efforts in the field of drug control, crime prevention, anti-corruption and terrorism prevention, and cooperation with Member States, intergovernmental organizations and civil society, including at the regional level;

(g) Preparation, organization and substantive servicing of meetings and/or activities related to relevant governing bodies, conferences and meetings, such as the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, the Conference of the States Parties to the United Nations Convention against Corruption, and the United Nations Congress on Crime Prevention and Criminal Justice;

(h) Independent project evaluations, in-depth evaluations and self-evaluations of all programmes, subprogrammes and projects carried out.

Table 10

**Resource projections: executive direction and management**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	1 385.3	1 591.8	4	4
Non-post	358.9	302.8	-	-
<b>Subtotal</b>	<b>1 744.2</b>	<b>1 894.6</b>	<b>4</b>	<b>4</b>
<b>B. Programme support cost funds</b>				
Post	562.6	1 905.0	2	7
Non-post	-	88.6	-	-
<b>Subtotal</b>	<b>562.6</b>	<b>1 993.6</b>	<b>2</b>	<b>7</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	1 073.6	687.4	1	1
Crime programme fund	-	-	-	-
<b>Subtotal</b>	<b>1 073.6</b>	<b>687.4</b>	<b>1</b>	<b>1</b>
<b>D. Regular budget</b>				
Post	3 710.9	3 944.9	13	13
Non-post	295.8	271.3	-	-
<b>Subtotal</b>	<b>4 006.7</b>	<b>4 216.2</b>	<b>13</b>	<b>13</b>
<b>Total</b>	<b>7 387.1</b>	<b>8 791.8</b>	<b>20</b>	<b>25</b>

54. General-purpose resources in the amount of \$1,894,600 are provided for four posts in the Office of the Executive Director (one D-1, two P-4 and one P-3) and non-post resources to cover general temporary assistance, consultants and experts, travel of staff and hospitality. The net increase of \$150,400 over 2012-2013 reflects mainly:

(a) The establishment of a new post of Programme Officer — Communication (P-3) in the Office of the Director-General/Executive Director, to enhance the communications of the Director-General/Executive Director through speeches, blogs, media contacts, relations with the press and media interviews (\$316,100). The result will be a stronger and more coherent delivery of the messages of the Director-General/Executive Director, both internally and externally. The Programme Officer will support the Spokesperson and Speechwriter in the preparation of speeches, statements and talking points for the Director-General/Executive Director, and contribute to the work of the Spokesperson and Speechwriter in the area of written outputs such as press releases, op-eds and news articles;

(b) The transfer to programme support cost funds of the post of Associate Programme Officer (P-2), given the overarching support nature of the functions (\$254,900);

(c) Increased salary costs (\$145,300);

(d) A partial offset in the form of a decrease of \$56,100 in non-post resources.

55. Programme support cost fund resources in the amount of \$1,993,600 are provided for five posts in the Office of the Executive Director (2 P-4, 2 P-2 and 1 GS (Other level)) and for two posts in the Independent Evaluation Unit (2 GS (Other level)). The increase of \$1,431,000 over 2012-2013 reflects:

(a) The establishment of a new post of Legal Officer (P-4) in the Office of the Director-General/Executive Director to provide legal advice on complex substantive and procedural questions of law, which may include those related to administration and management, institutional support, cooperation and funding agreements, procurement and contracts, and other operational matters (\$387,700). The Legal Officer will advise the Director-General/Executive Director on all legal matters and provide legal services to entities of the United Nations Secretariat in Vienna;

(b) The transfer to programme support cost funds of the post of Associate Programme Officer (P-2) in the Office of the Executive Director (\$254,900). The Associate Programme Officer assists in coordinating the day-to-day, mid- and long-term activities of the Director-General/Executive Director with regard to scheduling and travel plans, manages correspondence, assists in the follow-up on tasked actions and makes sure that quality standards and deadlines are observed;

(c) The establishment of a new post of Associate Programme Officer (P-2) in the Office of the Executive Director to enable the Office to meet the increasing commitments of the 2014-2015 biennium (\$254,900). These include the preparations for major policy-related events and initiatives such as the 2014 high-level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem; the road map towards

the special session of the General Assembly on the world drug problem to be convened in 2016; and the contribution of UNODC to the definition of the post 2015-development agenda. The Associate Programme Officer will assist with policy and inter-agency coordination, contribute to managing the flow of information and correspondence to and from the Office, liaise with UNODC divisions on matters requiring coordination, support the Office's interdivisional coordination activities on significant policy, programme and management matters; and prepare briefing notes and minutes of meetings;

(d) The establishment of a new GS (Other level) Team Assistant post in the Office of the Executive Director to provide administrative support to the different teams in the Office of the Director-General/Executive Director, covering six professional staff members (\$206,600);

(e) The establishment of a new GS (Other level) Team Assistant post in the Independent Evaluation Unit to support the Chief of the Unit, as well as specific evaluation activities of the Unit and the distinct steps of the evaluation cycle, thereby strengthening the quality of evaluation services and products (\$206,600);

(f) Increased salary costs (\$31,700);

(g) Increase of \$37,200 in non-post resources in the Office of the Executive Director to meet the increasing demand for travel of the Executive Director and his staff to field offices and project countries (\$30,000), and to cover the cost of providing remote access and of annual fees for mobile telephone service for staff in the Office of the Executive Director (\$7,200);

(h) Increase of \$51,400 in non-post resources for the Independent Evaluation Unit to provide for: (i) continued maintenance and upgrade of the current evaluation applications in ProFi and development of a recommendation tracking system encompassing already finalized and continually incoming evaluations; (ii) specialized expertise, not available in-house, for technical areas of in-depth evaluations (\$49,800); and (iii) remote access and annual fees for mobile telephone service for staff in the Unit (\$1,600).

56. Regular budget resource requirements for the Office of the Executive Director and the Independent Evaluation Unit are presented in section 16 of the proposed programme budget for 2014-2015. An amount of \$1,732,400, after recosting, under that section provides for the post of the Executive Director (USG) and non-post resources to enable the Office to carry out its functions. It also includes the posts of the Independent Evaluation Unit (1 P-5, 1 P-4 and 1 P-3). The increase of \$185,600 is attributable to the delayed impact of one P-4 post established in the 2012-2013 biennium, offset by a reduction under non-post items, including consultants, travel of staff and hospitality, proposed in line with General Assembly resolution 67/248. The regular budget resources for the Office of the Director-General are indicated under part C of section 1 of the proposed programme budget for 2014-2015. An amount of \$2,483,800, after recosting, under section 1 provides for nine posts (one P-5, two P-4, one P-3, one GS (Principal level) and four GS (Other level)) and non-post resources, covering temporary assistance, travel of staff and other operational costs. It should be noted that, while the Office of the Director-General is integrated with and supports that of the Executive Director, the Director-General is also responsible for the representation of the Secretary-General in Vienna, the executive direction and management of the United Nations Office at Vienna,

including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government, permanent missions and international and non-governmental organizations based in Vienna.

57. Special-purpose expenditure in the amount of \$687,400, reflecting a decrease of \$386,200 (36.0 per cent) from 2012-2013, will give a minimum continuity to the Independent Evaluation Unit. Those resources will be used to allow for the continued leadership of the Unit in programme evaluations of strategic importance to the Organization. That will include first-hand data gathering as per United Nations Evaluation Group norms and standards, as well as participation in and contribution to system-wide evaluation initiatives, such as the United Nations Evaluation Group. Resources will also be used to strengthen the overall culture of accountability within UNODC, ensuring full utilization of evaluation findings through multiple strategic investments, following specific recommendations from oversight bodies, the Executive Director and Member States.

## **VII. Programme of work**

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

58. Substantive responsibility for subprogramme 1 is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 13 of the strategic framework for the period 2014-2015 and of the strategy for the period 2012-2015.

59. The thematic programme on action against transnational organized crime and illicit drug trafficking for the period 2014-2015 outlines the context, the problems addressed and the challenges faced in preventing and combating organized crime in a globalized world and describes the work of UNODC to assist countries in developing strategies, policies, action plans, programmes and projects in relation to all aspects of the Organized Crime Convention and its three Protocols, as well as the three international drug control conventions. This includes addressing, inter alia, illicit trafficking in drugs, firearms and natural resources; human trafficking and the smuggling of migrants; serious crime, including money-laundering; crimes committed at sea; and emerging crimes such as cybercrime, illicit trafficking in fraudulent medicines and precious metals, and trafficking in cultural property. The thematic programme strives to achieve a balance between supporting long-term institutional capacity development objectives (for example, through elaborating legislative and regulatory frameworks, in line with international conventions, standards and norms) and working in partnership with the Governments of Member States to implement their policy priorities and strategies in a tangible and results-oriented way. The thematic programme, which is to be revised in the 2014-2015 biennium, currently consists of subprogrammes on the three following topics:

(a) International policy, knowledge and trends, which deal with the normative role of UNODC in support of the Conference of the Parties of the United Nations Convention against Transnational Organized Crime and the international drug control conventions. The Office provides technical assistance to facilitate



ratification and implementation of the Organized Crime Convention and the Protocols thereto, as well as the international drug control conventions, including through the provision of legal advice, training sessions on capacity-building and tools. In addition, UNODC develops manuals on international cooperation in criminal matters, model legislative provisions to combat organized crime and a knowledge management portal on transnational organized crime, and undertakes activities to promote international judicial cooperation;

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

(c) Human trafficking and migrant smuggling, based on mandates given to UNODC through the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime. The Office continues to support Member States by promoting and delivering a comprehensive, integrated and coherent response to the many challenges posed by human trafficking and smuggling of migrants. The United Nations Global Plan of Action to Combat Trafficking in Persons will continue to provide the political momentum for UNODC to advance policy within the international anti-human-trafficking community, and to build capacity for coordinated action around the four pillars of prevention, protection, prosecution and partnership. The commitment of UNODC to inter-agency coordination mechanisms is an important step in promoting system-wide cooperation.

Table 11

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

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

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased technical assistance implemented, at the request of Member States, to promote the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the	(a) (i) Number of States parties ratifying the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC

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*Expected accomplishments of the Secretariat*

*Indicators of achievement*

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Protocols thereto

*Performance measures*

(Number of additional ratifications of the Convention)

2010-2011: 13

Estimate 2012-2013: 10

Target 2014-2015: 5

(ii) Number of States parties ratifying the Protocols to the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC

*Performance measures*

(Number of additional ratifications of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime)

2010-2011: 12

Estimate 2012-2013: 5

Target 2014-2015: 3

(Number of additional ratifications of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime)

2010-2011: 7

Estimate 2012-2013: 5

Target 2014-2015: 3

(Number of additional ratifications of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime)

2010-2011: 10

Estimate 2012-2013: 10

Target 2014-2015: 6

(iii) Number of States parties whose implementation of the United Nations Convention against Transnational Organized Crime and its Protocols is reviewed

*Performance measures*

2010-2011: not applicable

Estimate 2012-2013: not applicable

Target 2014-2015: not applicable

*Note:* While the Committee for Programme and Coordination approved the indicator, this is no longer applicable, since the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, at its sixth session, in 2012, did not establish a mechanism to review the implementation of the Organized Crime Convention.

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate	<p>The decision on the review mechanism is within the remit of the States parties to the Organized Crime Convention.</p> <p>(b) (i) Number of regional initiatives developed to combat transnational organized crime and illicit trafficking through cooperation agreements facilitated and/or supported by UNODC</p> <p><i>Performance measures</i> 2010-2011: 3 (cumulative) Estimate 2012-2013: 5 (cumulative) Target 2014-2015: 10 (cumulative)</p> <p>(ii) Number of mechanisms established or strengthened through UNODC and within the context of its mandates with a view to promoting enhanced cooperation and information-sharing between criminal justice agencies within and across borders, including for anti-money-laundering purposes</p> <p><i>Performance measures</i> 2010-2011: 51 (cumulative) Estimate 2012-2013: 54 (cumulative) Target 2014-2015: 54 (cumulative)</p> <p>(iii) Enhanced coordination and cooperation among United Nations agencies members of the Inter-Agency Coordination Group against Trafficking in Persons</p> <p><i>Performance measures</i> (Number of coordination meetings with agencies members of the Group) 2010-2011: 3 (cumulative) Estimate 2012-2013: 4 (cumulative) Target 2014-2015: 6 (cumulative) (Number of policy papers developed) 2010-2011: zero Estimate 2012-2013: 5 (cumulative) Target 2014-2015: 7 (cumulative)</p>
(c) Enhanced capacity of the Secretariat to support Member States, at their request, in taking effective action against transnational organized crime and emerging drug and specific crime issues, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, as well as illicit trafficking of firearms	<p>(c) (i) Number of countries in receipt of UNODC assistance for institutional strengthening and capacity-building</p> <p><i>Performance measures</i> (Number of countries that receive UNODC assistance for institutional strengthening and capacity-building, in border security and control mechanisms and processes) 2010-2011: 20 Estimate 2012-2013: 20 Target 2014-2015: 20 (Number of countries that receive UNODC assistance for institutional strengthening and</p>

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and firearms control and illicit drug trafficking) 2010-2011: 20 Estimate 2012-2013: 20 Target 2014-2015: 20
	(ii) Number of strategies and policies to prevent and combat money-laundering and financing of terrorism and to facilitate confiscation of criminal assets, developed by countries in receipt of assistance from UNODC
	<i>Performance measures</i> (Number of strategies and policies for anti-money-laundering/counter-financing of terrorism) 2010-2011: 48 (cumulative) Estimate 2012-2013: 52 (cumulative) Target 2014-2015: 57 (cumulative)
	(Number of measures for the confiscation of criminal assets) 2010-2011: 15 (cumulative) Estimate 2012-2013: 17 (cumulative) Target 2014-2015: 19 (cumulative)
	(iii) Number of Member States drawing on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular the United Nations Convention against Transnational Organized Crime and its Protocols
	<i>Performance measures</i> 2010-2011: not applicable Estimate 2012-2013: 20 Target 2014-2015: 20
	(iv) Increased number of legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC
	<i>Performance measures</i> 2010-2011: 5 Estimate 2012-2013: 8 Target 2014-2015: 8

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### **External factors**

60. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are ready to accede to the United Nations conventions and treaties (drug control treaties, the United Nations Convention against Transnational Organized Crime and the Protocols

thereto) and to implement them; (b) Member States are committed to and capable of complying with the provisions of treaties and conventions on drugs and organized crime and illicit trafficking, including trafficking in persons, smuggling of migrants and firearms in all its forms and manifestations, and fulfil their relevant reporting obligations, including the submission of treaty-mandated data; (c) Member States are willing to implement the policy directives of the treaty-based organs and governing bodies related to drugs and crime; (d) there are no significant shortfalls in extrabudgetary resources, and specialized expertise is available for timely delivery of assistance; (e) conditions on the ground do not prevent the implementation of planned activities.

## Outputs

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

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

(i) General Assembly:

Parliamentary documentation: report on the work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (1);

(ii) Commission on Narcotic Drugs:

a. Substantive servicing of meetings: plenary meetings and working group sessions of subsidiary bodies of the Commission (40);

b. Parliamentary documentation: background documents for the Commission (8);

(iii) Commission on Narcotic Drugs: Subcommittee on Illicit Drug Traffic and Related Matters in the Near and Middle East:

Parliamentary documentation: conference room paper on regional trafficking trends in the Near and Middle East, and South-West and Central Asia (2);

(iv) Commission on Narcotic Drugs, meeting of Heads of National Drug Law Enforcement Agencies, Latin America and the Caribbean:

Parliamentary documentation: conference room paper on regional drug trafficking trends in the Latin American and Caribbean region (2);

(v) Commission on Narcotic Drugs, meeting of Heads of National Drug Law Enforcement Agencies, Europe:

Parliamentary documentation: conference room paper on regional drug trafficking trends in Europe (1);

(vi) Commission on Narcotic Drugs, meeting of Heads of National Drug Law Enforcement Agencies, Asia and the Pacific:

Parliamentary documentation: conference room paper on regional drug trafficking trends in the Asia and Pacific region (2);

(vii) Commission on Narcotic Drugs, meeting of Heads of National Drug Law Enforcement Agencies, Africa:

Parliamentary documentation: conference room paper on regional drug trafficking trends in Africa (2);

(viii) Commission on Crime Prevention and Criminal Justice:

Parliamentary documentation: inputs to the report of the Secretary-General on international cooperation in combating transnational organized crime and corruption (2);

(ix) Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto:

a. Substantive servicing of meetings: meetings of the extended bureau of the Conference (10); model provisions on new forms and dimensions of organized crime (8); open-ended intergovernmental working group on cultural property (8); open-ended intergovernmental working group on firearms (8); substantive servicing of meetings of the Conference of the Parties (one session of one week's duration) (20); working group on smuggling of migrants (8); and working group on trafficking in persons (8);

b. Parliamentary documentation: background documents for the Conference and other relevant documentation (28); background documents for working groups (23); documentation for the open-ended intergovernmental working group on firearms (4); report of the working group on trafficking in human beings (1); report of the working group on international cooperation (1); report of the working group on technical assistance (1); report on the work of the Conference (1); report on the work of the working group on smuggling of migrants (1); reports to the Conference on selected issues relating to the implementation of the Convention and the three Protocols thereto (4);

c. Ad hoc expert groups: expert group meetings on key concepts of the Trafficking in Persons Protocol and the Smuggling of Migrants Protocol (3); expert group meeting on international cooperation (1); expert group meeting on new forms and dimensions of emerging crimes (1); expert group meeting to develop legal commentary on the relevant provisions of the Convention (1); expert group meeting to develop a professional needs assessment tool for competent authorities to assist Member States in combating human trafficking and the smuggling of migrants (1); working group-level meetings of the Inter-Agency Coordination Group against Trafficking in Persons serviced by UNODC by means of teleconferences or in person (10); expert group meeting to develop a digest of transnational organized crime cases (1); expert group meetings of law enforcement advisers (2); expert group meetings to discuss progress in the implementation of Container Control Programme activities (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: laws and regulations adopted by States parties to the international drug control and crime conventions to implement those conventions (60); printing of the United Nations Convention against Transnational Organized Crime and the Protocols thereto (1); booklet on model

regulations and procedures on international legal cooperation (1); brochure on the work of the Organized Crime and Illicit Trafficking Branch (1); directory of competent national authorities (1); guide to enact sound laws and policies on the new forms and dimensions of emerging crimes (1); guide/legal commentary on relevant provisions of the Convention (1); leaflet on legal tools (1);

(ii) Non-recurrent publications: issue papers on key concepts of the Trafficking in Persons Protocol and the Smuggling of Migrants Protocol (2); technical assistance tool for the implementation of the Smuggling of Migrants Protocol (1); technical assistance tool for the implementation of the Trafficking in Persons Protocol (1);

(iii) Technical material: maintenance and development of a website providing assistance for extradition and mutual legal assistance (1); publication of studies and research on money-laundering (2); maintenance of a secure website for competent national authorities under the international drug and crime treaties to access information for judicial cooperation (1);

(iv) Substantive servicing of inter-agency meetings: membership in and substantive support to the Global Migration Group on issues relating to trafficking in persons and the smuggling of migrants (2);

(v) Contribution to joint outputs: participation in meetings on improving judicial cooperation with the Commonwealth, the International Maritime Organization, INTERPOL, the World Customs Organization, the European Police Office (Europol), Eurojust, the European Judicial Network, the Council of Europe and the International Criminal Court (1);

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

(i) Advisory services: missions to assist Member States with technical advice on fighting and detecting trafficking in counterfeit medicines (4); missions to attend international and regional meetings, conferences and events to strengthen partnerships and develop synergies (9); missions to assist Member States with technical advice on container control and supply chain security issues (10); missions to assist Member States with technical advice on drafting and implementing legislation to counter money-laundering and the financing of terrorism (10); missions to assist Member States with technical advice on law enforcement and the implementation of the international drug and crime conventions (7); provision of advisory services to countries on accession to and implementation of the drug control conventions and the Organized Crime Conventions and the three Protocols thereto (14);

(ii) Training courses, seminars and workshops: legislative assistance to national Government services/ministries, parliamentarians and other relevant stakeholders for the purpose of assessing, developing or revising legislation against trafficking in persons and the smuggling of migrants (4); national and regional training for criminal justice practitioners on investigating and prosecuting the smuggling of migrants (4); national and regional training for criminal justice practitioners on investigating and prosecuting trafficking in persons (4); organization of and participation in international training activities, workshops and consultations on international cooperation in criminal matters (1); training courses and workshops to assist officials in the technical

implementation of the Firearms Protocol with regard to the prevention and detection of illicit trafficking in firearms (11); training courses, workshops or meetings of law enforcement personnel to enhance capabilities with regard to container control and risk management (20); training on the implementation of the drug, crime and corruption conventions and relevant domestic legislation and arrangements (1); training to national line ministries/services and other relevant stakeholders and regional bodies on policies against trafficking in persons and smuggling of migrants, and strategy development (2); regional or subregional workshops or meetings of law enforcement, legal or financial sector personnel to promote best practices in countering money-laundering (1); regional or subregional workshops or meetings of law enforcement, legal or financial intelligence unit personnel to promote best practices in countering money-laundering and the financing of terrorism (5);

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

Table 12

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	424.7	446.4	1	1
Non-post	-	1.6	-	-
<b>Subtotal</b>	<b>424.7</b>	<b>448.0</b>	<b>1</b>	<b>1</b>
<b>B. Programme support cost funds</b>				
Post	562.6	800.9	2	3
Non-post	-	3.2	-	-
<b>Subtotal</b>	<b>562.6</b>	<b>804.1</b>	<b>2</b>	<b>3</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	48 550.5	96 394.1	31	34
Crime programme fund	62 452.9	78 479.0	39	31
<b>Subtotal</b>	<b>111 003.4</b>	<b>174 873.1</b>	<b>70</b>	<b>65</b>
<b>D. Regular budget</b>				
Post	5 292.5	5 679.6	19	19
Non-post	923.0	969.5	-	-
<b>Subtotal</b>	<b>6 215.5</b>	<b>6 649.1</b>	<b>19</b>	<b>19</b>
<b>Total</b>	<b>118 206.2</b>	<b>182 774.3</b>	<b>92</b>	<b>88</b>



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

63. Subprogramme 1 will receive mainly special-purpose and regular budget funding in the biennium 2014-2015. The very low level of general-purpose and programme support cost resources under the subprogramme are the result, first and foremost, of the relative scarcity of such funds. It must also be noted that subprogramme 1 receives a relatively large regular budget allocation, and that a large proportion of its special-purpose funds is soft-earmarked for programme activities.

64. Under general-purpose funds, the amount of \$448,000 relates to the P-5 post of Chief, Implementation Support Section, Organized Crime and Illicit Trafficking Branch. The increase in general-purpose expenditure of \$23,300 reflects an increase in salary costs (\$21,700) and the cost of providing remote access and of annual fees for mobile telephone service (\$1,600).

65. Under programme support cost, the provision of \$804,100 provides for three posts (1 P-4 in the Office of the Director, Division for Treaty Affairs and 2 GS (Other level)). The increase in programme support cost expenditures reflects: (a) the establishment of a new GS (Other level), Staff Assistant post (\$206,600) to assist the Chief of the Implementation Support Section of the Organized Crime and Illicit Trafficking Branch in the overall administration of the Section, to coordinate and monitor multiple activities and work processes to ensure that management directives and decisions are properly carried out and to oversee the work of the Section support staff; (b) increased salary costs (\$31,700); and (c) the cost of providing remote access and of annual fees for mobile telephone service (\$3,200).

66. The regular budget requirements are set forth in section 16 (subprogramme 1) of the proposed programme budget for the biennium 2014-2015. Regular budget requirements total \$6,649,100, representing a net increase of \$433,600. The funds allocated in section 16 provide for 19 posts and non-post resources relating to temporary assistance and overtime, consultants and experts, travel of staff and contractual services. The net increase is attributable to: (a) the abolishment of one post of "Anti-Money-Laundering Officer" (P-4), proposed in line with General Assembly resolution 67/248; (b) the inward redeployment of one GS (Other level) post from subprogramme 8, owing to the streamlining of the monitoring and support functions in the Division for Treaty Affairs and in the Division for Operations; (c) the delayed impact of two posts (1 P-5 and 1 P-4) approved in the 2012-2013 biennium; and (d) minor adjustments under non-post items based on expenditure pattern.

67. Special-purpose expenditure in the amount of \$174,873,100, reflecting an increase of \$63,869,700 (57.5 per cent), will provide for advisory services and technical cooperation activities in support of counter-narcotic activities and the implementation of the Organized Crime Convention. Activities will be distributed among the following areas: countering organized crime (\$106.0 million), counter-narcotics enforcement (\$34.6 million), countering human trafficking (\$17.5 million), combating the smuggling of migrants (\$5.9 million), countering money-laundering (\$7.8 million), combating illicit financial flows from piracy (\$0.4 million) and the Global Firearms Programme (\$2.6 million). The Office will

continue to provide sustained support to the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the related working and expert groups that have been established. Technical assistance will be provided to achieve full and effective implementation of the Organized Crime Convention and the Protocols thereto, with a view to strengthening institutional capacities in the implementation of relevant legislation, and to improve international judicial cooperation. At its sixth session, in October 2012, the Conference was not able to adopt a mechanism to review the implementation of the Organized Crime Convention and the Protocols thereto. At the same time, the General Assembly, in its resolution 67/189, and the Conference of the Parties, in its resolution 6/1, underlined the need for the urgent adoption of such a mechanism. In addition, the Commission on Crime Prevention and Criminal Justice adopted resolution 22/3, in which it reiterated the need to establish a review mechanism and invited Member States to continue dialogue on that matter, particularly in view of the holding of the next session of the Conference in 2014. If required, UNODC will provide the necessary support to the dialogue among Member States.

68. The General Assembly, the Economic and Social Council, the Conference of the Parties and the Commission on Crime Prevention and Criminal Justice have mandated UNODC to step up its evidence-based technical assistance, particularly in the areas of emerging crimes (such as cybercrime and trafficking in cultural property, fraudulent medicines and precious metals). The Office will continue to cooperate with relevant organizations to provide, upon request, technical assistance and capacity-building to States based on national needs, especially with regard to the prevention, detection, investigation and prosecution of cybercrime in all its forms, including in the area of online child sexual exploitation. The Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism will continue to provide sustainable, in-depth technical assistance to national practitioners and private sector actors in the development and implementation of legal and regulatory frameworks for the Anti-Money Laundering and Combating the Financing of Terrorism programme, as well as operational measures and practices to combat illicit financial flows, money-laundering and the financing of terrorism. The Global Programme is committed to promoting national coordination and regional and international cooperation on issues concerning money-laundering and the financing of terrorism. Through its Global Firearms Programme, UNODC will continue to expand its support to Member States for the ratification and implementation of the Firearms Protocol, with a special focus on legislative assistance, technical support for the registration, marking and tracing of firearms, and specialized assistance for the seizure, management and final disposal of firearms. The Office has developed technical assistance tools and provides specialized training for investigators, prosecutors, authorities responsible for transfer control, and civil society in the prevention, investigation and prosecution of related offences, the promotion of regional harmonization efforts and the facilitation of international cooperation and exchange of good practices. Finally, UNODC will contribute to strengthening national capacities to collect and analyse firearms trafficking data, with a view to analysing and mapping the phenomenon at the national, regional and global levels. The global programmes of UNODC against trafficking in persons and smuggling of migrants will continue to give practical application to the thematic programme, developing global solutions to critical challenges and both supporting and delivering direct technical assistance, in close

consultation and coordination with the regional offices. The Office will also deliver specialized technical assistance and capacity-building to enable Member States to prevent and combat human trafficking and migrant smuggling. The Office provides direct support to Member States and develops tools to enable them to implement both the Trafficking in Persons Protocol and the Firearms Protocol. It will continue to coordinate the work of the Inter-Agency Coordination Group against Trafficking in Persons, which brings together key United Nations agencies and international organizations that are involved in preventing and combating trafficking in persons for the purpose of increased coordination and cooperation.

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

69. The substantive responsibility for subprogramme 2 is vested in the Drug Prevention and Health Branch of the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 13 of the strategic framework for the period 2014-2015 and subprogramme 5 of the strategy for the period 2012-2015.

70. The thematic programme addressing health and human development vulnerabilities in the context of drugs and crime was the first thematic programme developed at UNODC for the period 2009-2011. The renewed strategic framework for the biennium 2014-2015 will address vulnerabilities relating to drug use and drug dependence and vulnerabilities in prison settings. It focuses on responding to the interconnected problems of illicit drug use, drug dependence and their health and social consequences, particularly HIV/AIDS. This thematic programme is based on the basic principle of all international conventions on action against illicit narcotic drugs and psychotropic substances: to protect the health of individuals and societies from the dangerous effects of drugs; to address the health and social problems of drug users, drug-dependent individuals and people living in prison settings; and to ensure access to controlled drugs for medical purposes while preventing diversion and abuse. Areas of work covered by the thematic programme are: prevention of drug use; treatment, care and rehabilitation of drug dependence in the community and in prison settings; prevention, treatment and care of HIV and AIDS among people who use drugs and in prison settings; and ensuring access to controlled drugs for medical purposes while preventing diversion and abuse. Subprogramme 2 is also responsible for addressing the illicit cultivation of crops used for the production of narcotic drugs and psychotropic substances. This is achieved through the provision of development-oriented drug control interventions (alternative development and/or preventive alternative development). Work in that regard includes providing legitimate income-generating opportunities to rural farming communities through sustainable crop control strategies, as well as focusing on poverty reduction and food security issues. The Office also assists countries in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime. Through this subprogramme, UNODC also addresses illegal logging and wildlife poaching.

Table 13  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

**Objective:** Reduction of drug abuse and HIV/AIDS (as related to injecting drug abuse, prison settings and trafficking in human beings); effective prevention campaigns, treatment, care, rehabilitation, and reintegration into society of drug users; development and implementation of effective, comprehensive, integrated drug demand reduction policies and programmes based on scientific evidence; and fostering and strengthening of international cooperation based on the principle of shared responsibility in sustainable alternative development, including, where appropriate, preventive alternative development

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased application, with the support of UNODC, at the request of Member States, of measures helping individuals in the community to be less vulnerable to drug use and HIV/AIDS	(a) (i) Number of countries assisted by UNODC in implementing drug use prevention interventions in line with relevant international treaties and based on scientific evidence
	<i>Performance measures</i>
	2010-2011: 24 Estimate 2012-2013: 25 Target 2014-2015: 25
	(ii) Number of countries assisted by UNODC in implementing drug dependence treatment, rehabilitation and social reintegration interventions in line with relevant international treaties and based on scientific evidence
	<i>Performance measures</i>
	2010-2011: 45 Estimate 2012-2013: 45 Target 2014-2015: 45
	(iii) Number of countries assisted by UNODC in developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, including people who inject drugs, in line with relevant international treaties and based on scientific evidence
	<i>Performance measures</i>
	2010-2011: 56 Estimate 2012-2013: 60 Target 2014-2015: 64

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(b) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals living in prison settings to be less vulnerable to drug use and HIV/AIDS	<p>(b) (i) Number of countries assisted by UNODC in establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence</p> <p><i>Performance measures</i></p> <p>2010-2011: 10</p> <p>Estimate 2012-2013: 10</p> <p>Target 2014-2015: 10</p> <p>(ii) Number of countries assisted by UNODC in developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes integrated in a recovery-oriented continuum of care in the criminal justice system, in line with relevant international treaties and based on scientific evidence</p> <p><i>Performance measures</i></p> <p>2010-2011: 43</p> <p>Estimate 2012-2013: 47</p> <p>Target 2014-2015: 51</p>
(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals who might be or have been trafficked to be less vulnerable to drug use and HIV/AIDS	<p>(c) Number of countries assisted by UNODC in developing, adopting and implementing strategies and programmes on drug use and HIV/AIDS as related to human trafficking, in line with relevant international treaties and based on scientific evidence</p> <p><i>Performance measures</i></p> <p>2010-2011: 18</p> <p>Estimate 2012-2013: 20</p> <p>Target 2014-2015: 22</p>
(d) Improved capacity, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development or preventive alternative development	<p>(d) (i) Number of countries assisted by UNODC in developing and implementing sustainable illicit crop control strategies concurrent with national development programmes</p> <p><i>Performance measures</i></p> <p>2010-2011: 8</p> <p>Estimate 2012-2013: 10</p> <p>Target 2014-2015: 10</p>

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	(ii) Number of countries assisted by UNODC in incorporating environmental conservation programmes addressing illegal logging and wildlife poaching into sustainable crop control strategies
	<i>Performance measures</i>
	2010-2011: zero
	Estimate 2012-2013: 4
	Target 2014-2015: 4
(e) Improved capacity to provide, with the assistance of UNODC, upon request, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization	(e) Number of countries assisted by UNODC in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime, in line with relevant international treaties and based on scientific evidence
	<i>Performance measures</i>
	2010-2011: zero
	Estimate 2012-2013: 5
	Target 2014-2015: 5

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### **External factors**

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

### **Outputs**

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

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

(i) Commission on Narcotic Drugs:

a. Substantive servicing of meetings: meetings of the Commission on Narcotic Drugs on alternative development and sustainable livelihoods (2); meetings of the Commission on Narcotic Drugs on issues related to drug demand reduction and related measures (2); meetings on issues concerning HIV and AIDS as they relate to drug use and in prison settings (2);

b. Parliamentary documentation: note on promoting coordination and alignment of decisions between the Commission and the Programme

Coordinating Board of UNAIDS on HIV/AIDS (2); report on progress made by Member States in fulfilling the commitments on drug demand reduction and related measures contained in the 2009 Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (1); report on the implementation of Commission resolution 49/4, on responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users (1); reports on sustainable livelihoods as mandated by Commission resolutions and the Political Declaration and Plan of Action (2);

(ii) Commission on Crime Prevention and Criminal Justice:

a. Substantive servicing of meetings: meetings on issues related to HIV prevention, treatment, care and support in prison settings (2);

b. Ad hoc expert groups: expert group meeting on HIV prevention and care among people who use drugs (1); expert group meeting on HIV prevention and care in prison and other closed settings (1); expert group meeting on best practices and lessons learned in alternative development and the environment (1); expert group meeting on evidence-based and ethical interventions for the prevention of drug use (1); expert group meeting on evidence-based and ethical interventions for the treatment, care and rehabilitation of drug dependence (1);

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

(i) Non-recurrent publications: guidelines on best practices and lessons learned in alternative development and the environment (1); guidelines on evidence-based and ethical interventions for the prevention of drug use (1); guidelines on evidence-based and ethical interventions for the treatment, care and rehabilitation of drug dependence (1);

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

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

(i) Advisory services: consultation with United Nations agencies and with other regional organizations to promote and advocate evidence-based prevention and treatment and advisory services to assist Member States in the development of evidence-based prevention and treatment systems (4); substantive and technical support on alternative development and sustainable livelihoods to Member States and other relevant organizations and agencies (10); substantive and technical support, as well as support to Member States, on HIV and AIDS prevention, treatment and care as they relate to drug use and in prison settings (8);

(ii) Field projects: projects at the global, regional and national levels to support Member States in developing, implementing, monitoring and evaluating activities for evidence-based drug prevention, treatment and rehabilitation (25); projects at the global, regional and national levels to support Member States in developing, implementing, monitoring and evaluating activities addressing HIV prevention, treatment, care and support

among drug users and in prison settings (10); projects at the global, regional and national levels to support Member States in implementing global, regional and national projects on alternative development and sustainable livelihoods (10).

Table 14  
**Resource projections: subprogramme 2. Prevention, treatment and reintegration, and alternative development**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	179.5	-	1	-
Non-post	80.3	-	-	-
<b>Subtotal</b>	<b>259.8</b>	<b>-</b>	<b>1</b>	<b>-</b>
<b>B. Programme support cost funds</b>				
Post	-	206.6	-	1
Non-post	-	129.5	-	-
<b>Subtotal</b>	<b>-</b>	<b>336.1</b>	<b>-</b>	<b>1</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	156 948.9	163 356.3	34	37
Crime programme fund	1 228.7	1 963.3	1	1
<b>Subtotal</b>	<b>158 177.6</b>	<b>165 319.6</b>	<b>35</b>	<b>38</b>
<b>D. Regular budget</b>				
Post	1 321.5	1 387.0	5	4
Non-post	230.2	328.0		
<b>Subtotal</b>	<b>1 551.7</b>	<b>1 715.0</b>	<b>5</b>	<b>4</b>
<b>Total</b>	<b>159 989.1</b>	<b>167 370.7</b>	<b>41</b>	<b>43</b>

73. Subprogramme 2 will receive mainly special-purpose and regular budget funding in the biennium 2014-2015. As they relate to support, the resources previously budgeted under general-purpose funds are being reclassified to programme support cost funds. It must also be noted that this subprogramme receives a large proportion of soft-earmarked special-purpose funds.

74. In the biennium 2014-2015, programme support cost resources will provide for one GS (Other level) post in the Office of the Chief, Drug Prevention and Health Branch, and non-post resources to cover general temporary assistance, consultants and experts, travel of staff and contractual services. The increase of \$76,300 over 2012-2013 reflects: (a) increased salary costs of \$27,100; (b) increased requirements under temporary assistance, consultants and experts and travel of staff to support the servicing of the high-level segment of the session of the Commission on Narcotic Drugs and of its preparatory activities as well as advisory services to Member States with regards to the development of policies in respect of mandates on drug prevention and health (\$48,400); and (c) the cost of providing remote access and of annual fees for mobile telephone service (\$800).



75. The regular budget requirements are set forth in section 16 (subprogramme 2) of the proposed programme budget for the biennium 2014-2015. Regular budget requirements for the biennium total \$1,715,000, representing a net increase of \$163,300. The funds allocated in section 16 provide for four posts (1 D-1, 2 P-4 and 1 P-3) and non-post resources covering other staff costs, consultants and experts, and travel of staff. The increase is the net result of: (a) the delayed impact of one D-1 post approved in the biennium 2012-2013; and (b) the abolishment of one GS (Other level) post of Programme Assistant and reductions in non-post areas such as consultant service and external printing, proposed in line with General Assembly resolution 67/248.

76. Special-purpose expenditure in the amount of \$165,319,600, reflecting an increase of \$7,142,000 (4.5 per cent), owing to changes in activities and the ending of some projects, will provide the bulk of the funding for this subprogramme and provide funds for technical cooperation and advisory services to Member States on drug prevention, treatment, care and rehabilitation (\$54.1 million) and on HIV/AIDS prevention (\$31.5 million), as well as technical support on alternative development and sustainable livelihoods (\$79.8 million). Programme activities for the prevention of drug use are expected to focus on promoting the development, implementation, monitoring and evaluation of interventions and policies based on scientific evidence, as described in the International Standards on Drug Use Prevention. The programme for the treatment and rehabilitation of drug-dependent persons is projected to be sustained in the framework of the UNODC-WHO Programme on Drug Dependence Treatment and Care and the initiative on the prevention and care of children affected by drug use and dependence. Furthermore, UNODC will disseminate tools and guidance on ensuring access to controlled drugs for medical purposes while preventing diversion and abuse. In the areas of prevention and treatment, UNODC is putting an emphasis on promoting a health-centred approach to drug use and drug dependence based on science-based drug prevention, treatment, care and rehabilitation and not on punishment. In the biennium 2014-2015, UNODC will continue its efforts to achieve, by 2015, the target adopted by the 2011 High-level Meeting of the General Assembly on AIDS to reduce transmission of HIV among people who inject drugs by 50 per cent by 2015 and ensure access to comprehensive HIV services for people in prisons and other closed settings. This will entail (a) addressing HIV epidemics among people who inject drugs, with a special focus on 24 high-priority countries; (b) assisting in the establishment of comprehensive prison programmes; and (c) strengthening its work on non-injecting stimulant drug use and the response among vulnerable key population groups (particularly in Latin America and the Caribbean, and some countries in South-East Asia). By the end of 2015, UNODC will aim at strategically diversified and intensified technical assistance and capacity development, and better targeted advocacy for comprehensive HIV services among its target populations in key countries. In the field of sustainable livelihoods and alternative development, UNODC will continue implementing its broadened vision for livelihoods through a five-country programme in East Africa focusing on providing first-line basic social assistance within projects on drug abuse prevention and treatment and HIV prevention and treatment. Activities related to reducing illicit crop cultivation will continue in six countries. In the Lao People's Democratic Republic and Myanmar, the programme will target poverty reduction and food security. In Colombia and Peru, the reduction of illicit crops will be addressed through the provision of

sustained support to enterprises led by small farmers as well as by increasing the area of land under licit cultivation (cacao, palm oil, coffee) through the delivery of technical assistance, including the provision of high-yield disease-resistant seeds, training for farmers and market access. In the Plurinational State of Bolivia, there will be a focus on reducing coca cultivation through poverty-reduction activities focusing on improving agricultural production and introducing sustainable forest management practices within an environmentally sustainable framework. In Afghanistan, the issue of illicit crop cultivation will be addressed through the strengthening of national policies and capacities to implement alternative development programmes and improve coordination between government and non-government stakeholders. The UNODC project portfolio in the area of wildlife and forest crime will increase, and will cover South America, Asia and Africa, with a focus on the implementation of the Wildlife and Forest Crime Analytic Toolkit and the provision to the countries concerned of technical assistance aimed at strengthening legislative frameworks, enforcement capacities, judicial and prosecutorial capacities, crime prevention techniques, and data collection and analysis to combat wildlife and forest crime.

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

77. Substantive responsibility for subprogramme 3 of the programme of work is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 13 of the strategic framework for the period 2014-2015 and subprogramme 2 of the strategy for the period 2012-2015.

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

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

Table 15

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

<b>Objective:</b> To prevent and combat corruption, in line with the United Nations Convention against Corruption.	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Technical assistance provided by UNODC, at the request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption	(a) Number of States parties ratifying and/or acceding to the United Nations Convention against Corruption following assistance by UNODC <i>Performance measures</i> 2010-2011: 10 Estimate 2012-2013: 10 Target 2014-2015: 10
(b) Enhanced support provided by UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice, to facilitate decision-making and policy direction	(b) (i) Number of country review reports and their summaries prepared with the assistance of UNODC for the Mechanism for the Review of Implementation of the United Nations Convention against Corruption <i>Performance measures</i> 2010-2011: 20 (cumulative) Estimate 2012-2013: 60 (cumulative) Target 2014-2015: 110 (cumulative)

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	(ii) Percentage of Member States participating in the Conference of the States Parties to the United Nations Convention against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat <i>Performance measures</i> 2010-2011: 80 per cent Estimate 2012-2013: 85 per cent Target 2014-2015: 85 per cent
	(iii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat <i>Performance measures</i> 2010-2011: 80 per cent Estimate 2012-2013: 85 per cent Target 2014-2015: 85 per cent
(c) Improved capacity of UNODC to support Member States preventing and fighting corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime	(c) (i) Increased number of countries receiving national-level capacity-building assistance in corruption prevention, at the request of Member States <i>Performance measures</i> 2010-2011: 10 Estimate 2012-2013: 15 Target 2014-2015: 20  (ii) Number of countries drafting or revising domestic legislation, with assistance from UNODC, to incorporate provisions of the United Nations Convention against Corruption <i>Performance measures</i> 2010-2011: 10 Estimate 2012-2013: 10 Target 2014-2015: 10

### **External factors**

79. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are committed to preventing and combating corruption; (b) Member States are ready to ratify/accede to the Convention against Corruption and to implement its provisions; (c) Member States are capable of complying with the provisions of the Convention and fulfil their relevant reporting obligations, including submission of treaty-mandated data; (d) Member States are willing to strengthen judicial cooperation among themselves, especially in matters involving extradition, mutual legal assistance and asset recovery; (e) Member States are willing to implement the policy directives of the treaty-based organs and governing bodies related to corruption; (f) timely and high-quality data and statistical information are provided by Member States; and (g) there are no significant shortfalls in extrabudgetary resources to assist Member States by

delivering planned activities, and specialized expertise is available for timely delivery of assistance.

### **Outputs**

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

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

(i) General Assembly:

a. Substantive servicing of meetings: Third Committee meetings for matters relating to corruption and economic crime (2); inputs to high-level events organized by the General Assembly on matters relating to corruption (1);

b. Parliamentary documentation: biennial report on preventing and combating corrupt practices and the transfer of funds of illicit origin and returning such funds to the countries of origin (1); report on the work of the Conference of the States Parties to the United Nations Convention against Corruption (1); inputs to the annual report on strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: inputs to high-level events organized by the Council (1);

b. Parliamentary documentation: inputs to the annual report on the work of the Commission on Crime Prevention and Criminal Justice (2);

(iii) Commission on Crime Prevention and Criminal Justice:

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

(iv) United Nations Congress on Crime Prevention and Criminal Justice:

Parliamentary documentation: inputs to the report of the Secretary-General on the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice (1);

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

a. Substantive servicing of meetings: sixth session of the Conference (16); meetings of the Implementation Review Group (32); meetings of the Open-ended Intergovernmental Working Group on Asset Recovery (20); meetings of the Open-ended Intergovernmental Working Group on the Prevention of Corruption (20); expert meetings on international cooperation (8);

b. Parliamentary documentation: report of the meeting of the sixth session of the Conference (1) and related background documents (18); reports of the meetings of the Implementation Review Group (4) and related background documents, including executive summaries of country review reports (80); thematic reports of the implementation review mechanism (4), regional reports of the implementation review mechanism (10) and other background documents (6); reports of the meetings of the Open-ended Intergovernmental Working Group on Asset Recovery (2) and related background documents (8); reports of the meetings of the Open-ended Intergovernmental Working Group on the Prevention of Corruption (2) and related background documents (8); reports of the expert meetings on international cooperation (2) and related background documents (6);

(vi) Other services (regular budget/extrabudgetary):

Ad hoc expert groups: expert group meeting on identity-related crime (1); workshops on specific areas of asset recovery (3); expert group meeting to develop a guidance note on specific areas of the United Nations Convention against Corruption based on the needs identified through the implementation review mechanism (1); expert group meeting to develop guidelines on corruption and the criminal justice system (1); expert group meeting to develop guidelines on preventive measures against corruption (1); workshops on other sectoral aspects of corruption (2);

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

(i) Recurrent publications: reprinting of the United Nations Convention against Corruption (1); legislative guide for the implementation of the Convention (1); travaux préparatoires of the Convention (1); rules of procedure of the Conference (1); background documents for the implementation review mechanism (1); compendium of international legal instruments on corruption (1);

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

(iii) Technical material:

a. Maintenance of a database of laws and jurisprudence, as well as non-legal knowledge relevant to the United Nations Convention against Corruption, including for issues related to asset recovery;

b. Electronic tools and training materials on standards, policies, operational procedures and good practices providing guidance and technical support to Member States for the implementation of the Convention (2);

(iv) Promotion of legal instruments:

a. Training on the Implementation Review Mechanism (10);

- b. Preparation of 80 country visits (implementation review mechanism);
  - c. Analysis of 80 self-assessment responses received and supplementary information (implementation review mechanism);
  - d. Contribution to the drafting of 80 country review reports (implementation review mechanism);
  - e. Analysis of 80 country reports and preparation of 80 executive summaries of country reports (implementation review mechanism);
  - f. Preparation of thematic reports and regional addenda, including technical assistance needs assessment (implementation review mechanism);
  - g. List of governmental experts participating in the review process, updated monthly (implementation review mechanism) (1);
  - h. Database of competent authorities, asset recovery focal points and central authorities (1);
  - i. Database listing a pool of experts for the provision of technical assistance, updated regularly (1);
- (v) Substantive servicing of inter-agency meetings:
- a. Participation in the governance structure of the United Nations Global Compact and in the inter-agency meetings of the Global Compact, in particular the working group on the tenth principle against corruption (1);
  - b. Organization of United Nations inter-agency anti-corruption coordination meetings on corruption-related issues (1);
- (vi) Contribution to joint outputs:
- a. Inter-agency coordination and liaison through participation in relevant coordination meetings of the specialized agencies of the United Nations system, the World Bank and the network of crime prevention and criminal justice institutes on matters related to corruption and economic crime (1);
  - b. Initiatives/activities/projects developed and implemented jointly with other departments, offices, funds and programmes within the United Nations system, as well as with international and regional organizations outside of the United Nations system, on matters related to the prevention and fight against corruption (including with the Council of Europe, the Organization for Economic Cooperation and Development, the International Association of Anti-Corruption Authorities, the Organization of American States, the Group of 20, the Business 20 and the International Anti-Corruption Academy);
- (c) Technical cooperation (regular budget/extrabudgetary):
- (i) Advisory services:
- a. Provision of legal and other related advisory services for comprehensive needs assessments and gap analysis using the United Nations Convention against Corruption self-assessment checklist (8);

b. Provision of legal and other related advisory services to countries on ratification of, accession to and implementation of the United Nations Convention against Corruption (10);

(ii) Training courses, seminars and workshops:

a. National, regional and interregional workshops and training courses on the Convention and/or on the prevention of and fight against corruption (5);

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

Table 16

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. Programme support cost funds</b>				
Post	-	387.7	-	1
Non-post	-	1.6	-	-
<b>Subtotal</b>	<b>-</b>	<b>389.3</b>	<b>-</b>	<b>1</b>
<b>B. Special-purpose funds</b>				
Drug programme fund	-	-	-	-
Crime programme fund	32 096.5	45 748.9	27	30
<b>Subtotal</b>	<b>32 096.5</b>	<b>45 748.9</b>	<b>27</b>	<b>30</b>
<b>C. Regular budget</b>				
Post	4 236.9	4 401.0	15	15
Non-post	319.5	335.2		
<b>Subtotal</b>	<b>4 556.4</b>	<b>4 736.2</b>	<b>15</b>	<b>15</b>
<b>Total</b>	<b>36 652.9</b>	<b>50 874.4</b>	<b>42</b>	<b>46</b>

81. Subprogramme 3 will receive mainly special-purpose and regular budget funding in the biennium 2014-2015. It must also be noted that this subprogramme receives a relatively large regular budget allocation, and that a large proportion of its special-purpose funds is soft-earmarked for programme activities.

82. Under programme support cost funds, the requirement of \$389,300 reflects the establishment of one new post of Programme Management Officer — Oversight and Budget (P-4) to support the Chief of the Branch in the implementation, monitoring and evaluation of programmes, operations and other activities of the Branch, including planning, human resources, budgeting and other administrative responsibilities (\$387,700). The Programme Management Officer will plan, coordinate and oversee budget-related activities for extrabudgetary contributions, the mobilization of financial (fundraising) and human resources (recruitment) and the development, implementation, monitoring, evaluation and reporting of the interlinked activities/programmes/projects under the umbrella of the thematic programme, with a view to ensuring the coherence and quality of programme delivery at the Branch level. The above amount also provides for the cost of



providing remote access and of annual fees for mobile telephone annual service (\$1,600).

83. The regular budget requirements are set forth in section 16 (subprogramme 3) of the proposed programme budget for the biennium 2014-2015. Regular budget requirements for the biennium total \$4,736,200, representing an increase of \$179,800. The funds allocated in section 16 provide for 15 posts (1 D-1, 2 P-5, 4 P-4, 2 P-3, 4 P-2 and 2 GS (Other level)) and non-post requirements, including consultants and experts, travel of staff and contractual services. The increase relates to recosting to 2014-2015 rates.

84. Special-purpose expenditure in the amount of \$45,748,900, reflecting an increase of \$13,652,400 (increase of 42.5 per cent), mainly through an expected increase in regional and national programmes and projects while resources are expected to remain stable for global activities, will complement the regular budget resources in order to implement a broad set of advisory services, training courses, seminars and workshops, knowledge products and tools, as well as field projects to support Member States in the ratification and implementation of the Convention. The Implementation Review Mechanism, which commenced its work in July 2010, will remain a key aspect of the work under this subprogramme in 2014-2015. The first cycle of the Mechanism (2010-2015), during which the implementation of chapters III and IV of the Convention are being reviewed, will come to an end in 2015, with 62 countries to be reviewed in the final two years of the cycle, including those countries which have ratified the Convention since 2010. In addition, substantive and technical preparations will start for the second review cycle of the Mechanism (2015-2020), during which the implementation of chapters II and V of the Convention will be reviewed. Special efforts will continue to ensure the participation of representatives of least developed countries that are parties to the Convention in the meetings of the Conference of the States Parties and its subsidiary bodies. Based in particular on needs identified through the Implementation Review Mechanism, technical assistance activities will continue to be delivered for ratification of/accession to the Convention, as well as for its implementation. Anti-corruption advisors with regional responsibilities will be deployed in the field to ensure hands-on targeted support. With regard to asset recovery, the joint UNODC-World Bank Stolen Asset Recovery (StAR) initiative will continue its activities, including capacity-building activities, advisory services, policy dialogue and facilitation of contacts between national authorities and financial centres, as well as the development of practical tools and policy studies. The Office will continue to support the engagement of the private sector in efforts to prevent and fight corruption, with a view to bridging knowledge and communication gaps. The Office will also continue to develop and disseminate information on corruption and on the Convention to raise awareness and build the capacity of civil society to prevent and combat corruption. The Office will further continue to develop and disseminate good practices and tools to provide guidance and support to States parties on the implementation of the Convention, as well as on emerging economic fraud and identity-related crime, in particular through its Tools and Resources for Anti-Corruption Knowledge (TRACK) anti-corruption portal. In addition, UNODC will support data collection, statistical methodologies and research capacities to produce evidence-based assessments of the nature and extent of corruption. It will also strengthen regional and international collaboration and policy coordination in other relevant international and regional organizations and forums.

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

85. Substantive responsibility for subprogramme 4 of the programme of work is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 13 of the strategic framework for the period 2014-2015 and subprogramme 3 of the strategy for the period 2012-2015.

86. The UNODC programme of activities relating to counter-terrorism, guided by the thematic programme on terrorism prevention for the period 2012-2015, focuses particularly on ratifying and implementing the 18 universal legal instruments against terrorism and strengthening the capacity of national criminal justice systems to implement those instruments, as well as the provisions of the relevant Security Council counter-terrorism resolutions and the United Nations Global Counter-Terrorism Strategy, in compliance with the principles of the rule of law.

87. In the area of terrorism prevention, UNODC is mandated by the General Assembly to provide technical assistance to Member States, upon request, in order to strengthen the capacity of their criminal justice systems to prevent and counter acts of terrorism. As detailed in the thematic programme on terrorism prevention for the period 2012-2015, UNODC provides legal technical assistance and capacity-building to Member States in four primary areas:

(a) The Office promotes the ratification and legislative incorporation of the international legal instruments against terrorism. In that regard, UNODC works with policymakers, parliamentarians and other national officials to raise awareness regarding the content of the instruments, the benefits and challenges of adherence to them and the importance of universal adherence in order to prevent the creation of terrorist safe havens;

(b) The Office assists in the drafting and review of national legislation in order to ensure the harmonization of national laws with existing international obligations, including due respect for human rights and fundamental freedoms;

(c) The Office builds the capacity of national criminal justice officials to implement these standards through the delivery of regional and national workshops for prosecutors, judges and law enforcement officials, and through train-the-trainer workshops, online training courses and the development of technical tools and publications;

(d) The Office works to strengthen regional and international cooperation in criminal matters. These efforts are supported through the establishment of national central authorities and regional judicial platforms with national focal points to facilitate requests for mutual legal assistance and extradition.

Drawing on the well-established comparative advantages of UNODC that arise from its mandates and expertise, the thematic programme provides the context for UNODC to plan and deliver integrated services in terrorism prevention that incorporate the closely linked and cross-cutting aspects of crime prevention and drug control, criminal justice and international cooperation.

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

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
<b>Objective:</b> To promote and strengthen a functional criminal justice regime against terrorism that is effective and is implemented by States in accordance with the rule of law	
(a) Enhanced technical assistance provided by UNODC, upon request, to contribute to the ratification of the international legal instruments to prevent and combat terrorism	<p>(a) (i) Increase in the cumulative number of ratifications of the international legal instruments to prevent and combat terrorism by countries that have received counter-terrorism technical assistance from UNODC</p> <p><i>Performance measures</i>            2010-2011: 577 (cumulative)            Estimate 2012-2013: 590 (cumulative)            Target 2014-2015: 595 (cumulative)</p> <p>(ii) Increase in the number of countries that have revised domestic counter-terrorism legislation or adopted new legislation related to counter-terrorism, drawing on the assistance of UNODC</p> <p><i>Performance measures</i>            2010-2011: 87            Estimate 2012-2013: 95            Target 2014-2015: 95</p>
(b) Improved capacity to prevent terrorism in accordance with the rule of law	<p>(b) (i) Number of countries receiving capacity-building assistance from UNODC, upon request, at the national and regional levels</p> <p><i>Performance measures</i>            2010-2011: 85            Estimate 2012-2013: 87            Target 2014-2015: 89</p> <p>(ii) Increased number of national criminal justice officials trained with respect to implementing international conventions and protocols relating to terrorism</p> <p><i>Performance measures</i>            2010-2011: 3,500            Estimate 2012-2013: 3,700            Target 2014-2015: 3,900</p> <p>(iii) Number of national and regional strategies/action plans for combating terrorism, developed with UNODC assistance</p> <p><i>Performance measures</i>            2010-2011: 16            Estimate 2012-2013: 20            Target 2014-2015: 30</p>

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	(iv) Number of functioning mechanisms of international cooperation to prevent and combat terrorism, supported and developed with UNODC assistance, between national entities concerned with the implementation of counter-terrorism measures
	<i>Performance measures</i>
	2010-2011: 10
	Estimate 2012-2013: 20
	Target 2014-2015: 30

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### **External factors**

88. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States are willing to become party to the international conventions and protocols related to the prevention and suppression of terrorism; (b) Member States are willing and capable of complying with the provisions of the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations, the United Nations Global Counter-Terrorism Strategy and the Security Council resolutions pertaining to counter-terrorism; (c) Member States are willing and able to strengthen judicial cooperation between themselves with respect to counter-terrorism and are willing to cooperate with each other in this regard; (d) Member States are willing to implement the policy directives of the governing bodies related to terrorism; and (e) there are no significant shortfalls in extrabudgetary resources, and specialized expertise is available for timely delivery of assistance.

### **Outputs**

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

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

(i) General Assembly:

a. Substantive servicing of meetings: meetings of the Sixth Committee for matters relating to terrorism (4); meetings of the Third Committee for matters related to terrorism (2); review of the United Nations Global Counter-Terrorism Strategy (1);

b. Parliamentary documentation: contribution to the report on the implementation of the United Nations Global Counter-Terrorism Strategy (1); contributions to the annual report on measures to eliminate international terrorism (2); contributions to the annual report on measures to prevent terrorists from acquiring weapons of mass destruction (2); report on specific issues pertaining to technical assistance for combating terrorism (1);

(ii) Commission on Crime Prevention and Criminal Justice:

Parliamentary documentation: reports on strengthening international cooperation and technical assistance in preventing and combating terrorism (2);

- (iii) Ad hoc expert groups (regular budget/extrabudgetary): expert group meeting on legal challenges posed by the implementation of the universal legal regime against terrorism — legal issues related to addressing transport security (aviation-related and maritime terrorism) (extrabudgetary) (1); expert group meeting on the development of United Nations principles and guidelines to assist and support victims of acts of terrorism (regular budget) (1); expert group meeting on the international legal framework against chemical, biological, radiological and nuclear terrorism (regular budget) (1); second expert group meeting on the development of United Nations principles and guidelines to assist and support victims of acts of terrorism (extrabudgetary) (1);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Non-recurrent publications (regular budget/extrabudgetary):
    - a. Brochure on delivering counter-terrorism assistance (regular budget) (1);
    - b. Counter-terrorism legal training curriculum module on counter-terrorism in the international law context (extrabudgetary) (1);
    - c. Counter-terrorism legal training curriculum module on assistance and support to victims of acts of terrorism in criminal justice proceedings (regular budget) (1);
    - d. Counter-terrorism legal training curriculum module on criminal justice approaches to countering the use of the Internet for terrorist purposes (extrabudgetary) (1);
    - e. Counter-terrorism legal training curriculum module on the universal legal framework: chemical, biological, radiological and nuclear terrorism (regular budget) (1);
    - f. Counter-terrorism legal training curriculum module on the universal legal framework: financing of terrorism (extrabudgetary) (1);
  - (ii) Technical material (regular budget/extrabudgetary):
    - a. Expanded coverage and regular updating of the database on counter-terrorism laws with relevant source materials (1);
    - b. Further development of a virtual online training platform for online training courses on specialized thematic legal aspects of counter-terrorism (1);
    - c. Further development of tools for online training of trainers on courses to be used in delivering technical assistance (1);
  - (iii) Promotion of legal instruments (regular budget/extrabudgetary): promoting the ratification and implementation of the 18 universal legal instruments against terrorism (1);
  - (iv) Substantive servicing of inter-agency meetings (regular budget/extrabudgetary): coordination of and participation in meetings of relevant international, regional and subregional organizations active in the area of counter-terrorism (14); inter-agency coordination and liaison on the implementation of the United Nations Global Counter-Terrorism Strategy,

including participation in meetings of the Counter-Terrorism Implementation Task Force and meetings with member entities of the Task Force (8);

(v) Contribution to joint outputs (regular budget/extrabudgetary): partnership with academic institutions and national professional training institutes to promote professional legal training on counter-terrorism issues for building up legal counter-terrorism expertise (1);

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

(i) Advisory services (regular budget/extrabudgetary): provision of advisory services, upon request, on the ratification and implementation of the international legal instruments related to the prevention and suppression of terrorism and for strengthening the capacity of national criminal justice systems (1);

(ii) Training courses, seminars and workshops (extrabudgetary): national, subregional, and interregional workshops on selected technical issues in preventing and combating terrorism (60);

(iii) Field projects (extrabudgetary): expanded activities under specific country and regional programmes on counter-terrorism to build expertise, reinforce institutional capacity and train criminal justice officials (1); expanded activities under the Global Project on Strengthening the Legal Regime against Terrorism to build expertise, reinforce institutional capacity and train criminal justice officials (1).

Table 18

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. Programme support cost funds</b>				
Post	-	-	-	-
Non-post	-	103.3	-	-
<b>Subtotal</b>	<b>-</b>	<b>103.3</b>	<b>-</b>	<b>-</b>
<b>B. Special-purpose funds</b>				
Drug programme fund	-	-	-	-
Crime programme fund	15 713.2	17 114.9	21	22
<b>Subtotal</b>	<b>15 713.2</b>	<b>17 114.9</b>	<b>21</b>	<b>22</b>
<b>C. Regular budget</b>				
Post	2 510.6	2 490.6	9	8
Non-post	235.0	247.4		
<b>Subtotal</b>	<b>2 745.6</b>	<b>2 738.0</b>	<b>9</b>	<b>8</b>
<b>Total</b>	<b>18 458.8</b>	<b>19 956.2</b>	<b>30</b>	<b>30</b>

90. Subprogramme 4 will receive mainly special-purpose and regular budget funding in the biennium 2014-2015. It must also be noted that a relatively large

proportion of the special-purpose funds received by this subprogramme is soft-earmarked for programme activities.

91. The programme support cost requirements of \$103,300 will provide for general temporary assistance to support the Chief of the Branch in the administration of the Branch, including in recruitment, budget monitoring, programme/project preparation and submission, budget revision and substantive and financial reporting.

92. The regular budget requirements are set forth in section 16 (subprogramme 4) of the proposed programme budget for the biennium 2014-2015. Regular budget requirements total \$2,738,000, representing a net decrease of \$7,600. The funds allocated in section 16 provide for eight posts (1 D-1, 1 P-5, 3 P-4, 1 P-3 and 2 GS (Other level)) and non-post resources relating to consultants and experts, travel of staff and contractual services. The decrease is attributable to: (a) the delayed impact of one P-4 post approved in the biennium 2012-2013; (b) the proposed abolishment of one post of Programme Officer (P-3), in line with General Assembly resolution 67/248; and (c) a minor adjustment under non-post resources, reflecting the net result of various adjustments based on expenditure pattern and programme needs.

93. Special-purpose expenditure in the amount of \$17,114,900, reflecting an increase of \$1,401,700 (8.9 per cent), is expected to complement regular budget resources through the provision of legal advisory and technical assistance services to Member States. The Office will continue to provide technical assistance to Member States, upon request, on the ratification and full implementation of the international legal instruments against terrorism in order to promote and strengthen a functional criminal justice regime against terrorism in accordance with international human rights law and the rule of law. Such assistance consists mainly of the following:

(a) Continuing to encourage Member States to become party to and implement the international counter-terrorism conventions and protocols and, upon request, to provide policy advice, as well as legal advisory, legislative and related institutional capacity-building support services and training, plus facilitating the transfer of specialized knowledge, including on maritime terrorism, financing of terrorism and use of the Internet for terrorist purposes;

(b) Strengthening the capacity of national criminal justice systems to implement counter-terrorism legislation in conformity with international human rights law, the rule of law and the international counter-terrorism legal instruments, as well as the United Nations Global Counter-Terrorism Strategy and the relevant Security Council resolutions;

(c) Promoting international cooperation in criminal matters related to terrorism, especially with regard to extradition and mutual legal assistance;

(d) Cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate, as well as with the Counter-Terrorism Implementation Task Force and its participating entities;

(e) Following up and implementing the intergovernmental mandates contained in the relevant resolutions and decisions of the United Nations governing bodies, as well as the outcome of the United Nations Congress on Crime Prevention and Criminal Justice.

94. As more countries have ratified the international legal instruments against terrorism, increased attention is now being given to implementation assistance and capacity-building with respect to national criminal justice systems in the light of international human rights law and the rule of law. This type of assistance is complex, involving extensive specialized training of criminal justice officials and the development of specialized handbooks, manuals and working documents, as well as in-depth and long-term follow-up on the assistance being provided. To that end, UNODC will continue to strengthen technical assistance delivery to requesting States through national- and regional-level workshops, the development of further technical tools and publications (including online training) and the building up of expertise in specialized areas. The volume of work is expected to continue to rise during the biennium 2014-2015, based on an increase in requests for in-depth capacity-building assistance.

### **Subprogramme 5. Justice**

95. Substantive responsibility for the subprogramme is vested in the Justice Section of the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 13 of the biennial programme plan for the period 2014-2015.

96. The thematic programme on crime prevention on criminal justice describes the strategy and work of UNODC on crime prevention and criminal justice for the period 2012-2015. It provides the global framework for UNODC programmes and projects on crime prevention and criminal justice reform, setting out a consistent and comprehensive approach based on the UNODC strategic frameworks, the UNODC strategy for the period 2012-2015 and the relevant United Nations conventions and standards and norms related to such reform. The Office will provide support to Member States on crime prevention and criminal justice reform, including in a number of key areas: police reform; strengthening prosecution services, the judiciary and courts, including in the context of counter-piracy; restorative justice; access to legal aid; prison reform and alternatives to imprisonment, including in the cross-cutting areas of human rights; women in the criminal justice system; justice for children; and the protection of victims and witnesses. Special attention will be paid to adopting a comprehensive and integrated approach to crime prevention and criminal justice reform, as well as to the integration of crime prevention perspectives into the overall work of UNODC. Four outcomes have been identified in the operational framework of the programme:

(a) Requesting States have developed and implemented crime prevention and criminal justice reform initiatives, including strategies, action plans and measures;

(b) Tools, manuals and training materials of UNODC are used by Member States;

(c) New United Nations standards and norms in crime prevention and criminal justice are developed and existing ones are updated by Member States with the support of UNODC;

(d) The Commission on Crime Prevention and Criminal Justice and the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice carry



out their mandate with regard to crime prevention and criminal justice, with UNODC assistance.

Outcome (a) will be implemented through a total of 36 UNODC projects and programmes, including subprogrammes of country and regional programmes, comprised of 3 global projects, 7 regional projects and 26 national projects. The main and most comprehensive global project covers all of the above-mentioned areas and provides for policy and technical advice, the development and distribution of tools and manuals, assessment and programming missions, support to ongoing projects and inter-agency collaboration. Under outcome (b), the focus in 2014-2015 will be on providing learning tools, including through e-learning and global partnerships. Under outcome (c), mandates given in 2012-2013 include mandates to develop new model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice and to review the Standard Minimum Rules for the Treatment of Prisoners. Under outcome (d), focus will be on supporting and servicing the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice.

Table 19

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

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

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice	(a) Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC, upon request  <i>Performance measures</i> 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 2
(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice	(b) (i) Number of countries utilizing tools, manuals and training materials developed by UNODC for improving crime prevention strategies and measures and criminal justice procedures and practices  <i>Performance measures</i> 2010-2011: 30 Estimate 2012-2013: 45 Target 2014-2015: 55

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*Expected accomplishments of the Secretariat*

*Indicators of achievement*

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(ii) Number of countries in receipt of assistance from UNODC that develop and implement crime prevention initiatives (e.g., for urban crime prevention)

*Performance measures*

2010-2011: 10

Estimate 2012-2013: 15

Target 2014-2015: 15

(iii) Number of countries in receipt of assistance from UNODC that develop and implement initiatives for the adoption and implementation of professional standards, integrity and oversight mechanisms in the criminal justice system

*Performance measures*

2010-2011: 5

Estimate 2012-2013: 5

Target 2014-2015: 5

(iv) Number of countries in receipt of UNODC assistance implementing appropriate criminal justice reform initiatives, as applicable

*Performance measures*

(Number of countries that implement criminal justice initiatives in restorative justice approaches that comply with human rights standards)

2010-2011: 1

Estimate 2012-2013: 2

Target 2014-2015: 4

(Number of countries that implement criminal justice initiatives in integrated approaches to the provision of legal aid)

2010-2011: 2

Estimate 2012-2013: 4

Target 2014-2015: 6

(Number of countries that implement criminal justice initiatives in prison reform)

2010-2011: 10

Estimate 2012-2013: 15

Target 2014-2015: 25

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	(Number of countries that implement criminal justice initiatives in juvenile/child justice systems) 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6
	(Number of countries that implement criminal justice initiatives in meeting the needs of women in the criminal justice system) 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 6
	(Number of countries that implement criminal justice initiatives in victim and witness assistance and support programmes) 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 5
	(Number of countries that implement criminal justice initiatives in police and law enforcement) 2010-2011: 2 Estimate 2012-2013: 4 Target 2014-2015: 6
	(Number of countries that implement criminal justice initiatives in prosecution services) 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 5
	(Number of countries that implement criminal justice initiatives in the judiciary) 2010-2011: 2 Estimate 2012-2013: 4 Target 2014-2015: 7
	(v) Number of countries in receipt of UNODC assistance addressing piracy <i>Performance measures</i> 2010-2011: 4 Estimate 2012-2013: 6 Target 2014-2015: 8

### External factors

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

### Outputs

98. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Commission on Crime Prevention and Criminal Justice:
    - a. Parliamentary documentation: quinquennial report of the Secretary-General to the Economic and Social Council on capital punishment and implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty (1); report on United Nations principles and guidelines on access to legal aid in the criminal justice system (1); reports on the use and application of the United Nations standards and norms in crime prevention and criminal justice (2);
    - b. Ad hoc expert groups: expert group meetings on best practices in crime prevention and criminal justice reform (2);
  - (b) Other substantive activities (regular budget/extrabudgetary):
    - (i) Recurrent publications: criminal justice handbook series and related training modules (1);
    - (ii) Non-recurrent publications: Justice Section brochure (1); revised *Compendium of United Nations Standards and Norms in Crime Prevention and Criminal Justice* (1); translation of crime prevention and criminal justice tools into the official languages of the United Nations (2);
  - (c) Technical cooperation (regular budget/extrabudgetary):
    - (i) Advisory services: provision of advisory services to countries on crime prevention and criminal justice (25);
    - (ii) Training courses, seminars and workshops: training courses, seminars and workshops on crime prevention and criminal justice (25);
    - (iii) Field projects: projects at the national, regional and/or international levels to address other specific issues in crime prevention and criminal justice (36).

Table 20  
Resource projections: subprogramme 5. Justice

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	746.1	838.8	3	3
Non-post	171.1	182.1	-	-
<b>Subtotal</b>	<b>917.2</b>	<b>1 020.9</b>	<b>3</b>	<b>3</b>
<b>B. Programme support cost funds</b>				
Post	-	-	-	-
Non-post	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	3 304.5	-	1	-
Crime programme fund	62 740.5	81 897.5	22	25
<b>Subtotal</b>	<b>66 045.0</b>	<b>81 897.5</b>	<b>23</b>	<b>25</b>
<b>D. Regular budget</b>				
Post	2 461.5	2 527.8	9	8
Non-post	166.2	182.1	-	-
<b>Subtotal</b>	<b>2 627.7</b>	<b>2 709.9</b>	<b>9</b>	<b>8</b>
<b>Total</b>	<b>69 589.9</b>	<b>85 628.3</b>	<b>35</b>	<b>36</b>

99. General-purpose resources projected for 2014-2015 in the amount of \$1,020,900 provide for three posts in the Justice Section (2 P-3 and 1 GS (Other level)). Non-post resources will cover temporary assistance, consultants and experts, and travel of staff for the Justice Section.

100. The net increase in general-purpose expenditure of \$103,700 reflects: (a) increased salary costs (\$92,700); (b) the net result of various adjustments under non-post items based on expenditure pattern (\$7,000); and (c) the cost of providing remote access and of annual fees for mobile telephone service (\$4,000).

101. Regular budget resources are set forth in section 16 (subprogramme 5) of the proposed programme budget for the biennium 2014-2015. For the biennium, regular budget resources will total \$2,709,900, representing a net growth of \$82,200. The funds allocated in section 16 provide for eight posts (1 P-5, 4 P-4, 2 P-3 and 1 P-2) and non-post requirements, including general temporary assistance, consultants and experts, travel of staff and contractual services. The increase is the net effect of: (a) the delayed impact of one P-4 post approved during the biennium 2012-2013; and (b) the abolition of one GS (Other level) post of Programme Assistant, proposed in line with General Assembly resolution 67/248.

102. Special-purpose expenditure for subprogramme 5 in the amount of \$81,897,500, reflecting an increase of \$15,852,500 (24 per cent), is anticipated for the implementation of the thematic programme on crime prevention and criminal justice. With the objective of supporting countries in establishing and promoting effective, fair and humane crime prevention policies, strategies and programmes, along with criminal justice systems that are based on the rule of law and that are in

line with international human rights standards, during the biennium 2014-2015, UNODC will continue to strengthen technical delivery in the areas of crime prevention and criminal justice. It will support Member States in developing new standards and norms on violence against children, revising the Standard Minimum Rules for the Treatment of Prisoners and implementing newly adopted standards and norms, for example, on violence against women, legal aid and women in prisons. To that end, additional tools, handbooks and training curricula will be developed and disseminated. The Office will also strengthen its role in providing a pool of experts in crime prevention and criminal justice, either directly from headquarters or through field offices, to assist in the development of new domestic legal instruments, to assess national crime prevention and criminal justice policies and strategies on the one hand and institutions and capacities on the other, and to assist Government and civil society entities in executing such policies and strategies. The project portfolio of UNODC in the area of justice is increasingly being integrated into regional and country programmes, offering a comprehensive support package to countries to strengthen crime prevention and criminal justice institutions through short-, medium- and long-term interventions. Such interventions are based on thorough national needs assessments and support national capacity to develop and implement long-term reform at the strategic, national and local levels. An area of particular concern is the implementation of standards relating to children, women and vulnerable groups. A balanced approach focusing on prevention, the rehabilitation of offenders and victims will be pursued.

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

103. Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The objectives will be achieved by focused interventions in the following main substantive areas: (a) providing timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific manifestations of crime; (b) analysing the evolution of transnational drug and crime issues to help identify threats and priorities; (c) providing guidance and expert advice to drug-testing laboratories and forensic institutions; and (d) expanding the evidence base for policymaking. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 13 of the strategic framework for the period 2014-2015 and of the strategy for the period 2012-2015.

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

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

the design, implementation, processing and dissemination of data collection activities, as well as the development of monitoring systems related to drug and crime.

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

107. Under the studies and threat analysis component, UNODC undertakes global research on threats and modalities of transnational organized crime, including analyses of new forms and dimensions of transnational organized crime and emerging challenges. The work is undertaken to support evidence-based policy formulation, as mandated by Member States (Economic and Social Council resolution 2012/19).

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

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

Table 21  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
<b>Objective:</b> Enhanced knowledge of thematic and cross-sectoral trends for effective policy formulation, operational response and impact assessment, based on a sound understanding of drug, crime and terrorism issues	
(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues	(a) (i) Increased number of references in research publications to documents or information generated by UNODC
	<i>Performance measures</i>
	2010-2011: 1,916
	Estimate 2012-2013: 2,100
	Target 2014-2015: 2,400
	(ii) Percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation
	<i>Performance measures</i>
	2010-2011: not available
	Estimate 2012-2013: not available
	Target 2014-2015: 60 per cent
	(iii) Number of country-data series disseminated by UNODC disaggregated by drug demand, drug supply, crime and criminal justice
	<i>Performance measures</i>
	2010-2011: not available
	Estimate 2012-2013: not available
	Target 2014-2015: 600
(b) Increased capacity to produce and analyse statistical data on trends, including those in emerging drug and specific crime issues	(b) Number of Member States receiving targeted training or other forms of technical assistance on data collection related to drugs and crime, upon request
	<i>Performance measures</i>
	(Number of Member States having received training on drugs and crime statistics)
	2010-2011: not available
	Estimate 2012-2013: not available
	Target 2014-2015: 20
	(Number of national institutions having received technical assistance on drugs and crime statistics)
	2010-2011: not available
	Estimate 2012-2013: not available
	Target 2014-2015: 25



<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making	(c) (i) Increased percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity
	<i>Performance measures</i> 2010-2011: 82 per cent Estimate 2012-2013: 85 per cent Target 2014-2015: 87 per cent
	(ii) Increased number of laboratories participating actively in the international collaborative exercise
	<i>Performance measures</i> 2010-2011: 115 Estimate 2012-2013: 120 Target 2014-2015: 130
	(iii) Increased percentage of laboratories in receipt of UNODC assistance reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses
	<i>Performance measures</i> 2010-2011: 75 per cent Estimate 2012-2013: 75 per cent Target 2014-2015: 80 per cent

### **External factors**

110. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) sufficient data on drugs and crime are available and reported by Member States; (b) Governments have the establishment or improvement of forensic and scientific capacity high on their list of priorities, are committed to forensic best practice implementation, and integrate forensic science laboratories into the national drug control and crime prevention framework; (c) national laboratories have quality assurance high on their agenda and have relevant support from higher institutional levels; (d) national laboratories cooperate with each other and with relevant authorities (e.g. law enforcement, regulatory and health) within and between countries and with UNODC; (e) Member States continue to give priority to evidence-based policy and programme development and support the efforts of UNODC to enhance knowledge of thematic and cross-sectoral trends regarding drug, crime and terrorism issues; and (f) there are no significant shortfalls in extrabudgetary resources.

## Outputs

111. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) Commission on Narcotic Drugs:

Parliamentary documentation: annual report on the world situation with regard to drug abuse, based on responses to the annual report questionnaire and supplemental information provided by Governments (2);
  - (ii) Commission on Crime Prevention and Criminal Justice:
    - a. Parliamentary documentation: annual report on world crime trends and emerging issues and responses in the field of crime prevention and criminal justice, based on responses to the annual crime trend survey and supplementary information provided by Governments (2);
    - b. Ad hoc expert groups: annual meetings of the international standing panel on forensics (2); expert group meeting on threat assessment (1); expert group meeting on drug and crime statistics (1);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: biannual seizure reports (4); annual *Bulletin on Narcotics* (2); annual forum on crime and society (2); *Global Report on Trafficking in Persons* (1); update on the global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme (4); international statistics on crime based on responses to the annual crime trend survey (2); international statistics on illicit drugs, based on responses to the annual report questionnaire (2); manuals/guidelines on procedural approaches and analytical methods for identification and analysis of controlled substances/forensic analysis, and practical laboratory procedures and best practices (2); reprinted or revised manuals or guidelines on methods for the identification and analysis of controlled drug/forensic analysis (2); technical publications on the state of crime and justice in the world (2); *World Drug Report* (2);
  - (ii) Technical material: implementation of national monitoring systems and publication of illicit crop monitoring surveys (10); implementation of quality assurance programme and publication of related reports (8); provision of approximately 1,000 reference samples to national drug testing laboratories (2); provision of approximately 400 drug and precursor testing and crime scene investigation kits to national authorities (2); scientific and technical notes (1); selected bibliographies and articles on the identification and analysis of controlled drugs, chemicals and precursors (4); training module on drug/precursor analysis and forensic support in drug control and crime prevention (1);
- (c) Technical cooperation (regular budget/extrabudgetary):
  - (i) Advisory services: expert advice to Member States on drug and crime surveys (illicit crop monitoring, crime victim surveys) (4); high-quality scientific support, information and advice to Governments, national and international organizations and institutions on a wide range of scientific and technical issues (2);

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

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

Table 22

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	3 528.5	3 657.8	15	14
Non-post	15.7	34.4	-	-
<b>Subtotal</b>	<b>3 544.2</b>	<b>3 692.2</b>	<b>15</b>	<b>14</b>
<b>B. Programme support cost funds</b>				
Post	193.4	594.3	1	2
Non-post	84.8	87.2	-	-
<b>Subtotal</b>	<b>278.2</b>	<b>681.5</b>	<b>1</b>	<b>2</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	19 956.1	30 234.9	11	12
Crime programme fund	45 573.7	42 810.0	37	39
<b>Subtotal</b>	<b>65 529.8</b>	<b>73 044.9</b>	<b>48</b>	<b>51</b>
<b>D. Regular budget</b>				
Post	5 574.0	5 764.8	20	19
Non-post	621.5	629.6		
<b>Subtotal</b>	<b>6 195.5</b>	<b>6 394.4</b>	<b>20</b>	<b>19</b>
<b>Total</b>	<b>75 547.7</b>	<b>83 813.0</b>	<b>84</b>	<b>86</b>

112. Subprogramme 6 (Research and trend analysis) comprises the Office of the Director of the Division for Policy Analysis and Public Affairs and the Research and Trend Analysis Branch.

113. Total general-purpose resources in the amount of \$3,692,200 provide for 14 posts in the Research and Trend Analysis Branch (1 D-1, 2 P-4, 1 P-3 and 10 GS (Other level)). Non-post resources will cover travel of staff and the cost of providing remote access and of annual fees for mobile telephone service for the Research and Trend Analysis Branch.

114. The net increase in general-purpose resources of \$148,000 vis-à-vis the biennium 2012-2013 reflects: (a) the transfer to programme support cost funds of the post of Programme Officer (P-4) in the Office of the Director of the Division for Policy Analysis and Public Affairs, given the overarching support nature of the functions (\$387,700); (b) increased salary costs (\$517,000), partly offset by an increase in travel requirements for the Research and Trend Analysis Branch (\$4,300); and (c) the cost of providing remote access and of annual fees for mobile telephone service (\$14,400).

115. Total programme support cost resources in the amount of \$681,500 will provide for two posts in the Office of the Director of the Division for Policy Analysis and Public Affairs (1 P-4 and 1 GS (Other level)) and non-post resources related to general temporary assistance, travel of staff, hospitality and general operating expenses. The increase of \$403,300 reflects the transfer of the post of Programme Officer (P-4) previously budgeted under general-purpose funds (\$387,700), increased salary costs (\$13,200), communications costs and the cost of providing remote access and of annual fees for mobile telephone service (\$2,400).

116. Regular budget resources are provided for under section 16 (subprogramme 6) of the proposed programme budget for 2014-2015. The amount of \$6,394,400 provides for 19 posts (1 D-2, 3 P-5, 5 P-4, 5 P-3, 1 P-2, 1 GS (Principal level) and 3 GS (Other level)) and non-post resources, including general temporary assistance, consultants and experts, travel of staff, contractual services, general operating expenses, and supplies and materials. The net increase is attributable to: (a) the delayed impact of one P-4 post approved in the biennium 2012-2013; (b) the abolishment of one GS (Other level) post of Research Assistant and a decrease under non-post resources, mainly in the areas of external printing and maintenance of scientific analytical equipment, proposed in line with General Assembly resolution 67/248.

117. Special-purpose expenditures are projected in the amount of \$73,044,900 reflecting an increase of \$7,515,100 (11.5 per cent). The programme for research and trend analysis is projected to increase. While continuing the production of global reference reports such as the *World Drug Report*, the *Global Report on Trafficking in Persons* and the *Global Study on Homicide*, the research programme will create a dedicated capacity to coordinate and provide leadership in the production of the *World Drug Report* and will conduct new in-depth global analyses of emerging transnational crime threats, as requested by Member States. It will monitor the impact of the transition in Afghanistan on the opiate trade and will improve the data collection and dissemination system to facilitate data reporting from Member States and make data on drugs and crime more widely accessible. The programme needs to be strengthened to be able to respond to these requests. Also, with the objective of increasing the availability and quality of comparable data on drug and crime problems, more resources are needed for capacity-building activities to improve data on drug supply, drug use and associated health impacts, as well as strengthen national capacities to measure crime, including victimization and corruption. Furthermore, the programme needs to address an expanded mandate and cover a number of forensic issues in the crime and drug segments. In particular, the crime segment will continue, and its portfolio will focus on the global standardized training approach, using new technologies, which will ensure sustainability and continual improvement of skills in areas such as forensic document examination. It will also cover a number of other forensic issues associated with UNODC activities to combat and prevent crime. In addition, expansion is expected in the drug segment, particularly in relation to laboratory research activities in support of drug trend analysis and surveys, laboratory capacity-building and quality assurance. Further expansion is expected with regard to the field presence of the SMART programme and timely and comprehensive information sharing on new psychoactive substances through the established global early warning advisory. The estimate corresponding to this subprogramme also includes the sub-fund for the United Nations Interregional Crime and Justice Research Institute (\$38.7 million).

## **Subprogramme 7. Policy support**

118. Substantive responsibility for the subprogramme is vested with the Public Affairs and Policy Support Branch of the Division for Policy Analysis and Public Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 13 of the biennial programme plan for the period 2014-2015.

119. The subprogramme comprises the Public Affairs and Policy Support Branch and the New York Liaison Office.

120. The Public Affairs and Policy Support Branch is responsible for directing and coordinating the policy support functions of UNODC. It leads and coordinates the fundraising strategy of UNODC and fulfils the function of trust fund manager to the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children, which was established by the General Assembly as part of the United Nations Global Plan of Action to Combat Trafficking in Persons. The Branch also communicates the mission and objectives of UNODC to key stakeholders and the public at large by carrying out media and outreach work, mounting engaging awareness-raising campaigns on drug and crime issues, maintaining a user-friendly and informative website and providing support to key events. It furthermore provides support to and facilitates the active involvement of civil society in intergovernmental meetings, provides training and online tools for non-governmental organizations and maintains a UNODC database of such organizations. The Branch is also responsible for the development of normative results-based management frameworks for programming purposes; oversight of programme planning activities in UNODC; coordination with other United Nations agencies on issues related to crime, corruption, drugs and terrorism in all its forms and manifestations; and knowledge management and institutional learning. The focus is on increased effectiveness and better performance by promoting coherence and synergy within UNODC and a work culture that is aligned with the goals of the United Nations system at large, ultimately fostering a culture in which planning, monitoring and reporting are understood as key to providing transparency and accountability to UNODC stakeholders. The Office has increasingly looked to diversify its partnerships, in particular with other United Nations agencies, to reinforce its position in the ongoing reform of the Organization and to facilitate a stronger and more systematic policy, normative and advocacy presence within the United Nations system. As part of the inter-agency mechanism that is developing a systemwide response to post-2015 challenges, UNODC plans to continue advocating for inclusion of issues related to crime, corruption, drugs and terrorism in planning throughout the United Nations system, both in the lead-up to 2015 and beyond.

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

Table 23  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

<b>Objective:</b> To facilitate policy and operational responses on issues related to drug control, crime prevention and criminal justice	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(a) (i) Increased number of unique visitors accessing information from the UNODC website, disaggregated by type of information accessed and frequency of access
	<p><i>Performance measures</i> (Number of unique visitors per month) 2010-2011: 184,000 Estimate 2012-2013: 200,000 Target 2014-2015: 225,000</p> <p>(ii) Increased number of publications downloaded from the UNODC website, disaggregated by publication name and type</p> <p><i>Performance measures</i> (Number of publications downloaded per month) 2010-2011: 13,445 Estimate 2012-2013: 14,000 Target 2014-2015: 14,500</p>
(b) Advance capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate	(b) Increased number of partnership and/or funding agreements with Governments, foundations, non-governmental organizations and private sector entities
	<p><i>Performance measures</i> (Value of funding instruments, such as agreements, exchange of letters and memorandums of understanding) 2010-2011: \$485 million Estimate 2012-2013: \$485 million Target 2014-2015: \$500 million</p>

### **External factors**

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

### **Outputs**

123. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Other substantive activities (regular budget/extrabudgetary):
  - (i) Recurrent publications: online database of non-governmental organizations working on drug prevention, treatment and rehabilitation,

alternative development, crime prevention and criminal justice, anti-corruption and anti-human trafficking activities (1); UNODC monthly e-newsletter (24);

(ii) Booklets, public awareness television and radio spots, interviews and other promotional material (8);

(iii) Special events: continued development of new fundraising initiatives and strategic partnerships with donors, United Nations agencies, international financial institutions and private and/or corporate foundations (1); observance of the International Day against Drug Abuse and Illicit Trafficking and the International Anti-Corruption Day (4);

(iv) Technical material: design, maintenance and improvements of the UNODC website (1);

(v) Audiovisual resources: collection of photographs related to the topics of drugs, crime and terrorism and maintenance of the web-based and hard-drive photographic library (1); issuance of promotional videos (1);

(vi) Substantive servicing of inter-agency meetings: inter-agency coordination and liaison through the participation in the High-level Committee on Programmes and inter-agency meetings within the United Nations system (1).

Table 24

**Resource projections: subprogramme 7. Policy support**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	931.6	1 093.1	3	3
Non-post	344.2	306.2	-	-
<b>Subtotal</b>	<b>1 275.8</b>	<b>1 399.3</b>	<b>3</b>	<b>3</b>
<b>B. Programme support cost funds</b>				
Post	2 969.6	3 985.0	10	13
Non-post	236.2	286.2	-	-
<b>Subtotal</b>	<b>3 205.8</b>	<b>4 271.2</b>	<b>10</b>	<b>13</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	1 945.0	2 497.3	4	5
Crime programme fund	3 046.0	2 801.8	5	4
<b>Subtotal</b>	<b>4 991.0</b>	<b>5 299.1</b>	<b>9</b>	<b>9</b>
<b>D. Regular budget</b>				
Post	1 467.2	1 721.7	5	5
Non-post	37.1	37.5	-	-
<b>Subtotal</b>	<b>1 504.3</b>	<b>1 759.2</b>	<b>5</b>	<b>5</b>
<b>Total</b>	<b>10 976.9</b>	<b>12 728.8</b>	<b>27</b>	<b>30</b>

124. Total general-purpose resources in the amount of \$1,399,300 provide for three posts in the New York Liaison Office (1 D-1, 1 P-3 and 1 GS (Other level)). Non-post resources will cover temporary assistance, travel of staff, hospitality, rental and maintenance, general operating expenses, supplies and materials, and furniture and equipment.

125. The increase in general-purpose resources of \$123,500 vis-à-vis the biennium 2012-2013 reflects increased salary costs (\$161,500) and provision for remote access, remote office and mobile telephone annual service fees (\$4,000), partially offset by a decrease in the requirements for general temporary assistance.

126. Total programme support cost resources in the amount of \$4,271,200 provide for one post in the Office of the Chief of the Public Affairs and Policy Support Branch (1 GS (Other level)), nine posts in the Co-Financing and Partnership Section (including the Brussels Liaison Office) (3 P-4, 3 P-3 and 3 GS (Other level)), one post in the Strategic Planning Unit (1 P-4) and two posts in the Advocacy Section (1 P-4 and 1 GS (Other level)). As was the case in the biennium 2012-2013, the P-4 post in the Advocacy Section will continue to be cost-shared with the project "Looking beyond: towards a stronger partnership with civil society organizations on drugs and crime". Non-post resources will cover temporary assistance, travel of staff, rental and maintenance, general operating expenses, supplies and materials, and furniture and equipment.

127. The increase in programme support cost resources of \$1,065,400 vis-à-vis the biennium 2012-2013 reflects an increase of \$1,015,400 under posts and an increase of \$50,000 under non-post items.

128. The increase of \$1,015,400 in post costs reflects:

(a) The establishment of one new GS (Other level) Staff Assistant post (\$206,600) in the Office of the Chief of the Public Affairs and Policy Support Branch to provide the administrative support required by the Chief of the Branch;

(b) The establishment of one new post of External Relations Officer (P-3, \$316,100) in the Co-Financing and Partnership Section to provide additional support with regards to fundraising, developing funding agreements, assisting substantive offices in ensuring accountable management of donor funds, acting as the secretariat to the Board of Trustees of the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children, and providing the day-to-day backstopping work associated with the Board of Trustees;

(c) The establishment of one GS (Other level, \$228,400) Team Assistant post in the Brussels Liaison Office to provide, on a full-time basis, the administrative support required in that Office and to support the Representative there in advocating for increased visibility of UNODC in Brussels;

(d) The reclassification from P-3 to P-4 of the post of Programme Officer in the Strategic Planning Unit (\$71,600) to strengthen the preparation and follow-up of inter-agency affairs issues, including coordinating preparations for participation in the High-level Committee on Programmes and CEB and coordinate the engagement of UNODC with the complex process of developing a post-2015 development agenda;



(e) Increased salary costs (\$192,700).

129. The net increase of \$50,000 in non-post resources reflects increased requirements for travel to visit donor capitals to broaden and deepen engagement with stakeholders (\$32,000), increased requirements for general operating expenses in the Co-Financing and Partnership Section and for the rental and maintenance and of the Brussels Liaison Office (\$18,400) and the cost of providing remote access and of annual fees for mobile telephone service (\$10,400), partly offset by reduced requirements under general temporary assistance.

130. Regular budget resources are provided for under section 16 (subprogramme 7) of the proposed programme budget for 2014-2015. The amount of \$1,759,200 provides for five posts (1 D-1, 2 P-5, 1 P-3, 1 P-2) and non-post expenditures, including travel of staff and contractual services. The increase of \$254,900 is attributable to: (a) the delayed impact of one D-1 post approved in the biennium 2012-2013; and (b) a decrease under non-post resources, reflecting reductions in external printing, proposed in line with General Assembly resolution 67/248.

131. Special-purpose expenditures are projected in the amount of \$5,299,100, reflecting an increase of \$308,100 (6.2 per cent). The programme is expected to continue to support awareness-raising campaigns on the issues of transnational organized crime, human trafficking, drugs and corruption, as well as on emerging forms of transnational organized crime, such as wildlife crime. It will carry out core communications activities, such as the provision of an up-to-date and informative website and public information materials, as well as outreach to the media and key UNODC stakeholders. The programme will also carry out an increasing number of activities to provide support and training for non-governmental organizations, particularly on the United Nations Convention against Corruption, and will continue facilitating and coordinating civil society participation in relevant intergovernmental meetings. Special-purpose funds will also complement the programme support cost funds in the area of strategic planning and inter-agency coordination and provide for, inter alia, training of UNODC staff on results-based management and travel costs for following up on inter-agency affairs. While UNODC is the designated fund manager of the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children, which aims to provide humanitarian, legal and financial aid to victims of trafficking in persons, the related project will continue to award small grants to grass-roots non-governmental organizations that provide direct care and support to victims at the local level.

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

132. Substantive responsibility for the implementation of this subprogramme lies with the Division for Operations. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 13 of the biennial programme plan for the period 2014-2015.

133. The subprogramme comprises the Office of the Director of the Division for Operations, the Integrated Programme and Oversight Branch and the UNODC field offices. The current UNODC field network of 20 established field offices and more than 40 subordinate programme offices covers more than 190 countries and is

operating with more than 1,400 personnel, of which most are local personnel (national professional officers, local-level positions and service contracts), holding posts that are of a temporary nature, subject to frequent changes and administered by UNDP on behalf of UNODC.

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

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

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

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

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

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

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

Table 25  
**Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

<b>Objective:</b> Facilitate effective cooperation and management at the field level in the areas of the UNODC mandate	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Integrated programmes designed and implemented in close consultation with regional entities and partner countries, as appropriate	(a) (i) Number of regional integrated programmes developed and being implemented in the field  <i>Performance measures</i> (Regional integrated programmes progressing in line with implementation plans, and satisfactorily assessed in periodic reviews and evaluations) 2010-2011: 7 Estimate 2012-2013: 8 Target 2014-2015: 10
	(ii) Percentage of Member States indicating satisfaction with policy advice, technical expertise, coordination and other support provided by the UNODC field network  <i>Performance measures</i> (Percentage of Member States covered by the regional programmes indicating satisfaction) 2010-2011: 65 per cent Estimate 2012-2013: 75 per cent Target 2014-2015: 85 per cent
(b) Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices	(b) (i) Increased number of field offices without qualified audit opinions  <i>Performance measures</i> (Number of instances that a field office receives a qualified audit opinion) 2010-2011: zero Estimate 2012-2013: zero Target 2014-2015: zero
	(ii) Decrease in adverse audit observations for field offices  <i>Performance measures</i> (Number of instances that a field office receives an adverse audit observation) 2010-2011: zero Estimate 2012-2013: zero Target 2014-2015: zero

### **External factors**

135. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continued availability of extrabudgetary resources; (b) Member States are willing to provide soft-earmarked

funding at the programme level; (c) effective regional mechanisms foster engagement at the national level; and (d) operational conditions on the ground do not prevent the implementation of planned activities.

## Outputs

136. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (extrabudgetary):
  - (i) Commission on Narcotic Drugs: parliamentary documentation — report of the Executive Director on support for the development and implementation of the UNODC regional programmes (1);
- (b) Technical cooperation (extrabudgetary):
  - (i) Field projects: implementation of the regional programme for Afghanistan and neighbouring countries, supported by national integrated programmes (8); implementation of the regional programme for Central America, supported by national integrated programmes (3); implementation of the regional programme for East Asia and the Pacific, supported by national integrated programmes (9); implementation of the regional programme for East Africa, supported by national integrated programmes (3); implementation of the regional programme for South Asia, supported by national integrated programmes (6); implementation of the regional programme for South-Eastern Europe, supported by national integrated programmes (3); implementation of the regional programme for Southern Africa, supported by national integrated programmes (3); implementation of the regional programme for West Africa, supported by national integrated programmes (3); implementation of the regional programme for the Arab States, supported by national integrated programmes (3); implementation of the regional programme for the Caribbean, supported by national integrated programmes (3); implementation of the country-based programme in the Plurinational State of Bolivia (3); implementation of the country-based programme in Brazil (3); implementation of the country-based programme in Colombia (3); implementation of the country-based programme in Mexico (3); implementation of the country-based programme in Peru (3).

Table 26

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	11 270.3	6 356.3	25	12
Non-post	-	1.6	-	-
<b>Subtotal</b>	<b>11 270.3</b>	<b>6 357.9</b>	<b>25</b>	<b>12</b>
<b>B. Programme support cost funds</b>				
Post	14 262.8	13 515.7	121	80
Non-post	4 874.3	3 308.7	-	-

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>Subtotal</b>	<b>19 137.1</b>	<b>16 824.4</b>	<b>121</b>	<b>80</b>
<b>C. Special-purpose funds<sup>a</sup></b>				
Drug programme fund	6 778.2	5 730.8	5	9
Crime programme fund	3 305.9	3 555.2	-	8
<b>Subtotal</b>	<b>10 084.1</b>	<b>9 286.0</b>	<b>5</b>	<b>17</b>
<b>D. Regular budget</b>				
Post	1 602.1	1 482.2	6	5
Non-post	1 600.2	1 599.0	-	-
<b>Subtotal</b>	<b>3 202.3</b>	<b>3 081.2</b>	<b>6</b>	<b>5</b>
<b>Total</b>	<b>43 693.8</b>	<b>35 549.5</b>	<b>157</b>	<b>114</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as of August 2013. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of August 2013 there are 1,333 local positions in field offices (23 national professional officer posts, 35 local-level posts and 1,275 service contracts) administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

137. Subprogramme 8 is comprised of the Office of the Director of the Division for Operations, the Integrated Programme and Oversight Branch and the field offices.

Table 27

**Resource projections: subprogramme 8 — headquarters**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	457.4	561.0	1	1
Non-post	-	1.6	-	-
<b>Subtotal</b>	<b>457.4</b>	<b>562.6</b>	<b>1</b>	<b>1</b>
<b>B. Programme support cost funds</b>				
Post	8 776.0	8 888.4	31	30
Non-post	655.0	983.8	-	-
<b>Subtotal</b>	<b>9 431.0</b>	<b>9 872.2</b>	<b>31</b>	<b>30</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	672.3	969.8	1	-
Crime programme fund	794.5	970.7	-	-
<b>Subtotal</b>	<b>1 466.8</b>	<b>1 940.5</b>	<b>1</b>	<b>-</b>
<b>D. Regular budget</b>				
Post	1 602.1	1 482.2	6	5
Non-post	1 600.2	1 599.0	-	-
<b>Subtotal</b>	<b>3 202.3</b>	<b>3 081.2</b>	<b>6</b>	<b>5</b>
<b>Total</b>	<b>14 557.5</b>	<b>15 456.5</b>	<b>39</b>	<b>36</b>

138. General-purpose resources for subprogramme 8 at UNODC headquarters finance the Office of the Director of the Division for Operations. Total general-purpose resources projected for 2014-2015 in the amount of \$562,600 provide for one post in the Office of the Director (1 D-2). Non-post resources will provide for remote access and annual fees for mobile telephone service.

139. The increase in general-purpose expenditure of \$105,200 reflects an increase in standard salary costs and a vacancy in 2012 (\$103,600) and the cost of providing remote access and of annual fees for mobile telephone service (\$1,600).

140. The programme support cost resources for subprogramme 8 at UNODC headquarters finance the Office of the Director of the Division for Operations and the Integrated Programme and Oversight Branch. The overall requirement of \$9,872,200 provides for two posts in the Office of the Director (1 GS (Principal level) and 1 GS (Other level)) and 28 posts in the Integrated Programme and Oversight Branch (4 P-5, 5 P-4, 7 P-3 and 12 GS (Other level)). The non-post resources of \$983,800 cover temporary assistance, travel of staff, hospitality, contractual services, general operating expenses and supplies and materials.

141. The increase of \$112,400 under posts reflects increased salary costs (\$500,100), partly offset by the abolition of one Programme Officer (P-4) post in the Integrated Programme and Oversight Branch (\$387,700). The abolition of this vacant post is also a step towards the new funding model, whereby the cost of direct support provided by the Integrated Programme and Oversight Branch to the programmes is to be borne by the programmes themselves.

142. The increase of \$328,800 under non-post resources will provide mainly for additional requirements under temporary assistance, travel and operating expenses to support the transition towards a new funding model. Additional temporary assistance is required for the Integrated Programme Oversight Branch to support and advise field offices through the transition process.

143. The Integrated Programme and Oversight Branch acts as a geographical expertise and knowledge point within the Office on all regional developments and trends, notably on the strategic partnership and programme opportunities for UNODC as a whole. The Branch supports, monitors and reports on programme implementation; provides quality assurance, monitoring and oversight; engages with donors on programme development and implementation; coordinates the development of integrated regional and country programmes; and provides strategic advice to UNODC management on programme development, with a focus on United Nations reform, cross-cutting strategic issues, best practices and evaluation implementation. In particular, the Branch coordinates, conducts and participates in new programme development and assessments, supports and participates in missions of the Executive Director and partnership-building events and pursues programme development in areas not yet covered by regional or country programmes. The responsibilities of the Branch also include reviewing field office structures and strategies, conducting strategic consultations to identify new or extended programming opportunities, developing practical programme guidelines and standard operating procedures and coordinating and supporting interdivisional field and programme support missions, evaluation, audits and Joint Inspection Unit assessments.

144. The regional sections of the Integrated Programme and Oversight Branch perform key coordination functions, both externally with programme and funding partners and internally. Within the context of UNODC interdivisional task teams and other internal consultations, they ensure full synergies and effective integration between country and regional programmes on the one hand and strategic plans and thematic and global programmes of UNODC on the other hand. The regional sections also provide information, analysis, reporting and briefings on drug and crime related political and socioeconomic trends and developments in countries and regions to advise the Executive Director, senior management, Member States and partner organizations on strategic and programmatic opportunities and risk management in the field. They also provide substantive reporting to the policymaking organs of UNODC, as well as the General Assembly, the Security Council, the Economic and Social Council and CEB. The also serves as the overall focal point within UNODC for relations with all Member States seeking assistance from UNODC and regional and international organizations, including where there are no ongoing technical assistance programmes.

145. Regular budget resources are set forth in section 16 (subprogramme 8) and in section 23 of the proposed programme budget for the biennium 2014-2015. For the biennium 2014-2015, regular budget resources will total \$3,081,200, representing a decrease of \$121,100. The funds set forth in section 16 in the amount of \$1,487,300 provide for 5 posts (1 D-1, 2 P-4 and 2 GS (Other level)) and non-post resources relating to travel of staff. The decrease reflects mainly the outward redeployment of one GS (Other level) post to subprogramme 1, as a result of the streamlining of the monitoring and support functions in the Division for Treaty Affairs and the Division for Operations, as well as decreases under non-post resources in line with General Assembly resolution 67/248. The allocation of \$1,593,900 under section 23 provides for temporary assistance, consultants and experts, travel, contractual services, operating expenses and grants and contributions.

Table 28  
**Resource projections: subprogramme 8 — field operations**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	10 812.9	5 795.3	24	11
Non-post	-	-	-	-
<b>Subtotal</b>	<b>10 812.9</b>	<b>5 795.3</b>	<b>24</b>	<b>11</b>
<b>B. Programme support cost funds</b>				
Post	5 486.8	4 267.3	90	50
Non-post	4 219.3	2 324.9	-	-
<b>Subtotal</b>	<b>9 706.1</b>	<b>6 952.3</b>	<b>90</b>	<b>50</b>
<b>C. Special-purpose funds<sup>a</sup></b>				
Drug programme fund	6 105.9	4 761.0	4	9
Crime programme fund	2 511.4	2 584.5	-	8
<b>Subtotal</b>	<b>8 617.3</b>	<b>7 345.5</b>	<b>4</b>	<b>17</b>
<b>Total</b>	<b>29 136.3</b>	<b>20 093.1</b>	<b>118</b>	<b>78</b>

<sup>a</sup> Includes posts administered by UNODC and funded from special-purpose funds as of August 2013. In addition to posts funded from special-purpose funds that are included in the staffing tables, as of August 2013 there are 1,333 field office local positions (23 national professional officer posts, 35 local-level posts and 1,275 service contracts) administered by UNDP on behalf of UNODC. Many of these posts are of a temporary nature and their level is subject to frequent change.

146. In 2014-2015, general-purpose resources will finance some international staff positions in UNODC field offices, while local costs, including those for local staff, will be funded from programme support cost funds and special-purpose contributions. Total general-purpose resources in the amount of \$5,795,300 will provide for 11 international posts in field offices in 2014 (3 D-1, 7 P-5 and 1 P-4) and 10 international posts in field offices in 2015 (3 D-1, 6 P-5 and 1 P-4).

147. The net decrease, equivalent to \$5,017,600, is the result of:

(a) The reclassification from D-1 to P-5 of the posts of UNODC Representatives in the Liaison and Partnership Office in Mexico, the Regional Office for Central Asia and the Regional Office for South-East Asia and the Pacific, which was also reclassified from a regional centre to a regional office to ensure conformity with the UNODC field office nomenclature and structures (\$99,000);

(b) Increased salary costs of \$1,808,900 as a result of recosting;

(c) Funding model transition measures as follows:

(i) The transfer to special-purpose funds of the posts of Deputy Representatives in the country office in Afghanistan (P-5) and in the regional offices for the Middle East and North Africa (P-4), South-East Asia and the Pacific (P-4), Southern Africa (P-4), West and Central Africa (P-3), East Africa (P-3) and Central Asia (P-3). This gradual transfer has already started in 2012-2013, as these posts are directly and mainly related to the management, implementation, monitoring and reporting of ongoing activities and the development of new special-purpose-funded programme activities (\$2,876,500);



(ii) The transfer to special-purpose funds of six UNODC representative posts in 2014 and one additional UNODC representative post in 2015 in country and regional offices with high programme volumes, where sustainable partnerships have been developed (\$3,851,000).

148. The transfer from general-purpose funds to special-purpose funds of field office representative posts is an important step towards implementing the new UNODC funding model, as these posts perform programme-specific functions. It also relieves the burden on the declining income from general-purpose funds. The amount of \$5,795,300, budgeted under general-purpose funds for the remaining 10 representative posts, reflects continued general-purpose funding, throughout the 2014-2015 period, in those countries and regions which (a) do not yet have sufficient special-purpose funds income from high-volume programmes and (b) receive special-purpose funds mostly through one donor or partner agreement.

149. The total programme support cost resources for 2014-2015 are \$6,952,200, of which \$4,627,300 is for posts and \$2,324,900 is for non-post resources. To effect the transition towards the new funding model, it is envisaged that, during the 2014-2015 period, 50 local-level posts will be funded from programme support cost funds, versus 90 local posts (21 national professional officer posts and 69 local-level posts in 2012-2013) that were partially funded from programme support cost funds and partially funded from special-purpose funds in 2012-2013. This reduction reflects the gradual transfer from programme support cost funds to special-purpose funds of programme-specific local support functions as a step towards a new funding model whereby direct support to programmes is being covered from the programme portfolio. In the course of the biennium, UNODC will endeavour to increase the pro rata costing of local-level personnel in special-purpose-funded programme activities, which requires increased funding from donors and partners.

150. At the same time, the provision of \$650,000 in 2012-2013 is moved to general operating expenses and increased to \$1,026,000 in 2014-2015 to cover contingencies and transition shortfalls. In addition, non-post resources of \$1,298,900 will cover temporary assistance, travel, supplies, equipment and other operating costs in the field offices. In line with the new funding model and full cost recovery principles, this represents a decrease of \$1,894,400 in non-post costs over 2012-2013 and an anticipated full absorption of field office costs by special-purpose funds.

151. Special-purpose expenditure for subprogramme 8 is projected in the amount of \$9,286,000, reflecting a decrease of \$798,100 (7.9 per cent). The decrease is mainly a result of the reduced volume of field office projects designed to cover local field office, staff, security and infrastructure costs in large offices (e.g. Afghanistan, Brazil) before increased direct costing against special-purpose-funded programmes was applied in 2012-2013. At the same time, new Government contributions covering local field office costs were received in 2012-2013 for Brazil, Mexico and Panama. These Government contributions are envisaged to continue for these and other field office locations in 2014-2015. The decrease also reflects lower requirements in 2014-2015 for the development of integrated regional and country programmes, and the operational start-up phase of these programmes, since regional and country programmes have by now been developed in almost all UNODC priority regions.

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

152. Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 13 of the biennial programme plan for the period 2014-2015.

153. The secretariat to the governing bodies is responsible, inter alia, for providing substantive and technical support to, and the servicing of, the following intergovernmental bodies: (a) the Commission on Narcotic Drugs (including servicing of the high-level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem in March 2014); (b) the five subsidiary bodies of the Commission on Narcotic Drugs (the meetings of heads of national drug law enforcement agencies for Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, respectively, as well as the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East); (c) the Commission on Crime Prevention and Criminal Justice; (d) the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime; (e) the United Nations Congress on Crime Prevention and Criminal Justice and its regional preparatory meetings (including servicing of the Thirteenth Congress in 2015 and its regional preparatory meetings in 2014); and (f) the General Assembly and the Economic and Social Council for their consideration of drug- and crime-related items. The secretariat to the governing bodies further promotes and monitors the implementation by Member States of the outcome of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and the preparations for the Thirteenth Congress, as well as promotes and monitors the implementation of the Political Declaration and Plan of Action on International Cooperation towards an integrated and Balanced Strategy to Counter the World Drug Problem.

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

Governments on implementation of the provisions of the three conventions and supports Governments in the gathering and exchange of intelligence to support backtracking investigations of diversions of precursor chemicals.

Table 29

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

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

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Increased support provided by UNODC to contribute to the decision-making and policy direction processes of the governing bodies related to drug, crime and terrorism issues	<p>(a) (i) Number of members of the Commissions expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat</p> <p><i>Performance measures</i></p> <p>(Commission on Narcotic Drugs)</p> <p>2010-2011: not available*</p> <p>Estimate 2012-2013: not available*</p> <p>Target 2014-2015: 13</p> <p>(*During the bienniums 2010-2011 and 2012-2013, the indicator measures the satisfaction of the members of the extended bureau. In 2014-2015, this indicator will be changed to measure the satisfaction of all the members of the Commission, as recommended by the Committee for Programme and Coordination.)</p> <p><i>Performance measures</i></p> <p>(Commission on Crime Prevention and Criminal Justice)</p> <p>2010-2011: not available</p> <p>Estimate 2012-2013: not available</p> <p>Target 2014-2015: 16</p> <p>(Note: During the bienniums 2010-2011 and 2012-2013, the indicator measures the satisfaction of the members of the extended bureau. In 2014-2015, this indicator will be changed to measure the satisfaction of all the members of the Commission, as recommended by the Committee for Programme and Coordination.)</p> <p>(ii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat</p>

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
	<i>Performance measures</i>
	2010-2011: 80 per cent
	Estimate 2012-2013: 85 per cent
	Target 2014-2015: 85 per cent
(b) The International Narcotics Control Board is enabled, with the support of UNODC, to monitor and promote compliance with the relevant conventions through effective decisions and recommendations on matters pertaining to the conventions	(b) (i) Number of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board
	<i>Performance measures</i>
	2010-2011: 11 out of 13 Board members
	Estimate 2012-2013: 10 out of 13 Board members
	Target 2014-2015: 7 out of 13 Board members
	(ii) Percentage implementation of decisions of the Board by the Secretariat
	<i>Performance measures</i>
	2010-2011: 85 per cent
	Estimate 2012-2013: 80 per cent
	Target 2014-2015: 85 per cent

### **External factors**

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

### **Outputs**

156. During the biennium 2014-2015, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) General Assembly:

a. Parliamentary documentation: reports on international cooperation against the world drug problem (2); reports on the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (2); report on the high-level review by the Commission on Narcotic Drugs of the Political Declaration and Plan of Action (1); reports on strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (12);

b. Parliamentary documentation: annual reports of the Commission on Narcotic Drugs (2); annual report of the Commission on Narcotic Drugs on its reconvened session (2); annual report of the International Narcotics Control Board (2); annual report of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention (2); report on the high-level review of the Political Declaration and Plan of Action (1); annual report on the work of the Commission on Crime Prevention and Criminal Justice (2); annual report of the Commission on Crime Prevention and Criminal Justice on its reconvened session (2);

(iii) Commission on Crime Prevention and Criminal Justice:

a. Substantive servicing of meetings: intersessional meetings of the Bureau of the Commission (12); plenary meetings of the Commission (32); meetings of the Committee of the Whole at the regular sessions of the Commission (24); intersessional meetings of the Commission for permanent missions (10); plenary meetings during the reconvened session of the Commission (4);

b. Parliamentary documentation: provisional agenda and annotations for the annual regular session of the Commission (2); provisional agenda and annotations for the annual reconvened session of the Commission (2); notes by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC (2); annual report on the activities of the institutes comprising the United Nations crime prevention and criminal justice programme network (2); annual discussion guide for the thematic discussion conducted during the session of the Commission on Crime Prevention and Criminal Justice (2);

(iv) Thirteenth United Nations Congress on Crime Prevention and Criminal Justice:

a. Substantive servicing of meetings: meetings of the regional preparatory meetings (30); meetings of the Congress, including parallel meetings of the plenary, committee I and committee II (45);

b. Parliamentary documentation: discussion guide (1); reports on the outcome of preparatory meetings (5); provisional agenda and annotations for the Congress (1); report on the state of crime and criminal justice worldwide (1); working papers on the substantive agenda items (4); background papers on the workshop topics (4); report of the Thirteenth Congress (1);

(v) Commission on Narcotic Drugs:

a. Substantive servicing of meetings: intersessional meetings of the Bureau of the Commission (12); plenary meetings and working group sessions of subsidiary bodies of the Commission (90); intersessional meetings of the Commission for permanent missions (10); meetings of the Committee of the Whole (16); plenary meetings of the Commission (32); plenary meetings during the reconvened session of the Commission (4);

b. Parliamentary documentation: provisional agenda and annotations for the annual regular session of the Commission (2); provisional agenda and annotations for the annual reconvened session of the Commission (2); annual report of the Executive Director on the activities of the Office (2); annual reports on the meetings of the five subsidiary bodies of the Commission (2); biennial report of the Executive Director on the implementation of the Political Declaration and Plan of Action (1); final report of the meetings of the subsidiary bodies (9); note by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC (2); provisional agenda and annotations for the meetings of the subsidiary bodies (9); report of the Executive Director on the high-level review of the Political Declaration and Plan of Action (1); report of the Secretariat on the substantive preparations for the high-level review (1); report on the implementation of recommendations for the subsidiary bodies (9); report on regional cooperation for the subsidiary bodies (9); annual report on changes in the scope of control of substances (2);

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

a. Substantive servicing of meetings: formal meetings, informal sessions and informal consultations of the working group (24);

(vii) International Narcotics Control Board:

a. Substantive servicing of meetings: substantive servicing of sessions of the Board and its Standing Committee on Estimates (110); provision of substantive services to the Steering Committee of Operation Cohesion and the Project Prism Task Force, all of which are intensive international tracking programmes for chemicals used in the manufacture of illicit drugs (extrabudgetary) (10);

b. Parliamentary documentation: annual report on changes in the scope of control of substances (2); report on the functioning of international control over the licit supply of narcotic drugs and psychotropic substances, including the estimates system for narcotic drugs and the assessment system (8); reports for the task forces of Project Prism and Project Cohesion, international initiatives to prevent the diversion of chemicals used for the illicit manufacture of drugs (8); reports on Board missions and specific studies (30); reports on intersessional developments (4); reports on analysis of data to identify new developments in illicit drug manufacture and evaluation of chemicals (precursors) (4); reports on the evaluation of overall treaty compliance by Governments (4); reports on articles 14, 19 and 22 of the 1961, 1971 and 1988 Conventions, respectively (4); reports on evaluation of

follow-up actions by Governments to Board missions (4); technical publications on narcotic drugs, psychotropic substances and precursors (6);

c. Ad hoc expert groups: ad hoc expert group meetings to advise the International Narcotics Control Board on matters concerning implementation of articles 12, 13 and 22 of the 1988 Convention as it relates to precursor control (1); ad hoc expert group meetings to assist the Board in its review of matters related to the implementation of international drug control treaties (3); servicing of meetings of the task forces of Project Cohesion and Project Prism (2); ad hoc expert group meeting arising from mandates expected from, and in follow-up to, the high-level review by the Commission on Narcotic Drugs on the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (1);

d. Substantive servicing of meetings: substantive services to intergovernmental organizations and other regional or international organizations with a drug control mandate such as INTERPOL, the World Customs Organization, the Council of Europe (Pompidou Group) or Europol (6);

(b) Other substantive activities (regular budget):

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

(ii) Non-recurrent publications: booklets for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice (1);

(iii) Booklets, fact sheets, wall charts, information kits: monthly news digests for members of the Board (24); press kits for the launch of the annual report of the Board (2);

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

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

(vi) Promotion of legal instruments: International Narcotics Control Board quarterly newsletter for Governments (8); proposal on additional or alternative measures relating to treaty compliance to Governments, the Board and the Commission (2); data and analyses on relevant indicators to assist Governments to better evaluate their needs for narcotic drugs (1); studies and analyses of data to identify new developments in and comparative analyses on the licit supply of and demand for narcotic drugs and psychotropic substances, such as amphetamine-type stimulants, and prepare comparative analyses (1); studies on the availability of narcotic drugs and psychotropic substances for medical needs (1);

(c) Technical cooperation (regular budget):

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

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



Table 30  
Resource requirements: subprogramme 9

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015 (before recosting)	2012-2013	2014-2015
<b>A. Special purpose</b>				
Drug programme fund	1 695.3	4 667.3	5	6
Crime programme fund	-	21.5	-	-
<b>Subtotal</b>	<b>1 695.3</b>	<b>4 688.8</b>	<b>5</b>	<b>6</b>
<b>B. Regular budget</b>				
Post	9 221.5	9 595.1	37	37
Non-post	1 139.8	1 202.4	-	-
<b>Subtotal</b>	<b>10 361.3</b>	<b>10 797.5</b>	<b>37</b>	<b>37</b>
<b>Total</b>	<b>12 056.6</b>	<b>15 486.3</b>	<b>42</b>	<b>43</b>

157. The amount of \$10,797,500 provides for 37 posts (1 D-1, 3 P-5, 5 P-4, 9 P-3, 5 P-2, 2 GS (Principal level) and 12 GS (Other level)) and non-post requirements, including general temporary assistance, consultants and experts, travel of staff, contractual services, general operating expenses and furniture and equipment. The net increase under non-post resources is attributable to the new requirement to provide a briefing to permanent missions in New York on the implementation of paragraph 40 of the Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem.

158. Special-purpose expenditures in the amount of \$4,688,800 are projected, reflecting an increase of \$2,993,500 (176.6 per cent). The increase reflects the requirement to support the travel of representatives of least developed countries and other developing countries to meetings of the Commission on Narcotic Drugs and its subsidiary bodies, and of the Commission on Crime Prevention and Criminal Justice, as well as to facilitate the substantive involvement of these representatives in the decision-making and policy direction processes of the intergovernmental bodies relating to drug and crime issues under the auspices of the General Assembly and the Economic and Social Council.

159. The increase in expenditure also reflects an increase in Board activities related to precursor chemical control, as well as two new projects on capacity-building in regulatory control and new psychoactive substances.

160. The overall objective of the Board's precursor chemicals control programme continues to reflect the core activities of the Board to monitor the licit trade of chemicals listed in Tables I and II of the 1988 Convention and prevent their diversion into illicit channels, to monitor illicit trafficking in precursor chemicals and to assess substances not yet under international control vis-à-vis possible changes in the scope of control. In accordance with General Assembly resolution 59/162, there continues to be a focus on international initiatives that address the diversion of precursors, such as Project Prism (for precursors of amphetamine-type stimulants) and Project Cohesion (for chemicals used in the illicit manufacture of heroin and cocaine). Additional areas of focus include the

further development of the automated global PEN Online system and the PICS global communication platform, enhancement of intelligence exchange in precursors trafficking, the next-generation International Drug Control System, the simplified estimates system for the provision of annual legitimate requirements of precursors of amphetamine-type stimulants, and the databank on precursors and other chemicals used in the illicit manufacture of drugs.

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

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

## **VIII. Programme support**

163. The Division for Management supports policymaking organs, executive direction and management and substantive subprogrammes. The services are organized around the following six entities: the Financial Resources Management Service, the Human Resources Management Service, the Information Technology Service, the General Support Section, the Conference Management Service and the Security and Safety Service. The Conference Management Service and the Security and Safety Service are not included in the submission below, as they are reported for separately, under sections 2 and 34, respectively, of the proposed programme budget for 2014-2015.

164. The overall objective of the Division for Management is to provide efficient managerial, administrative, financial, human resources, information technology and other infrastructure support services to the substantive programmes of the United Nations, with a focus on UNODC and its field offices, and other international organizations located in the Vienna International Centre.

165. During the biennium 2014-2015, the United Nations Office at Vienna will continue to strengthen programme execution through improved financial management and controls and to implement the human resources management reform programme of the Secretary-General. However, the thrust of the efforts of the Division will focus on coordinating the local implementation of Secretariat-wide initiatives (IPSAS and Umoja). The implementation of IPSAS is planned for 2014, with the production of the first set of IPSAS-compliant UNODC financial

statements for December 2014. The implementation of Umoja in Vienna and UNODC field offices is planned for 2015. Characterized as the single most important United Nations reform initiative for years to come, Umoja fully covers finance, human resources, general services and procurement and supports material aspects of programme delivery. Preparation work, such as the harmonization of business processes and the definition of organizational structures and functions, has already commenced. Starting in 2014, the pre-implementation efforts will intensify and will include detailed work on staff role mapping, user verification and acceptance testing, data cleansing and validations, readiness assessments and training, development of local reports and workflows and ramping up of the help desk and support teams. While the Division for Management will take the overall lead on the implementation of both initiatives, all clients are to contribute to this effort with subject matter expertise for the areas under their control. Resource requirements budgeted under programme support for Umoja and IPSAS will provide for the tasks of rolling out both the functionality and the information technology components.

166. The Financial Resources Management Service will continue to strengthen the monitoring of budget performance, financial control and reporting. It will also continue to assist all programme entities of the United Nations Office at Vienna and UNODC in the areas of programme planning, budgeting, implementation of and reporting on budget implementation and financial management, accounting services and financial reporting. Particular focus will be on the implementation of the disciplines, processes and controls required for a successful rollout of IPSAS. Functionalities specific to IPSAS, such as asset management, employee liability, accruals reporting and statutory reporting, will be strengthened, with the aim of achieving a clean audit opinion on the financial statements.

167. The Human Resources Management Service will focus on implementing the human resources management reform programme of the Secretary-General, in particular in the areas of: (a) staff development, by upgrading the substantive and technical skills of staff and linking learning and training initiatives closely to the performance appraisal system, and through succession planning, performance management and career development mechanisms; (b) improved conditions of service and gender mainstreaming; and (c) strengthening a mechanism for staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to the staff of all United Nations entities stationed in Vienna.

168. The General Support Section will provide support to all substantive programmes and all Secretariat units in the Vienna International Centre through the monitoring of building management services provided by UNIDO and through the provision of travel, transportation, inventory management, mail operations and other facilities management services. The Library Services Unit will provide comprehensive library and information services for the Secretariat units in Vienna, field offices and permanent missions. The Procurement Section will ensure high-quality support to Vienna and field offices for the procurement of goods and services.

169. The Information Technology Service will provide information and communications support for all Secretariat units located in the Vienna International

Centre and, where applicable, for Member States. The Service also serves as an enabler of automation and process improvement initiatives undertaken by Secretariat entities in Vienna, thus contributing to the improvement of overall management support provided by the Division for Management. In addition, the Service develops, rolls out and supports many software solutions for substantive programmes, with client reach spanning from international organizations to Government units of Member States.

Table 31

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

<b>Objective:</b> To provide efficient managerial, administrative, financial, human resources, information technology and other infrastructure support services to the substantive programmes of UNODC.	
<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making	<p>(a) Maintain the level of workflow applications, which are integrated with the previous Integrated Management Information System (IMIS) and with the new Umoja enterprise resource planning system, and which have more than one user group spanning different organizational units</p> <p><i>Performance measures</i></p> <p>(Percentage of workflow applications)</p> <p>2010-2011: 85 per cent</p> <p>Estimate 2012-2013: 90 per cent</p> <p>Target 2014-2015: 90 per cent</p>
(b) Overall resources for the programme budget are better managed	<p>(b) (i) Maintain the turnaround time for the issuance of extrabudgetary allotments</p> <p><i>Performance measures</i></p> <p>(Average number of business days taken to issue extrabudgetary allotments)</p> <p>2010-2011: 3</p> <p>Estimate 2012-2013: 3</p> <p>Target 2014-2015: 3</p> <p>(b) (ii) Reduced percentage variance between extrabudgetary allotments and expenditures</p> <p><i>Performance measures</i></p> <p>(Percentage of uncommitted balance of extrabudgetary allotments against total extrabudgetary allotments)</p> <p>2010-2011: 20</p> <p>Estimate 2012-2013: 18</p> <p>Target 2014-2015: 15</p>

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(c) Improved integrity of financial data	<p>(c) (i) Unqualified audit opinion of the Board of Auditors on financial statements</p> <p><i>Performance measures</i></p> <p>(Qualified audit opinion)</p> <p>2010-2011: zero</p> <p>Estimate 2012-2013: zero</p> <p>Target 2014-2015: zero</p> <p>(c) (ii) No more than two significant adverse audit findings related to other financial matters</p> <p><i>Performance measures</i></p> <p>(Significant adverse audit findings related to other financial matters)</p> <p>2010-2011: zero</p> <p>Estimate 2012-2013: zero</p> <p>Target 2014-2015: zero</p>
(d) Improved ability of current staff to implement mandates	<p>(d) Percentage of staff members benefiting from the minimum target of 5 days' training per year</p> <p><i>Performance measures</i></p> <p>2010-2011: 30 per cent</p> <p>Estimate 2012-2013: 30 per cent</p> <p>Target 2014-2015: 30 per cent</p>
(e) Improved capability of the Organization in the management of its activities	<p>(e) Increased number of substantive services automated or enhanced by information and communications technologies (ICT) projects</p> <p><i>Performance measures</i></p> <p>(Substantive services automated or enhanced)</p> <p>2010-2011: 70 (cumulative)</p> <p>Estimate 2012-2013: 85 (cumulative)</p> <p>Target 2014-2015: 90 (cumulative)</p>
(f) Enhanced alignment of standardized service and project delivery processes with best practices	<p>(f) Increased number of ICT services provided with increased maturity levels as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or Control Objectives for Information and Related Technology (COBIT))</p> <p><i>Performance measures</i></p> <p>(ICT services with increased maturity measured as a percentage of the total number of ICT services)</p> <p>2010-2011: 80 per cent</p> <p>Estimate 2012-2013: 85 per cent</p> <p>Target 2014-2015: 90 per cent</p>

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(g) Procurement services that fully meet the requirements of acquisition plans	(g) (i) Increased percentage of clients responding to surveys who express satisfaction <i>Performance measures</i> 2010-2011: 85 per cent Estimate 2012-2013: 90 per cent Target 2014-2015: 90 per cent  (g) (ii) Maintenance of number of weeks between final statement of work and contract award <i>Performance measures</i> 2010-2011: 8 weeks Estimate 2012-2013: 8 weeks Target 2014-2015: 8 weeks

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### **External factors**

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

### **Outputs**

171. During the biennium 2014-2015, final outputs will be delivered in accordance with the detailed schedule included under section 29G of the proposed programme budget for the biennium 2014-2015 (see A/68/6 (Sect. 29G)).

Table 32  
**Resource projections: programme support**

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>A. General-purpose funds</b>				
Post	1 297.3	885.6	7	4
Non-post	504.3	176.0	-	-
<b>Subtotal</b>	<b>1 801.6</b>	<b>1 061.6</b>	<b>7</b>	<b>4</b>
<b>B. Programme support cost funds</b>				
Post	11 742.2	17 196.2	51	67
Non-post	2 502.2	4 111.8	-	-
<b>Subtotal</b>	<b>14 244.4</b>	<b>21 308.0</b>	<b>51</b>	<b>67</b>
<b>C. Special-purpose funds</b>				
Drug programme fund	3 840.1	999.8	6	8
Crime programme fund	4 238.5	6 750.7	12	18
<b>Subtotal</b>	<b>8 078.6</b>	<b>7 750.5</b>	<b>18</b>	<b>26</b>
<b>D. Regular budget</b>				
Post	19 693.2	19 997.1	93	90
Non-post	21 100.0	21 360.3	-	-
<b>Subtotal</b>	<b>40 793.2</b>	<b>41 357.4</b>	<b>93</b>	<b>90</b>
<b>Total</b>	<b>64 917.8</b>	<b>71 477.5</b>	<b>169</b>	<b>187</b>

172. General-purpose resources finance costs related to the ProFi system and shared support services. The total general-purpose resource requirements of \$1,061,600 provide for four posts for ProFi (one GS (Principal level), three GS (Other level)) posts and non-post resources covering temporary assistance, contractual services, general operating expenses, supplies and materials and jointly provided services. The net decrease in general-purpose resources of \$740,000 reflects the reclassification to programme support cost funds of expenditures that clearly qualify as overarching programme support activities and can be funded from programme support cost funds. These include the transfer to programme support cost funds of: (a) the three GS (Other level) posts related to ProFi maintenance (\$619,800), since these functions are dedicated to ProFi software maintenance rather than development; (b) provision for the Board of Auditors and OIOS (\$382,700); and (c) the related share of shared support services (\$92,800). The decrease is partially offset by increased salary costs (\$208,100) and the transfer to general-purpose funds of a related share of workstation support (\$84,000), contribution to the common medical services (\$24,000), contribution to the joint building management services (\$36,000) and the cost of providing remote access (\$3,200).

173. The programme support cost resource requirements of the Division for Management for 2014-2015 total \$21,308,000. This provides for one post in the Office of the Director (1 P-5), three posts in the External Party Engagement Unit (1 P-4 and 2 GS (Other level)), six posts in the Umoja team (1 P-4, 4 P-3 and 1 GS (Other level)), four posts in the IPSAS team (1 P-4, 2 P-3 and 1 GS (Other level)), 25 posts in the Financial Resources Management Service (1 D-1, 1 P-4, 3 P-3, 1 P-2, 3 GS (Principal level) and 16 GS (Other level)), 13 posts in the Human Resources Management Service (2 P-4, 1 P-3 and 10 GS (Other level)), nine posts

in the Information Technology Service (1 D-1, 1 P-5, 2 GS (Principal level) and 5 GS (Other level)), six posts in the General Support Section (2 P-3 and 4 GS (Other level)). Non-post resources cover other staff costs, contractual services, workstation support fees for personal computers utilized by UNODC staff funded from programme support cost funds, travel and training of staff, communications, supplies, furniture and equipment, contribution to the common medical services, contribution to the joint building management services, and other general operating expenses.

174. The increase of \$7,063,600 in programme support cost funds reflects an increase of \$5,454,000 under posts and an increase of \$1,609,600 under non-post resources and is explained as follows:

(a) The establishment of one new post of Change Manager (P-5) in the Office of the Director of the Division for Management to oversee the implementation and harmonization of all administrative reform initiatives, including human resources reforms, IPSAS, Umoja, the framework of engagement of external parties, roving field support teams and greening the United Nations (\$446,400). The resources ensure that the implementation of reforms covers the United Nations Office at Vienna, UNODC headquarters and field offices and that the reforms adhere to best practice change management standards, including stakeholder analysis and communications;

(b) The establishment of six posts to form the Umoja core pre-implementation and rollout team, to form the main post-implementation Umoja hub team and for related non-post requirements (\$2,000,800). This configuration, established based on consultations with the Umoja project, aims to provide sufficient coordination capacity, functional expertise, technical support and core training to plan and coordinate the prerequisite tasks leading to the Umoja rollout and to post-implementation support activities. It is emphasized that the immense UNODC geographical footprint, coupled with the scope and change impact of Umoja, will create challenges to UNODC with regard to coordination and dips in performance. These risks will be dealt with by using appropriate resourcing and turning to subject matter experts from offices and divisions when needed. The Umoja resources budgeted in 2014-2015 include resources for the following: Umoja Coordinator and Training Lead (P-4), Financial Management Functional Expert (P-3), Human Resources Functional Expert (P-3), General Services and Procurement Functional Expert (P-3), IT Technical and Configuration Expert (P-3) and Umoja Support Assistant and Training Scheduler (GS (Other level)). The Umoja team will oversee the deployment of Umoja at the United Nations Office at Vienna and at UNODC headquarters and field offices, and will report to the Change Manager (P-5) and to the Umoja global deployment team on site readiness and status of deployment activities. The responsibilities of the team will include delivery of documented process variants, execution of data cleansing and validation prior to conversion, identification of local reporting requirements, establishment of the local training curricula, preparation of the technical environment, assistance with cutover activities, management of test activities, management of the deployment to field offices, provision of help desk support and delivery of multi-phased training. The new posts are budgeted at 50 per cent for 2014 and 100 per cent for 2015 (\$1,400,800). The non-post requirements related to Umoja



implementation will provide for general temporary assistance (\$200,000), travel (\$100,000), training (\$100,000) and equipment (\$200,000);

(c) The establishment of four posts in the IPSAS team (\$1,226,500): IPSAS Implementation Coordinator and Financial Reporting Expert (P-4), IPSAS Assets and Asset Reporting Expert (P-3), IPSAS Employee Liabilities, Accruals and Contingent Liabilities Expert (P-3) and Finance Assistant and Procedure Development Resource (GS (Other level)). These are new functions and loads which the United Nations Office at Vienna and UNODC do not currently cover or for which they do not possess the requisite expertise. The IPSAS team will be responsible for the implementation of IPSAS at the United Nations Office at Vienna, UNODC headquarters and field offices; delivering IPSAS-compliant operational policies and procedures; developing and implementing an IPSAS-related training strategy; identifying key processes critical to accomplishing IPSAS compliance and the corresponding information systems gaps; and assuring relevant data cleansing and preparation exercises to establish IPSAS-compliant opening account balances and year-end financial statements. The team will report to the Change Manager (P-5) for activity coordination and to the Chief of the Financial Resources Management Service for technical compliance. The Standards will be delivered within existing systems during 2014, the first IPSAS year, and will be consolidated within Umoja in 2015;

(d) The establishment of one new post of Human Resources Policy Officer (P-4) (\$387,700) to meet the increasing demands for upstream legal advice to management and for the handling of complex complaints having legal implications. This work, which also has a preventive dimension, has been increasing consistently and significantly in recent years as more managers seek legal guidance to ensure that their decisions are taken in compliance with the relevant legal parameters, resulting in greater expenditure of time and resources on the part of the Human Resources Management Service. With the development of the reformed system of administering justice at the United Nations, the complexity of issues is growing and the level of interaction with managers has also increased, as has the monetary cost of non-compliant decisions. The Human Resources Policy Officer will be engaged in all stages of both informal and formal resolution of staff grievances, including by representing the Secretary-General before the United Nations Dispute Tribunal, which requires more detailed analysis, legal research and submissions than in the past. The Human Resources Policy Officer will also be responsible for providing legal advice relating to the monitoring of the implementation, review and development of local policies, the analysis of disciplinary cases and the preparation of recommendations for the processing of cases, and for responding to legal queries on a wide array of human resources issues;

(e) The establishment of one new post of Associate Budget Officer (P-2) (\$254,900) to reinforce the analytical capacity of the UNODC Budget Unit and meet the increased requests for budget reports, budget analysis, fund monitoring, clearance of funding agreements and review of programme and project documents and revisions. The Associate Budget Officer will be responsible for fund monitoring, preparing ad hoc reports and supporting the Unit in budgeting and performance reporting, as well as reviewing and clearing project documents, programme documents and funding agreements. With the anticipated growth of UNODC special-purpose funding, it is expected that 2014-2015 will see a further

expansion of activities supported by the Financial Resources Management Service, resulting in increased requests for review and clearances, provision of policy advice and financial management support;

(f) The transfer from general-purpose funds of the three GS (Other level) posts related to ProFi maintenance (\$619,800);

(g) Increased salary costs (\$709,300) and the delayed impact of the establishment of three posts in the External Party Engagement Unit (1 P-4 and 2 GS (Other level) in 2013 (\$408,600);

(h) The transfer from general-purpose funds and increase in the provision for OIOS and the Board of Auditors (\$483,200);

(i) The transfer from general-purpose funds of the share related to programme support costs of shared support services (\$114,900);

(j) Contribution to common medical services in the Vienna International Centre managed by the International Atomic Energy Agency (IAEA) (\$99,200) and to the joint building management services administered by UNIDO (\$148,800);

(k) Increased requirements for travel to field offices on administrative, financial and human resources matters (\$40,000);

(l) Increased requirements for overtime in the Human Resources Management Service to meet peak workload periods (\$10,000);

(m) Increased requirements for rental and maintenance fees associated with the small teams of the Information Technology Service located in the UNODC Regional Office for South Asia and in the UNODC Liaison and Partnership Office in Mexico (\$90,000);

(n) The cost of providing remote access (\$56,800) and of annual fees for mobile phone service (\$18,400);

(o) A partial offset in the form of decreased requirements under workstation support (\$51,700).

175. Regular budget requirements of \$1,146,300 are provided as programme support in section 16 of the proposed programme budget for 2014-2015. These resources are used to meet the information technology support needs of the Office, such as specialized services relating to systems development and implementation for substantive needs, maintenance and support for workstations and networks in use for regular budget activity, and the acquisition and replacement of information technology equipment. The decrease of \$3,500 is proposed in line with the budget outline of the Secretary-General, and will be achieved through the introduction of best practices such as the phasing out of personal and work group printers and the use of photocopiers or multifunctional machines as printers. Regular budget resources for the Division for Management of the United Nations Office at Vienna are provided against section 29G of the proposed programme budget for 2014-2015. The amount of \$40,211,100 provides for 90 posts and for non-post resources covering temporary assistance, travel of staff, contractual services, operating expenses, furniture and equipment, and grants and contributions. It should be noted that, while the Division for Management provides administrative support to UNODC, it also provides administrative support to other United Nations entities

located in Vienna, including the Office for Outer Space Affairs, the International Trade Law Division, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the United Nations Information Service and OIOS. The Division also provides some administrative support, on a reimbursable common service basis, to other international organizations based in the Vienna International Centre, namely IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

176. Special-purpose expenditure in the amount of \$7,750,500, reflecting a decrease of \$328,100, or 4.1 per cent, from 2012-2013, is projected for the information technology component of technical cooperation projects.

## **IX. Financial position**

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

177. The financial position of the Fund of the United Nations International Drug Control Programme is summarized in table 33. General-purpose income is projected to amount to \$10.7 million for the biennium 2014-2015, which would represent a decrease of \$1.7 million (13.7 per cent) from the projected income of \$12.4 million for 2012-2013. General-purpose fund expenditure is projected to amount to \$11.2 million, which would represent a decrease of \$1.4 million (11.2 per cent) from the projected expenditure for 2012-2013. The projections for 2014-2015 will result in a general-purpose fund balance of \$9.1 million at the end of 2015. The decrease in general-purpose income reflects the downward trend of unearmarked funding from donors; the general-purpose budget is being reduced accordingly. In addition to the transfers from general-purpose funds to programme support cost funds, expenditures are also being apportioned to the Crime Prevention and Criminal Justice Fund in order to adjust the level of expenditure to the level of income for the two funds.

178. Programme support cost income is expected to increase by \$3.1 million (13.1 per cent), from \$23.4 million for 2012-2013 to \$26.5 million in 2014-2015. As a result, programme support cost expenditure is projected to increase by \$6.4 million (36.6 per cent), from \$17.5 million in 2012-2013 to \$23.9 million in 2014-2015. Here also, expenditures are being apportioned between the drug and crime programme funds in order to ensure that the anticipated level of expenditure remains below the anticipated level of income. The expected increase in programme support cost income results mainly from a projected increase of \$60.5 million (24.8 per cent) in special-purpose expenditure, from \$244.1 million in 2012-2013 to \$304.6 million in 2014-2015. In the 2008-2009 and 2012-2013 budget exercises, UNODC has actively sought to increase its programme support cost reserves to a level equivalent to at least the requirements for one year. This is intended to ensure better contractual security for staff and allows for protection against unforeseen shortfalls in delivery, inflation and currency adjustments, and for the liquidation of legal obligations in cases of abrupt termination of activities financed from special-purpose funds. These estimates will result in a programme support cost fund balance of \$15.1 million at the end of 2015.

179. Special-purpose income is expected to decrease slightly, by \$9.9 million (3.1 per cent), from \$324.2 million in 2012-2013 to \$314.3 million in 2014-2015. Programme delivery is expected to grow from \$244.1 million in 2012-2013 to \$304.6 million in 2014-2015. Owing to the increase in projected delivery, it is estimated that the special-purpose fund balance of \$200.0 million at the end of 2013 will decrease to \$183.4 million by the end of 2015.

Table 33

**Drug programme: financial summary of the Fund of the United Nations  
International Drug Control Programme, 2012-2013 and 2014-2015**  
(Thousands of United States dollars)

	2012-2013 revised budget				2014-2015 initial budget			
	Special-purpose funds	General-purpose funds	Programme support costs	Total	Special-purpose funds	General-purpose funds	Programme support costs	Total
<b>I. Funding</b>								
A. Fund balances at biennium start	143 036.0	10 801.1	8 287.3	162 124.5	199 958.0	9 604.3	12 533.6	222 096.0
<b>Subtotal, A</b>	<b>143 036.0</b>	<b>10 801.1</b>	<b>8 287.3</b>	<b>162 124.5</b>	<b>199 958.0</b>	<b>9 604.3</b>	<b>12 533.6</b>	<b>222 096.0</b>
<b>B. Income</b>								
Contributions from Member States	151 421.8	11 792.6	-	163 214.4	149 695.0	10 158.0	-	159 853.0
Cost-sharing by Member States	123 948.2	-	-	123 948.2	112 420.0	-	-	112 420.0
Contributions from other governmental organizations	22 969.0	-	-	22 969.0	31 850.0	-	-	31 850.0
Contributions from international organizations	15 774.3	-	-	15 774.3	15 900.0	-	-	15 900.0
Public donations	1 167.0	1.3	-	1 168.3	1 500.0	-	-	1 500.0
Other income	8 964.4	579.8	183.6	9 727.9	2 958.6	514.6	152.2	3 625.4
<b>Subtotal, income</b>	<b>324 244.7</b>	<b>12 373.7</b>	<b>183.6</b>	<b>336 802.1</b>	<b>314 323.6</b>	<b>10 672.6</b>	<b>152.2</b>	<b>325 148.4</b>
Programme support adjustment	(23 230.5)	-	23 230.5	-	(26 337.4)	-	26 337.4	-
<b>Subtotal, B</b>	<b>301 014.3</b>	<b>12 373.7</b>	<b>23 414.1</b>	<b>336 802.1</b>	<b>287 986.2</b>	<b>10 672.6</b>	<b>26 489.6</b>	<b>325 148.4</b>
<b>Total, I (A+B)</b>	<b>444 050.2</b>	<b>23 174.9</b>	<b>31 701.4</b>	<b>498 926.5</b>	<b>487 944.2</b>	<b>20 276.9</b>	<b>39 023.3</b>	<b>547 244.4</b>
<b>II. Expenditure</b>								
Executive direction and management	1 073.6	1 263.8	-	2 337.4	687.4	1 392.7	1 189.5	3 269.6
Subprogramme 1. Countering transnational organized crime and illicit drug trafficking	48 550.5	-	-	48 550.5	96 394.1	-	207.4	96 601.5
Subprogramme 2.	156 948.9	259.8	-	157 208.7	163 356.3	-	336.1	163 692.4

	2012-2013 revised budget				2014-2015 initial budget			
	Special-purpose funds	General-purpose funds	Programme support costs	Total	Special-purpose funds	General-purpose funds	Programme support costs	Total
Prevention, treatment and reintegration, and alternative development								
Subprogramme 3. Countering corruption	-	-	-	-	-	-	-	-
Subprogramme 4. Terrorism prevention	-	-	-	-	-	-	-	-
Subprogramme 5. Justice	3 304.5	-	-	3 304.5	-	-	-	-
Subprogramme 6. Research and trend analysis	19 956.1	2 346.1	-	22 302.2	30 234.9	2 680.7	389.3	33 304.9
Subprogramme 7. Policy support	1 945.0	1 275.8	670.1	3 890.9	2 497.3	1 399.3	2 366.2	6 262.8
Subprogramme 8. Technical cooperation and field support	6 778.2	6 359.1	9 924.7	23 062.0	5 730.8	4 939.6	8 561.2	19 231.6
Subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	1 695.3	-	-	1 695.3	4 667.3	-	-	4 667.3
Programme support	3 840.1	1 102.5	6 862.5	11 805.1	999.8	777.4	10 830.9	12 608.1
<b>Total, II</b>	<b>244 092.2</b>	<b>12 607.1</b>	<b>17 457.3</b>	<b>274 156.6</b>	<b>304 567.8</b>	<b>11 189.7</b>	<b>23 880.6</b>	<b>339 638.1</b>
<b>III. Other adjustments</b>								
End-of-service liabilities	-	(963.4)	(1 710.5)	(2 673.9)	-	-	-	-
<b>Total, III</b>	<b>-</b>	<b>(963.4)</b>	<b>(1 710.5)</b>	<b>(2 673.9)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>199 958.0</b>	<b>9 604.3</b>	<b>12 533.6</b>	<b>222 096.0</b>	<b>183 376.4</b>	<b>9 087.2</b>	<b>15 142.7</b>	<b>207 606.3</b>

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

180. The financial position of the Crime Prevention and Criminal Justice Fund is summarized in table 34. It is anticipated that general-purpose income will decrease by \$1.4 million (18.3 per cent), from \$7.8 million in 2012-2013 to \$6.4 million in 2014-2015. General-purpose fund expenditure is projected to amount to \$4.7 million, which would represent a decrease of \$3.9 million from 2012-2013. Here also, while expenditures are being apportioned from the drug programme fund, the general-purpose fund budget is being contained in view of the anticipated decrease in income for the biennium. These estimates will result in a general-purpose fund balance of \$3.7 million at the end of 2015.

181. Programme support cost income to UNODC is expected to increase by \$4.1 million (20.2 per cent), from \$19.9 million in 2012-2013 to \$24.0 million in 2014-2015. Programme support cost expenditure is projected to increase by \$2.3 million (11.2 per cent), from \$20.5 million in 2012-2013 to \$22.8 million in 2014-2015. The increase in programme support income is the result of a projected increase of \$50.8 million (22 per cent) in special-purpose expenditure, from \$230.4 million in 2012-2013 to \$281.2 million in 2014-2015. The projected increase in programme support cost expenditure is the result of an effort to record UNODC programme support cost expenditure against the drug and crime programme funds in proportion to the level of programme support cost income generated by each fund. In the 2010-2011 and 2012-2013 budget exercises, UNODC has actively sought to increase its programme support cost reserves to a level equivalent to at least the requirements for one year. This is intended to ensure better contractual security for staff and allows for protection against unforeseen shortfalls in delivery, inflation and currency adjustments, and for the liquidation of legal obligations in cases of abrupt termination of activities financed from special-purpose funds. These estimates will result in a programme support cost fund balance of \$14.2 million at the end of 2015.

182. Special-purpose income is expected to decrease by \$7.0 million (2.7 per cent) from \$256.7 million in 2012-2013 to \$249.7 million in 2014-2015. Programme delivery is expected to grow from \$230.4 million in 2012-2013 to \$281.2 million in 2014-2015. Owing to the increase in projected delivery, it is estimated that the special-purpose fund balance of \$174.4 million at the end of 2013 will decrease to \$116.2 million by the end of 2015.

Table 34

### Crime programme: financial summary of the United Nations Crime Prevention and Criminal Justice Fund, 2012-2013 and 2014-2015

(Thousands of United States dollars)

	2012-2013 revised budget				2014-2015 initial budget			
	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total
<b>I. Funding</b>								
A. Fund balances at biennium start	171 249.1	3 432.0	8 929.1	183 610.2	174 377.3	1 984.4	10 248.0	186 609.7
<b>Subtotal, A</b>	<b>171 249.1</b>	<b>3 432.0</b>	<b>8 929.1</b>	<b>183 610.2</b>	<b>174 377.3</b>	<b>1 984.4</b>	<b>10 248.0</b>	<b>186 609.7</b>

	2012-2013 revised budget				2014-2015 initial budget			
	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total
<b>B. Income</b>								
Contributions from Member States	141 121.7	6 954.0	-	148 075.7	133 734.0	5 630.0	-	139 364.0
Cost-sharing by Member States	10 962.4	-	-	10 962.4	12 000.0	-	-	12 000.0
Contributions from other governmental organizations	83 769.7	-	-	83 769.7	90 224.6	-	-	90 224.6
Contributions from international organizations	8 236.0	-	-	8 236.0	3 650.0	-	-	3 650.0
Public donations	9 455.1	-	-	9 455.1	9 241.3	-	-	9 241.3
Other income	3 198.3	880.0	92.4	4 170.7	898.2	771.1	60.3	1 729.6
<b>Subtotal, income</b>	<b>256 743.2</b>	<b>7 834.0</b>	<b>92.4</b>	<b>264 669.6</b>	<b>249 748.1</b>	<b>6 401.1</b>	<b>60.3</b>	<b>256 209.5</b>
Programme support adjustment	(22 783.8)	-	22 783.8	-	(26 774.6)	-	26 774.6	-
<b>Subtotal, B</b>	<b>233 959.3</b>	<b>7 834.0</b>	<b>22 876.2</b>	<b>264 669.6</b>	<b>222 973.6</b>	<b>6 401.1</b>	<b>26 834.9</b>	<b>256 209.5</b>
<b>Total, I (A+B)</b>	<b>405 208.5</b>	<b>11 266.0</b>	<b>31 805.4</b>	<b>448 279.8</b>	<b>397 350.9</b>	<b>8 385.4</b>	<b>37 082.9</b>	<b>442 819.2</b>
<b>II. Expenditure</b>								
Executive direction and management	-	480.4	562.6	1 043.0	-	501.9	804.1	1 306.0
Subprogramme 1. Countering transnational organized crime and illicit drug trafficking	62 452.9	424.7	562.6	63 440.2	78 479.0	448.0	596.7	79 523.7
Subprogramme 2. Prevention, treatment and reintegration, and alternative development	1 228.7	-	-	1 228.7	1 963.3	-	-	1 963.3
Subprogramme 3. Countering corruption	32 096.5	-	-	32 096.5	45 748.9	-	389.3	46 138.2
Subprogramme 4. Terrorism prevention	15 713.2	-	-	15 713.2	17 114.9	-	103.3	17 218.2
Subprogramme 5. Justice	62 740.5	917.2	-	63 657.7	81 897.5	1 020.9	-	82 918.4
Subprogramme 6. Research and trend analysis <sup>a</sup>	45 573.7	1 198.1	278.2	47 050.0	42 810.0	1 011.5	292.2	44 113.7

	2012-2013 revised budget				2014-2015 initial budget			
	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total	Special-purpose funds <sup>a</sup>	General-purpose funds	Programme support costs	Total
Subprogramme 7. Policy support	3 046.0	-	2 535.7	5 581.7	2 801.8	-	1 905.0	4 706.8
Subprogramme 8. Technical cooperation and field support	3 305.9	4 911.2	9 212.4	17 429.5	3 555.2	1 418.3	8 263.2	13 236.7
Subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	-	-	-	-	21.5	-	-	21.5
Programme support	4 238.5	699.1	7 381.9	12 319.5	6 750.7	284.2	10 477.1	17 512.0
<b>Total, II</b>	<b>230 395.9</b>	<b>8 630.7</b>	<b>20 533.4</b>	<b>259 560.0</b>	<b>281 142.7</b>	<b>4 684.8</b>	<b>22 830.9</b>	<b>308 658.4</b>
<b>III. Other adjustments</b>								
End-of-service liabilities	(435.2)	(651.0)	(1 023.9)	(2 110.1)	-	-	-	-
<b>Total, III</b>	<b>(435.2)</b>	<b>(651.0)</b>	<b>(1 023.9)</b>	<b>(2 110.1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>174 377.3</b>	<b>1 984.4</b>	<b>10 248.0</b>	<b>186 609.7</b>	<b>116 208.2</b>	<b>3 700.6</b>	<b>14 252.0</b>	<b>134 160.9</b>

<sup>a</sup> Including the sub-fund for the United Nations Interregional Crime and Justice Research Institute.



## Annex I

### **Allocation of special-purpose voluntary contributions in the bienniums 2012-2013 and 2014-2015**

1. The programme of work financed with special-purpose voluntary contributions is projected to increase by \$111.2 million (23.4 per cent), from the projected \$474.5 million for the biennium 2012-2013 to \$585.7 million in the biennium 2014-2015.

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

#### **Allocation by region**

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

3. In Africa and the Middle East, an increase of \$34.4 million (from \$97.2 million in the biennium 2012-2013 to \$131.6 million in the biennium 2014-2015) is projected, based on approved regional and country programmes, funding received in the current biennium and funding prospects for the biennium 2014-2015. The increase is largely attributable to the expansion of funded activities within the regional programmes for West Africa, including Nigeria, the Arab States and Eastern Africa.

4. In West Africa, the focus will continue to be on supporting the implementation of the Economic Community of West African States (ECOWAS) Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa, through regional and country-level interventions under the UNODC regional programme for West Africa for the period 2012-2014. This programme will be extended until the end of 2015 in the light of the extension of the ECOWAS Action Plan for the same period. In this context, European Union approved funding to support the implementation of the ECOWAS operational plan also contains a large component for UNODC implementation, currently costed at about \$15 million for a period of five years. This newly funded programme activity, along with new contributions from Japan to UNODC integrated capacity-building and regional cooperation in the areas of law enforcement, criminal justice, drug control, crime and terrorism prevention in the Sahel and maritime security in the Gulf of Guinea, are expected to lead to a significant increase in the UNODC portfolio in West Africa. Moreover, the revised regional strategy of the joint West Africa Coast Initiative of UNODC, the United Nations Office for West Africa of the Department of Political Affairs, the Department of Peacekeeping Operations and the International Criminal Police Organization (INTERPOL) in five pilot post-conflict

countries (Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia and Sierra Leone) is also expected to receive increased attention from donors.

5. The major partnership between the European Union, Nigeria and UNODC in the area of drugs and related organized crime, as well as in anti-corruption, justice sector reform, human trafficking and smuggling of migrants and terrorism prevention activities, will see a steep increase in financial delivery in the 2014-2015 biennium, currently estimated at annual implementation volumes of over \$21 million. This is a direct contribution to assist Nigeria in stepping up its action to implement the ECOWAS Action Plan at the country level.

6. In the Middle East and North Africa, priority is being given to supporting criminal justice and law enforcement reform across the region with particular focus on police and prison reform, as well as anti-corruption and asset recovery measures in post-revolution countries in North Africa. With due consideration to the evolving political situation in some countries, UNODC continues to support those countries in the region undergoing transitional processes to strengthen the rule of law and good governance. The regional programme for the Arab States for the period 2011-2015 will continue to constitute the overarching framework for assistance in the region, thus contributing to the expansion of activities in the Gulf Cooperation Council countries, as well as supporting national initiatives in Egypt, Iraq, Jordan, Lebanon, Libya, South Sudan, Tunisia, Yemen and the State of Palestine. Moreover, while the regional programme will continue to focus on tailored initiatives aimed at strengthening the capacities of individual countries, it will also promote regional cooperation where possible, in particular in the context of the Arab Initiative to Combat Human Trafficking, as well as at the subregional level among the Gulf Cooperation Council countries in the areas of collection, analysis and sharing of crime data, leading to more focused law enforcement operations within the countries and at the regional and international levels.

7. The regional programme for Eastern Africa, one of the first UNODC integrated programmes adopted in 2009, has been extended into the 2014-2015 biennium, during which a new regional programme will also be developed with counterparts. Although the number of piracy attacks in the Horn of Africa and the Indian Ocean declined in 2012, piracy remains a major concern for the region. UNODC will therefore also expand the Counter-Piracy Programme into a Maritime Crime Programme in order to support additional interventions in the region. At the national level, programmes will continue to focus on strengthening criminal justice and police reform in Kenya and the expansion of activities in Somalia beyond the Counter-Piracy Programme, in line with the United Nations Somalia Assistance Strategy for the period 2011-2015. In addition, UNODC will increase its support to the Government of Ethiopia to strengthen the criminal justice system and support the country in its efforts against trafficking, including trafficking in persons and smuggling of migrants. At the regional level, high priority interventions aim to strengthen the capacity of Member States in East Africa in HIV and AIDS prevention, including care and support in prison settings. In addition, UNODC will continue, and aims to expand with envisaged new funding, technical assistance in the area of transnational organized crime, including wildlife crime.

8. In Southern Africa, the new regional programme on making the Southern African Development Community (SADC) region safer from crime and drugs for the period 2013-2016, jointly developed by SADC and UNODC, was approved in

2013 and is expected to receive additional funding in the 2014-2015 biennium. The regional programme addresses priorities in criminal justice, crime prevention, organized crime, trafficking, health and development. Planned programme interventions range from countering violence against women and empowering victims of crime, to preventing trafficking in persons, and to HIV and AIDS prevention and care, including support in the prison setting; additionally, UNODC will also aim to raise funds for activities to support the countries in the region in their efforts against corruption and wildlife crime.

#### **South Asia, East Asia and the Pacific**

9. The overall budget for South Asia, East Asia and the Pacific is expected to increase by approximately \$11.4 million (37 per cent), from \$30.9 million in the biennium 2012-2013 to \$42.3 million in the biennium 2014-2015. In South Asia, a regional programme for the period 2013-2015 has been approved which focuses on promoting the rule of law and countering drugs and crime in South Asia. In South-East Asia and the Pacific, the UNODC regional office is currently in the process of developing a new regional programme for South-East Asia for the period 2014-2017. The new regional programme will serve as a comprehensive platform for technical assistance provided by UNODC with the overall objective of strengthening the ability of Member States and institutions in the region to respond effectively and in a coordinated manner to the challenges of drugs, crime, corruption and terrorism. The programme will seek maximum synergy with existing programmes and projects in the region, including global projects and the country programmes in Indonesia and Viet Nam, as well as the one currently under development in Myanmar.

#### **West and Central Asia**

10. In West and Central Asia, an increase in the portfolio of \$24.0 million (29.4 per cent), from \$81.5 million in the biennium 2012-2013 to \$105.5 million in the biennium 2014-2015, is projected. The programme of work in this region follows the approved four country programmes, within the overarching regional objectives of the regional programme for Afghanistan and neighbouring countries launched in 2011, which took off fully in terms of financial delivery in the second half of the biennium 2012-2013 and has been extended into 2015. Within this framework, UNODC will continue to facilitate and further promote successful regional interventions such as the Triangular Initiative between Afghanistan, Iran (Islamic Republic of) and Pakistan, and the initiative covering Afghanistan, Tajikistan and Kyrgyzstan, both of which are aimed at cross-border cooperation in counter-narcotics enforcement. UNODC will build on the assistance provided to the countries in the region in areas of international cooperation in criminal matters with a special focus on asset recovery, exchange of good practices in drug demand reduction and better coordination for law enforcement training, as well as improved, focused research and impact measurement at the country and regional levels. The regional programme will support forensic and intelligence capacity-building and precursor control efforts at the regional level.

11. For Afghanistan, the country programme for the period 2011-2014 reflects the increasing operational challenges resulting from the volatile regional security situation and the implications of the situation in 2014 and beyond, with more

responsibilities being assigned to the United Nations as well as making resources available in different ways (i.e., through trust funds). In the research area, the programme will continue to aim at supporting the policy and coordination capacity and functions of the Government of Afghanistan, especially in counter-narcotics. Action within the border control and law enforcement capacity-building programme will further expand to the northern border of the country and include interlinkages with other countries and regional partner agencies. In the criminal justice area, the focus will be on contributing to criminal law reforms and enhancing national anti-corruption efforts; these will be coupled with an increasing portfolio covering health and livelihood issues, addressing growing levels of drug abuse and HIV/AIDS and preventing the return to opium poppy cultivation in vulnerable provinces. The monitoring of opium production will be maintained, including new analytical work on the political economy, crime, drug abuse and, in particular, monitoring of progress by measuring against benchmarks set through the revised national drug control strategy.

12. In Pakistan, since the launch of the country programme in 2010, UNODC has been providing an increasing amount of support to the Government of Pakistan, with the main programme focus being on border control management as a way to improve security and economic development, drug demand reduction and related HIV services, as well as special capacity-building in data collection and analysis, forensics, and container and precursor control. Since Pakistan is a pilot country in the “Delivering as one” initiative, the country programme was implemented in close coordination with the United Nations country team in Pakistan, a development that will increase in importance in the course of the 2014-2015 biennium following the introduction of the “One United Nations budget” model.

13. The country programme in the Islamic Republic of Iran, despite some funding constraints, is expected to continue its delivery of technical assistance to support specific national priorities and plans on drugs, crime, justice and corruption by (a) facilitating bilateral, regional and international cooperation with the Islamic Republic of Iran; and (b) promoting United Nations and international conventions, standards, norms and best practices. The programme will focus strongly on drug demand reduction and health-related issues and will be implemented in close cooperation with national authorities and the donor-coordination group (mini-Dublin Group), but also in close cooperation with regional initiatives, such as the Economic Cooperation Organization.

14. The UNODC programme of work in Central Asia is expected to grow as a result of the newly approved strategic outline for Central Asia and the Southern Caucasus for the period 2012-2015, which provides the strategic vision for ongoing and planned endeavours of UNODC in the Central Asia region. The inclusion of the Southern Caucasus within the strategic outline is consistent with the current operational structure of UNODC in the field. The UNODC programme for Central Asia will also benefit from the launch of a new country programme in Kyrgyzstan. In order to enhance both regional counter-narcotic operational achievements and systematic cohesion in the work of UNODC, the strategic outline complements and mutually reinforces the regional programme for Afghanistan and neighbouring countries. Several activities have been conceived under the regional approach, in particular the continued support to rendering the Central Asian Regional Information and Coordination Centre for combating illicit trafficking in narcotic

drugs, psychotropic substances and their precursors more operational and ensuring contact between the Centre and the joint planning cell established in Tehran, the Southeast European Law Enforcement Center in Bucharest and other relevant entities, especially in the light of the transition period in Afghanistan in 2014 and beyond. As understanding of how Central Asia functions as a main trafficking route (the so-called “northern route”) for Afghan opiates destined for the Russian Federation and Europe increases, programme delivery growth in the subregion, especially in the area of counter-narcotics, is expected to further increase in the course of the biennium. With its major projects relating to law enforcement, UNODC will continue to promote regional cooperation and enhance the capacity of the law enforcement agencies and services in the region to prevent drug-related crime and to deliver quality training on core law enforcement subjects to international standards. UNODC will improve the capacity and cross-border cooperation between the law enforcement agencies of Afghanistan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

15. In the implementation of its programmes in the region, UNODC will strengthen partnerships and coordination with regional organizations such as the Economic Cooperation Organization, the Collective Security Treaty Organization, the Organization for Security and Cooperation in Europe, the European Union, the Shanghai Cooperation Organization and the Commonwealth of Independent States. In the continuing development of the UNODC portfolio in the West and Central Asia region, the Office will remain engaged with other multilateral organizations at the country level, particularly with the United Nations Assistance Mission in Afghanistan, the United Nations Regional Centre for Preventive Diplomacy in Central Asia, the European Union, the World Food Programme and other United Nations agencies and the World Bank, and will seek to establish new operational partnerships with the United Nations Development Programme and the International Organization for Migration.

#### **Eastern and South-Eastern Europe**

16. In South-Eastern Europe, the strategic direction of UNODC is guided by the regional programme for South-Eastern Europe (2012-2015) launched in May 2012 in Vienna, with an envisaged total budget of \$14.7 million until the end of 2015. At the time of the present budget submission, approximately \$3.9 million had been raised or pledged for the implementation of the regional programme, and additional funding of \$3.5 million in the biennium 2014-2015 had been sought from donors; however, no new funding has so far been pledged for the regional programme. Should new funding be mobilized, it will be used to focus on the components of the regional programme addressing capacity-building in drug control and law enforcement, networking of regional and interregional agencies, rule of law, efforts to combat human trafficking, demand reduction, HIV/AIDS prevention and creation of new baseline data in the justice and anti-corruption sectors. UNODC continues to manage the regional programme and perform regional field office functions for South-Eastern Europe from its headquarters in Vienna, through a small, dedicated team within the Integrated Programme and Oversight Branch. Expanded partnerships are envisaged with regional organizations such as the Southeast European Law Enforcement Center, the Regional Cooperation Council and the Turkish International Academy against Drugs and Organized Crime, and with locally based international organizations. In addition, synergies with new activities

for the Balkans under the Paris Pact Initiative are built into this regional programme and its concept, including its management.

17. In Eastern Europe, the strategic directions for UNODC operations are being reviewed to achieve more coherent and integrated action. As of the end of 2012, the UNODC programme portfolio in the Russian Federation decreased further, following the completion of the major HIV/AIDS prevention and care project and the downsizing of the international presence, resulting from reduced funding from UNODC donors, including the United States Agency for International Development. Nevertheless, the Russian Federation supported the implementation of a law enforcement capacity-building training programme in Central Asia and Afghanistan, with project funding of \$700,000 provided by the Government of Japan; additional funding to expand this work into a second phase is expected for the biennium 2014-2015 from the same donor. UNODC also continues to undertake consultations with the Russian Federation on the potential transformation of the current UNODC programme office in the Russian Federation into a liaison and partnership office in the 2014-2015 biennium, which would also provide a platform for the host Government and UNODC to enhance existing partnerships and cooperate in the strengthening of regional and interregional cooperation in the 2014-2015 biennium.

18. The regional \$6 million project on HIV/AIDS prevention and care for Central Asia, the Republic of Moldova and Ukraine is expected to receive an additional \$2 million in the biennium 2014-2015 for the Ukraine segment. For the Republic of Moldova, UNODC mobilized about \$400,000 in 2013 to combat human trafficking, which is being implemented throughout the 2014-2015 biennium. In Belarus, UNODC is strengthening its strategic partnership and potential technical cooperation in the areas of human trafficking, anti-corruption and HIV/AIDS prevention. Both Ukraine and the Republic of Moldova are in the process of joining the Global Container Control Programme for the 2014-2015 biennium. At the regional level, UNODC is reviewing its current protocol of cooperation with the Commonwealth of Independent States and foresees potential joint operations in the region. There are prospects for operational expansion in the region with a focus on regional and interregional cooperation, which may pave the way for an increase in funding for UNODC action in the region.

#### **Latin America and the Caribbean**

19. In Latin America and the Caribbean, on the basis of current funding prospects a slight increase of \$9.7 million (8.6 per cent) is foreseen in the overall budget, which is expected to grow from \$112.7 million in the biennium 2012-2013 to \$122.4 million in the biennium 2014-2015. In the light of the established technical capacity in the region and the leadership that some Member States are exercising at the regional and international levels in fighting drugs and crime, UNODC is strengthening its strategic relations with key countries, especially through the establishment of liaison and partnership offices. The first such offices were established in Mexico in 2012 and Brazil in 2013 and are expected to result in further consolidation of the commitment of these Governments to the strategic partnership with UNODC. In addition, several Member States in the region, including Brazil, Colombia, Mexico and Panama, are already contributing substantially to the structure and staffing of the UNODC offices. Therefore, the

region of Latin and America and the Caribbean is developing as a true partnership region for UNODC. The field offices in the region will also progressively seek to function as a genuine network, so as to further strengthen regional initiatives and foster South-South cooperation, which some of the Member States in Latin America and the Caribbean are already successfully promoting and implementing.

20. The liaison and partnership office in Brazil estimates a delivery of \$26.6 million in the 2014-2015 biennium, which also includes the national integrated programme for Paraguay for the period 2011-2014. Promoting South-South cooperation is one of the main strategic priorities of the office in Brazil, which will also continue to focus on health, HIV and drug demand reduction, crime prevention and anti-corruption. For the 2014-2015 biennium, the office will also concentrate on establishing a sustainable research capacity and on the important area of trafficking in persons and smuggling of migrants.

21. In the Plurinational State of Bolivia, where a new UNODC representative was appointed in 2013, the country office currently implements activities covering the strategic areas of health and livelihoods (in particular drugs and HIV), research and trends analysis, policy support and countering transnational organized crime, corruption and drug trafficking. Implementation is expected to reach \$4.6 million for the biennium 2014-2015. The support delivered by the country office to the Plurinational State of Bolivia will mainly focus on the following thematic areas: (a) prevention, treatment and reintegration, and alternative development; (b) research, trend analysis and forensics; and (c) countering corruption and transnational organized crime.

22. The country office in Colombia continues to implement one of the highest levels of programme delivery worldwide, particularly through alternative development activities that are largely funded by the Government of Colombia. The programme delivery for the biennium 2014-2015 is estimated at \$67.7 million. It is also worth noting that the country portfolio has been consolidated during the 2012-2013 biennium and now also includes interventions in important thematic areas, such as anti-corruption, urban crime and trafficking in persons.

23. The portfolio of the liaison and partnership office in Mexico includes several projects covering the strategic areas of research and trend analysis, justice, health and livelihoods (in particular drugs and HIV) as well as countering transnational organized crime and drug trafficking. Programme delivery in the biennium 2014-2015 is expected to decrease to \$3.5 million. This reduced projection reflects not only the operational portfolio adjustments linked to the change, in December 2012, of the federal administration in Mexico, but also, and especially, the transfer in mid-2013 to the regional office in Panama of the overall management of the UNODC regional portfolio in Central America and the Caribbean. Initiatives that are currently under negotiation with the authorities in Mexico for the 2014-2015 period focus on the areas of crime prevention, alternative development, drug demand reduction, justice and prison reform, anti-corruption and the promotion of South-South cooperation.

24. The UNODC Regional Office for Central America and the Caribbean in Panama will launch in early 2014 a new regional programme for the Caribbean for the period 2014-2016, in support of the Caribbean Community crime and security strategy. UNODC will also focus on supporting the implementation of the security

strategy for Central America, which was developed by Member States in the region in the framework of the Central American Integration System. The expected total delivery for the Regional Office stands at \$9.5 million for the 2014-2015 biennium. The project portfolio primarily focuses on areas such as anti-corruption, prison reform, drug demand reduction, border control and combating organized crime.

25. The UNODC office in Peru, which also covers Ecuador, estimates its delivery for the 2014-2015 biennium at \$10.6 million. The technical assistance provided by the office includes a strong focus on the areas of health and livelihoods (in particular drugs and HIV). It also covers research and trend analysis and countering transnational organized crime and drug trafficking.



## Programme of work funded from special-purpose voluntary contributions in the bienniums 2012-2013 and 2014-2015

(Thousands of United States dollars)

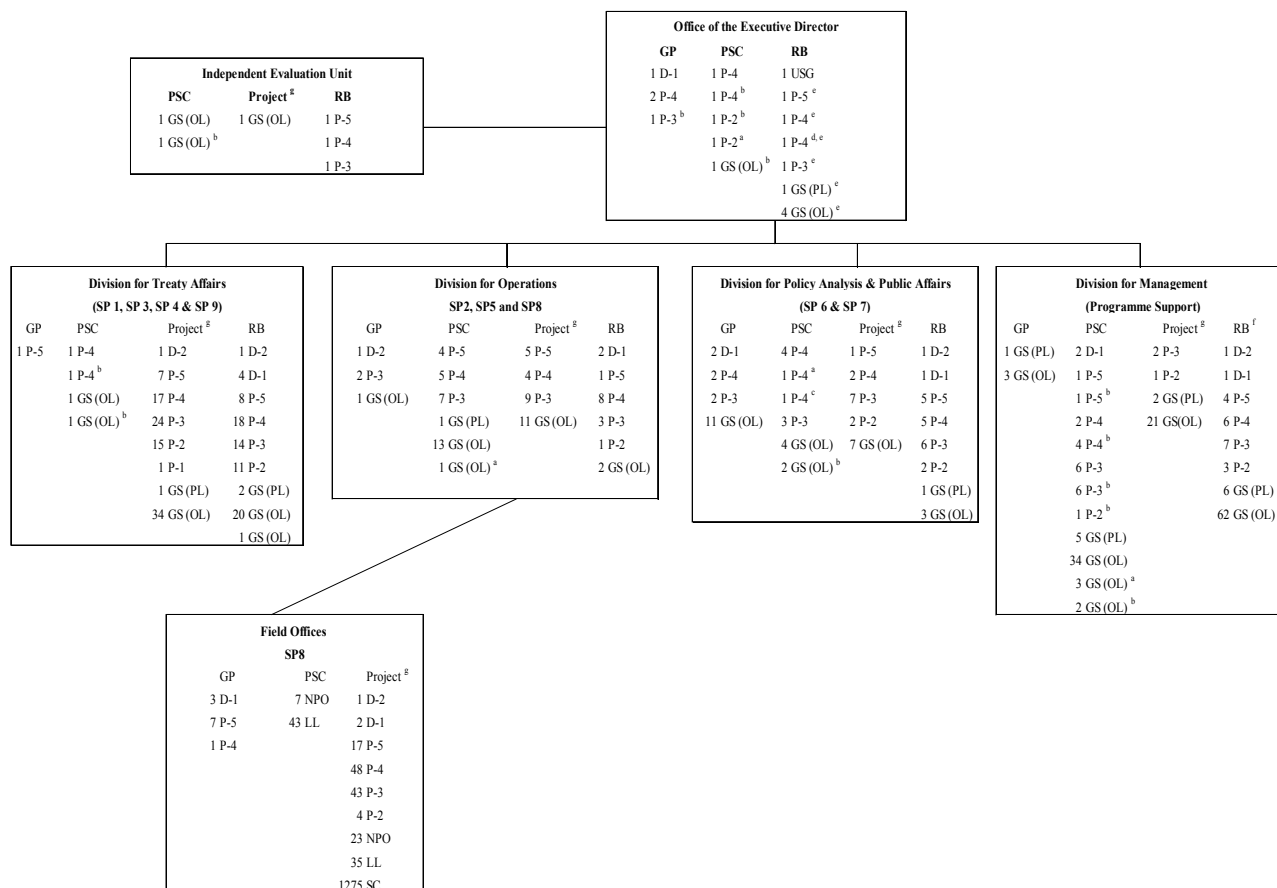
	Fund of the United Nations International Drug Control Programme		United Nations Crime Prevention and Criminal Justice Fund		Total United Nations Office on Drugs and Crime funds		Variance (percentage)
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	
<b>A. By theme</b>							
Executive direction and management	1 073.6	687.4	-	-	1 073.6	687.4	(36%)
1. Countering transnational organized crime and illicit drug trafficking	48 550.5	96 394.1	62 452.9	78 479.0	111 003.4	174 873.1	58%
2. Prevention, treatment and reintegration, and alternative development	156 948.9	163 356.3	1 228.7	1 963.3	158 177.6	165 319.6	5%
3. Countering corruption	-	-	32 096.5	45 748.9	32 096.5	45 748.9	43%
4. Terrorism prevention	-	-	15 713.2	17 114.9	15 713.2	17 114.9	9%
5. Justice	3 304.5	-	62 740.5	81 897.5	66 045.0	81 897.5	24%
6. Research and trend analysis	19 956.1	30 234.9	45 573.7	42 810.0	65 529.8	73 044.9	11%
7. Policy support	1 945.0	2 497.3	3 046.0	2 801.8	4 991.0	5 299.1	6%
8. Technical cooperation and field support	6 778.2	5 730.8	3 305.9	3 555.2	10 084.1	9 286.0	(8%)
9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board	1 695.3	4 667.3	-	21.5	1 695.3	4 688.8	177%
Programme support	3 840.1	999.8	4 238.5	6 750.7	8 078.6	7 750.5	(4%)
<b>Total</b>	<b>244 092.2</b>	<b>304 567.8</b>	<b>230 395.9</b>	<b>281 142.7</b>	<b>474 488.1</b>	<b>585 710.5</b>	<b>23%</b>
<b>B. By region</b>							
Africa and the Middle East	17 071.7	39 538.2	80 111.1	92 112.0	97 182.8	131 650.1	35%
South Asia, East Asia and the Pacific	13 660.4	18 951.9	17 197.8	23 338.0	30 858.2	42 289.9	37%
West and Central Asia	54 102.8	74 799.9	27 398.6	30 669.7	81 501.4	105 469.6	29%

	Fund of the United Nations International Drug Control Programme			United Nations Crime Prevention and Criminal Justice Fund			Total United Nations Office on Drugs and Crime funds		
	2012-2013		Variance (percentage)	2012-2013		Variance (percentage)	2012-2013		Variance (percentage)
	2012-2013	2014-2015	2014-2015	2012-2013	2014-2015	2014-2015	2012-2013	2014-2015	2014-2015
Eastern and South-Eastern Europe	1 692.5	2 050.7	21%	800.7	1 926.2	141%	2 493.2	3 976.9	60%
Latin America and the Caribbean	97 819.3	99 866.5	2%	14 866.4	22 547.6	52%	112 685.7	122 414.1	9%
Global <sup>a</sup>	59 745.5	69 360.6	16%	90 021.3	110 549.2	23%	149 766.8	179 909.9	20%
<b>Total</b>	<b>244 092.2</b>	<b>304 567.8</b>	<b>25%</b>	<b>230 395.9</b>	<b>281 142.7</b>	<b>22%</b>	<b>474 488.1</b>	<b>585 710.5</b>	<b>23%</b>
<b>C. By division</b>									
Division for Operations	217 953.8	266 996.6	23%	142 125.9	172 876.5	22%	360 079.7	439 873.1	22%
Division for Treaty Affairs <sup>a</sup>	13 290.9	23 656.5	78%	77 244.7	95 316.5	23%	90 535.6	118 973.0	31%
Division for Policy Analysis and Public Affairs	7 933.8	10 792.6	36%	6 786.8	6 199.0	(9%)	14 720.6	16 991.6	15%
Division for Management	3 840.1	2 434.8	(37%)	4 238.5	6 750.7	59%	8 078.6	9 185.5	14%
Office of the Executive Director	1 073.6	687.4	(36%)	-	-	-	1 073.6	687.4	(36%)
<b>Total</b>	<b>244 092.2</b>	<b>304 567.8</b>	<b>25%</b>	<b>230 395.9</b>	<b>281 142.7</b>	<b>22%</b>	<b>474 488.1</b>	<b>585 710.5</b>	<b>23%</b>

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

## Annex II

# United Nations Office on Drugs and Crime: organizational structure and post distribution for the biennium 2014-2015



Abbreviations: GP, General-purpose; PSC, Programme support cost funds; RB, regular budget; GS(PL), General Service (Principal level); GS(OL), General Service (Other level); NPO, National Professional Officer; LL, Local level; SC, Service Contract

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

<sup>b</sup> New Post.

<sup>c</sup> Reclassification.

<sup>d</sup> Inward redeployment.

<sup>e</sup> Posts funded from regular budget Section 1, Office of the Director-General, Vienna.

<sup>f</sup> Includes the Financial Resources Service, the Human Resources Management Service, the Information Technology Service, the General Service Section, the Library Service, and the Procurement Section of the Division for Management.

<sup>z</sup> Includes posts administered by UNODC and field office local positions (National Professional Officers, Local Levels, and Service Contracts) administered by UNDP on behalf of UNODC funded from special-purpose funds as of August 2013. Many such posts are temporary in nature and their level is subject to frequent changes.

## Annex III

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

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### **Advisory Committee on Administrative and Budgetary Questions**

(A/66/7)

The Committee requests that detailed organization charts be included in future budget submissions (para. IV.91).

The detailed organizational structure and post distribution of UNODC is provided in the supplementary information for the Advisory Committee on Administrative and Budgetary Questions related to the present report.

The Committee recommends that the Secretary-General be requested to provide, in the context of the budget submission for 2014-2015, an assessment of the realignment exercise and the extent to which the intended goals were achieved (para. IV.92).

Detailed information has been included in paragraph 16.19 of section 16 of the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect.16)).

#### **Board of Auditors**

(A/67/5/Add.9 and Corr.1)

The Board recommended that UNODC revise its financial rules to formally approve revisions of the biennium budget for general purpose funds at the meeting of its governing bodies, usually held in the first quarter of the second year of the biennium. The Board suggested that this revision to the financial rules be undertaken at the same time that UNODC revises its Financial Regulations and Rules in the context of IPSAS implementation (para. 12).

Implementation of the recommendation is in progress; target date for implementation is April 2014 (see A/67/319/Add.1, para. 786).

The Board reiterated part of its previous recommendation that UNODC prepare financial statements that include the balances of UNODC regular budget contributions in its financial statements for 2012-2013 (para. 15).

Implementation of the recommendation is in progress; target date for implementation is April 2014 (see A/67/319/Add.1, para. 788).

The Board recommended that UNODC review its cash holdings with a view to minimizing the amounts on hand. This can be achieved by seeking ways to accelerate programme implementation in a controlled manner and by better matching contributions with realistic deployment schedules (para. 23).

The recommendation is implemented on an ongoing basis (see A/67/319/Add.1, para. 790).

*Brief description of the recommendation*

*Action taken to implement the recommendation*

The Board recommended that UNODC (a) require regional representatives to provide evidenced monthly and year-end scrutiny of the financial returns, including obligations, from all country offices in the regions; and (b) institute a mechanism requiring senior field office management to review and sign-off monthly payroll reconciliations (of expected payments to staff against actual payments) (para. 26).

The requirement for a monthly sign-off for payroll verification and asset register has been implemented. The Division for Operations will ensure overall review of returns and full compliance by field offices (*ibid.*, para. 792).

The Board recommended that UNODC (a) strengthen financial management oversight and review in field offices; (b) evaluate the administrative structure within each regional office to ensure that the financial function is proportional to the size and programme in that office; and (c) implement system changes to aid segregation of duties within the regional office finance teams by the end of 2012 (para. 27).

Implementation of the recommendation is in progress (*ibid.*, para. 794).

The Board recommended that UNODC implement a consistent organizational approach to risk management planning (para. 29).

The recommendation is implemented on an ongoing basis (*ibid.*, para. 796).

The Board recommended that UNODC review and strengthen its finance structure within targeted regional and field offices to promote full compliance with all procedures (para. 33).

The recommendation is implemented on an ongoing basis (*ibid.*, para. 798).

The Board recommended that UNODC (a) update and circulate its guidance on handling advance daily subsistence allowance payments for disbursement and issue regular reminders to all staff; and (b) implement spot checks to drive a culture of full compliance in all UNODC offices (para. 36).

Implementation of the recommendation is in progress (*ibid.*, para. 800).

The Board recommended that UNODC account for donations consistently and in accordance with United Nations regulations and rules and that any deviations from the regulations are properly recorded and justified at the point of receipt of the pledge (para. 38).

The recommendation is implemented on an ongoing basis (*ibid.*, para. 801).

The Board recommended that it circulate, to all staff, improved guidance and instructions on income, including the clearance process, to remind them of the criterion for recognizing income (para. 39).

Implementation of the recommendation is in progress. Full implementation is planned for the end of 2013 (*ibid.*, para. 803).

*Brief description of the recommendation*

*Action taken to implement the recommendation*

The Board recommended that UNODC record all key information which is vital to its work within the system, available for multi-user purposes, with appropriate and complete cross references to other documentation and documentation of judgements. The Board further recommended that UNODC should also set out the parameters of how it plans to retain such documents and information relating to major processes, in a strategy (para. 42).

The Board reiterated its recommendation that UNODC develop, in consultation with United Nations Headquarters, a comprehensive and effective solution to the funding of future commitments to its staff (para. 46).

The Board recommended that UNODC review the levels of cash and investments it holds on a monthly basis, analyse its cash flow and aid the review of programme and project implementation (para. 50).

The Board recommended that UNODC (a) fully cleanse its non-expendable property asset registers; (b) list all separately identifiable assets on the register; (c) include in handover documents the roles and responsibilities of UNODC and the beneficiary; (d) update the field office inventory record to reflect the instances where inventory has been written off by the Property Survey Board; and (e) attach handover documents to the field office inventory record (para. 53).

The Board recommended that UNODC (a) enhance the field office inventory database, so as to capture the costs directly attributable to bringing assets into use; and (b) cleanse the field office inventory data so that the purchase cost and other costs, such as delivery and handling,

The recommendation has been implemented (ibid., para. 805).

Implementation of the recommendation is in progress (ibid., para. 807). An exposure draft was developed by the Financial Resources Management Service of the United Nations Office at Vienna and was shared with other offices away from Headquarters. The draft is now being considered as a global practice at the United Nations Secretariat level.

The recommendation is implemented on an ongoing basis (ibid., para. 809). Foreign exchange rates and investment returns exposure are regularly measured and monitored. The United Nations Office at Vienna/UNODC has liaised with the United Nations Treasury to reduce the risk by holding minimal euro balances. The Executive Committee is advised on the exposure carried.

Implementation of the recommendation is in progress (ibid., para. 811).

The recommendation has been implemented (ibid., para. 813).

*Brief description of the recommendation*

*Action taken to implement the recommendation*

are captured for existing assets (para. 57).

The Board recommended that UNODC (a) cleanse and update the inventory registers to include all relevant information, such as serial and model numbers; and (b) tag assets without unique reference numbers, such as furniture, with the field office inventory reference number (para. 59).

The Board recommended that UNODC and the United Nations Office at Vienna update all procurement delegations and communicate updated versions to all relevant staff (para. 62).

The Board recommended that UNODC and the United Nations Office at Vienna enhance procurement performance data by defining information needs and implementing enhancements to systems (para. 67).

The Board recommended that UNODC and the United Nations Office at Vienna communicate urgently, to all requisitioners, and on a regular basis thereafter, as necessary, the importance of timely commencement and completion of procurement processes, to facilitate effective competition and avoid unnecessary expenditure (para. 70).

The Board recommended that UNODC (a) discuss with United Nations Headquarters whether adequate resource allocations and funding will be made available to UNODC; and (b) revise its local IPSAS implementation plan in the light of progress to date (para. 72).

The Board recommended that UNODC set out how the success of the new approach to strategic planning and budgeting would be measured, including an assessment of the cost of implementation (para. 76).

Implementation of the recommendation is in progress (ibid., para. 815).

The recommendation has been implemented as of April 2012. Delegations of authority for procurement have all been updated (ibid., para. 817).

The recommendation has been implemented. The Procurement Section of the United Nations Office at Vienna/UNODC is currently able to report on the caseload by nature, value of requests by originating section, including field offices, as well as on waivers and ex-post facto cases (ibid., para. 819).

The recommendation is implemented on an ongoing basis (ibid., para. 821).

Implementation of the recommendation is in progress. UNODC and United Nations Headquarters have agreed to share funding responsibilities (ibid., para. 823).

The recommendation has been implemented. The independent evaluation report on the integrated programming approach has been completed and was presented at the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime in October 2012 (ibid., para. 825).

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*Brief description of the recommendation*

*Action taken to implement the recommendation*

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The Board recommended that, when each strategic document is updated, UNODC clearly align (a) the aims and objectives set out in the documents; and (b) the timing of preparation of future strategies and supporting documents, including the thematic programmes (para. 79).

Implementation of the recommendation is in progress (ibid., para. 827).

The Board recommended that, when updating each of its regional programmes, UNODC (a) specify a realistic and achievable set of priorities for the period of each programme; (b) establish robust, realistic and measurable performance indicators; (c) identify a manageable number of key performance indicators balanced between outcome and output indicators; and (d) clearly link individual project performance indicators to the indicators set out in its strategic framework, so as to enable the aggregation of the indicators and provide senior management with a clear assessment of progress against its strategic objectives (para. 87).

Implementation of the recommendation is in progress (ibid., para. 829).

The Board recommended that UNODC establish, by December 2012, a mechanism for reporting, both internally and to external stakeholders, progress on the implementation of the regional programmes (para. 90).

Implementation of the recommendation is in progress (ibid., para. 831).

The Board recommended that, by September 2012, UNODC have all new project proposals (a) clearly and succinctly define the problem that a project is intended to address; (b) establish a clear baseline against which to assess delivery, or provide a clear explanation of how the baseline will be established; (c) identify and document the material risks and mitigating actions, including setting aside an element of contingency within project budgets, to address unknown risks (para. 93).

Implementation of the recommendation is in progress (ibid., para. 833).

The Board recommended that, by December 2012, UNODC (a) capture summary progress information on projects and programmes, against milestones agreed at the beginning of the project or programme, as part of its central monitoring process; and (b) monitor spending against a realistic forward profile of expected expenditure (para. 96).

Implementation of the recommendation is in progress (ibid., para. 835).



*Brief description of the recommendation*

*Action taken to implement the recommendation*

The Board recommended that, by mid-2012, UNODC: (a) coordinate the information technology application improvement projects being undertaken by the Finance Section, the Strategic Planning Unit and the Independent Evaluation Unit; and (b) implement the changes necessary to address the performance reporting limitations in its information technology systems, taking account of current developments in those sections and of the dashboard tool of the Regional Centre for East Asia and the Pacific and the management reporting system of the country office for Pakistan (para. 100).

Implementation of the recommendation is in progress (ibid., para. 837).

The Board recommended that UNODC (a) establish a detailed methodology for evaluating the regional programme for East Asia and the Pacific; (b) use the experience to inform the methodology for the remaining regional programmes; and (c) complete the evaluations in time to inform future regional programme development (para. 105).

The recommendation has been implemented (ibid., para. 839). The independent evaluation report was presented at the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, in February 2013.

The Board recommended that, during 2012, UNODC (a) determine how best to regularly collate and analyse project evaluation reports in order to identify and disseminate lessons or recurring problems; (b) allocate responsibility to the relevant sections to implement any necessary improvements; and (c) determine the most effective and efficient way to coordinate and manage budgets for evaluations (para. 111).

Implementation of the recommendation is in progress (ibid., para. 841).

**Joint Inspection Unit**  
(A/66/315)

The Unit recommended that the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice hold joint reconvened sessions that would serve as an integrated governing body, tasked to oversee budgetary and programmatic activities of the Office (recommendation 1).

See the note by the Secretary-General transmitting his comments on the recommendations of the Joint Inspection Unit contained in its report entitled "Review of management and administration in the United Nations Office on Drugs and Crime" (A/66/315/Add.1 and Corr.1).

The recommendation has been implemented. With the support of the secretariat of the governing bodies, consultations were undertaken by Member States to enable the holding of joint meetings during the

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*Brief description of the recommendation*

*Action taken to implement the recommendation*

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The Unit recommended that the Executive Director establish a consolidated review of all mandates entrusted to the Office, including resources required and allocated, as well as status of implementation. On that basis, the Executive Director should submit, at the earliest opportunity, a prioritization document to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice (recommendation 2).

reconvened sessions of the Commissions. On this basis, the Economic and Social Council, in its decision 2011/259, decided that the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice would hold joint meetings during their reconvened sessions, starting in December 2011.

The recommendation has been implemented.

Reports on the implementation of resolutions and decisions relating to the drug and crime programmes of UNODC (covering the period 2008-2011) were submitted to, respectively, the Commission on Narcotic Drugs at its fifty-fifth session (E/CN.7/2012/15) and to the Commission on Crime Prevention and Criminal Justice at its twenty-first session (E/CN.15/2012/2).

The UNODC strategic framework was presented to the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, in February 2012, submitted to the Commissions and endorsed by the Committee for Programme and Coordination.

The Unit recommended that the General Assembly ensure that core functions of the Office were funded by regular budget resources, starting in the biennium 2012-2013 to enable UNODC to carry out its mandates in a consistent and sustainable manner (recommendation 3).

The recommendation has been functionally implemented for the biennium 2012-2013. Long-term consideration for regular budget funding of all core functions remains ongoing.

The Unit recommended that the Executive Director commission a study on the feasibility, benefits and drawbacks of merging the Fund of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Fund and report thereon to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice by the end of 2012 at the latest (recommendation 4).

The implementation of the recommendation is in progress. Internal discussions are ongoing within UNODC on the feasibility of merging the two Funds.

*Brief description of the recommendation*

*Action taken to implement the recommendation*

The Unit recommended that the Executive Director institute a corporate mechanism to oversee the financial situation of the Office and to determine overall resource allocation, notably aiming at increasing transparency so as to strive for reducing earmarking of contributions (recommendation 5).

The recommendation is implemented on an ongoing basis. A corporate mechanism to oversee the financial situation of the Office and to determine overall resource allocation has been created through the establishment of a review group on the financial monitoring of UNODC.

The Unit recommended that the Executive Director formulate a fundraising strategy to further enlarge the Office's donor base (recommendation 6).

The recommendation has been implemented. The Fundraising Strategy 2012-2015 was approved by the Executive Committee on 7 May 2012 and presented to the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on 23 May 2012. It provides a baseline and overview of UNODC funding trends and proposes a multi-year framework for core functions and programme funding, as well as mechanisms for core funding of UNODC and direct cost recovery.

The Unit recommended that the Executive Director conduct a functional review of all UNODC divisions, sections and units, in order to align them as part of a reconfirmed and prioritized framework for action of the Office as proposed in recommendation 2 (recommendation 7).

Implementation of the recommendation is included in the scope of the change management exercise.

The Unit recommended that the Executive Director undertake a comprehensive review and assessment of coordination mechanisms and procedures within the Office and take appropriate measures for improvement by the end of 2012 (recommendation 8).

Implementation of the recommendation is included in the scope of the change management exercise.

The Unit recommended that the Executive Director present an independent evaluation of thematic and regional programming and report on its implementation status, impact and lessons learned to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice by the end of 2013 (recommendation 9).

Implementation of the recommendation is in progress.

*Brief description of the recommendation*

*Action taken to implement the recommendation*

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The Unit recommended that the Executive Director consult at the earliest opportunity with the Administrator of the United Nations Development Programme in order to review and update the existing memorandum of understanding with a view to including provisions for the assessment of services (recommendation 10).

Implementation of the recommendation is in progress. The recommendation is that the working arrangements with UNDP take the form of a quality service level review and better coordination of programme delivery.

The Unit recommended that the Executive Director undertake further measures to improve the gender balance at the senior level, including for field representatives (recommendation 11).

The recommendation is implemented on an ongoing basis.

The Unit recommended that the Executive Director establish a clear plan of action to broaden the diversity of the Professional workforce, as well as of the pool of consultants, in particular by considering more candidates from developing countries (recommendation 12).

The recommendation is implemented on an ongoing basis.

The Unit recommended that the Executive Director undertake measures to create, by the end of 2011, an internal system to monitor the implementation of recommendations made by relevant oversight bodies (recommendation 13).

Implementation of the recommendation is in progress.

The Unit recommended that the Executive Director modify at the earliest opportunity the existing reporting lines of the International Narcotics Control Board secretary, and place this position directly under his responsibility in the organizational structure (recommendation 14).

The recommendation was not accepted. In January 2012, senior management agreed that the International Narcotics Control Board secretariat would remain with the Division for Treaty Affairs.

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## Annex IV

### **Draft resolution on the budget for the biennium 2014-2015 for the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs**

1. The proposed budget for the biennium 2014-2015 for the Fund of the United Nations International Drug Control Programme is presented in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2014-2015 for UNODC (E/CN.7/2013/15-E/CN.15/2013/28), submitted pursuant to Commission on Narcotic Drugs resolution 13 (XXXVI) and article III of the financial rules of the Fund. The related report of the Advisory Committee on Administrative and Budgetary Questions is contained in document E/CN.7/2013/16-E/CN.15/2013/29.
2. The following draft resolution, to be recommended to the Commission on Narcotic Drugs for adoption, summarizes the main issues contained in the report of the Executive Director with regard to the budget of the Fund of the United Nations International Drug Control Programme:

#### **Budget for the biennium 2014-2015 for the Fund of the United Nations International Drug Control Programme**

*The Commission on Narcotic Drugs,*

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

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2014-2015 for the Fund of the United Nations International Drug Control Programme<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>b</sup>

1. *Notes* the progress made in the development of the thematic and regional programme approach to the programme of work of the United Nations Office on Drugs and Crime and in ensuring the full complementarity of the thematic and regional programmes;
2. *Also notes* that the budget is based, inter alia, on the strategy detailed under programme 13 of the strategic framework for the period 2014-2015<sup>c</sup> and on the strategy of the Office for the period 2012-2015;
3. *Further notes* that the budget is harmonized with sections 16 and 29G of the proposed programme budget of the United Nations for the biennium 2014-2015;<sup>d</sup>

<sup>a</sup> E/CN.7/2013/15-E/CN.15/2013/28.

<sup>b</sup> E/CN.7/2013/16-E/CN.15/2013/29.

<sup>c</sup> A/67/6/Rev.1.

<sup>d</sup> A/68/6 (Sect. 16) and (Sect. 29G).

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

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

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

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

8. *Approves* the projected use of general-purpose funds in the biennium 2014-2015, and invites Member States to provide contributions totalling at least 11,189,700 United States dollars;

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

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>General-purpose funds</b>				
Post	11 425.3	10 451.9	35	28
Non-post	1 181.8	737.8	-	-
<b>Subtotal</b>	<b>12 607.1</b>	<b>11 189.7</b>	<b>35</b>	<b>28</b>
<b>Programme support cost funds</b>				
Post	13 896.2	19 499.8	111	93
Non-post	3 561.1	4 380.8	-	-
<b>Subtotal</b>	<b>17 457.3</b>	<b>23 880.6</b>	<b>111</b>	<b>93</b>
<b>Special-purpose funds</b>	<b>244 092.2</b>	<b>304 567.8</b>	<b>98</b>	<b>112</b>
<b>Total</b>	<b>274 156.6</b>	<b>339 638.1</b>	<b>244</b>	<b>233</b>

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

## Annex V

### **Draft resolution on the budget for the biennium 2014-2015 for the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice**

1. The proposed budget for the biennium 2014-2015 for the United Nations Crime Prevention and Criminal Justice Fund is presented in the report of the Executive Director of the United Nations Office on Drugs and Crime (UNODC) on the consolidated budget for the biennium 2014-2015 for UNODC (E/CN.7/2013/15-E/CN.15/2013/28), submitted pursuant to paragraph 1 of part XI of General Assembly resolution 61/252. The related report of the Advisory Committee on Administrative and Budgetary Questions is contained in document E/CN.7/2013/16-E/CN.15/2013/29.
2. The following draft resolution, to be recommended to the Commission on Crime Prevention and Criminal Justice for adoption, summarizes the main issues contained in the report of the Executive Director with regard to the budget of the United Nations Crime Prevention and Criminal Justice Fund:

#### **Budget for the biennium 2014-2015 for the United Nations Crime Prevention and Criminal Justice Fund**

*The Commission on Crime Prevention and Criminal Justice,*

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

*Having considered* the report of the Executive Director of the United Nations Office on Drugs and Crime on the proposed budget for the biennium 2014-2015 for the United Nations Crime Prevention and Criminal Justice Fund<sup>a</sup> and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions,<sup>b</sup>

1. *Notes* the progress made in the development of the thematic and regional programme approach to the programme of work of the United Nations Office on Drugs and Crime and in ensuring the full complementarity of the thematic and regional programmes;
2. *Also notes* that the budget is based, inter alia, on the strategy detailed under programme 13 of the strategic framework for the period 2014-2015<sup>c</sup> and on the strategy of the Office for the period 2012-2015;
3. *Further notes* that the budget is harmonized with sections 16 and 29G of the proposed programme budget of the United Nations for the biennium 2014-2015;<sup>d</sup>

<sup>a</sup> E/CN.7/2013/15-E/CN.15/2013/28.

<sup>b</sup> E/CN.7/2013/16-E/CN.15/2013/29.

<sup>c</sup> A/67/6/Rev.1.

<sup>d</sup> A/68/6 (Sect. 16) and (Sect. 29G).

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

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

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

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

8. *Approves* the projected use of general-purpose funds in the biennium 2014-2015, and invites Member States to provide contributions totalling at least 4,684,800 United States dollars;

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

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

Category	Resources (thousands of United States dollars)		Posts	
	2012-2013	2014-2015	2012-2013	2014-2015
<b>General-purpose funds</b>				
Post	8 338.0	4 417.9	24	13
Non-post	292.7	266.9	-	-
<b>Subtotal</b>	<b>8 630.7</b>	<b>4 684.8</b>	<b>24</b>	<b>13</b>
<b>Programme support cost funds</b>				
Post	16 397.0	19 091.6	76	81
Non-post	4 136.4	3 738.3	-	-
<b>Subtotal</b>	<b>20 533.4</b>	<b>22 830.9</b>	<b>76</b>	<b>81</b>
<b>Special-purpose funds</b>	<b>230 395.9</b>	<b>281 142.7</b>	<b>164</b>	<b>178</b>
<b>Total</b>	<b>259 560.0</b>	<b>308 658.4</b>	<b>264</b>	<b>272</b>

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