PREFACE

Latin America and the Caribbean is a dynamic and diverse region with enormous promise, a pioneer in South-South cooperation and a leading voice in the international policy arena.

The continuing global COVID-19 crisis has tragically put the brakes on growth in this vibrant region, resulting in a historical economic downturn in 2020. Gross domestic product contracted by some seven percent, according to the Latin American Economic Outlook 2021 (LEO 2021), and poverty is at its highest level in two decades. Extreme poverty is at a 12-year high, and the pandemic fallout has hit vulnerable groups hardest, notably women and youth, who are largely employed in the informal and worst-hit sectors.

At the same time, lock downs and other pandemic-related measures have left women at greater risk and more exposed to gender-based violence. According to new data published in November 2021 by the United Nations Office on Drugs and Crime (UNODC), gender-related killings of women and girls increased in Central America by 3 per cent and in South America by 5 per cent from 2019 to 2020.

Violence and crime continue to affect many parts of the region, and according to the LEO 2021 report, these factors, along with perceptions of widespread corruption and institutional challenges, have contributed to multiple dimensions of inequality that have frayed the social contract and fueled discontent.

The COVID-19 crisis has caused untold hardship, but it has also served as a wake-up call, highlighting the need for more resilient systems and accountable institutions capable of restoring trust and fulfilling the promise of more inclusive progress.

It is in this spirit, and with the goal of promoting greater justice to help achieve greater equality and prosperity, that UNODC is presenting the Strategic Vision for Latin America and the Caribbean 2022-2025.

The Strategic Vision will support the countries of Latin America and the Caribbean in strengthening responses to prevent and tackle organized crime, drugs and corruption.

Improving crime prevention and access to justice through responsive, people-centred law enforcement and criminal justice systems, as well as fostering more accountable, transparent institutions, represent keystone actions in addressing longstanding structural inequalities, ensuring that resources are allocated efficiently to meet people’s needs, and achieving safety, security, human rights and development in the region.

Addressing challenges of crime, violence and corruption are also prerequisites for empowering women and girls, and enabling the region’s young people to access opportunities and achieve their potential.

The Strategic Vision was developed through a participative process with Latin American and Caribbean countries, donors and other relevant stakeholders, who shared their experiences and good practices, and identified their priorities going forward. This document, which provides a regional approach for the implementation of UNODC’s global strategy 2021-2025 and builds on three decades of partnership with UNODC, represents a renewed pledge to work together towards realizing the Sustainable Development Goals by 2030.

I would like to take this opportunity to express my deep appreciation for the support and input of all stakeholders in realizing a new vision for the region. UNODC will rely on Member States and donors to provide sufficient and flexible financial resources for this platform to further strengthen regional collaboration and contribute to peace, security and prosperity for all.

Ghada Waly, Executive Director
UN Office on Drugs and Crime
EXECUTIVE SUMMARY

This document presents a forward-looking strategic vision for UNODC in Latin America and the Caribbean (LAC), prioritizing four investment areas: addressing the world drug problem, combatting transnational organized crime, countering corruption and economic crime, and enhancing crime prevention and criminal justice. Taking into consideration the regional context, it proposes the following (see figure 1):
• Implementation in four investment areas across fifteen priority streams of work (see figure 2);
• Taking advantage of six catalysts for change in the delivery of each area and work stream; and
• Implementing three organizational enhancements for maximizing operational impact.

FIGURE 1: PRIORITY INVESTMENT AREAS, CATALYSTS FOR CHANGE AND ORGANIZATIONAL ENHANCEMENTS FOR LAC
The development of the Strategic Vision for LAC, the first of its kind for UNODC in the region, followed a highly consultative process and built on existing UNODC research and publications. The exercise was unanimously welcomed and encouraged by all interlocutors, who understood it as a critical exercise for UNODC to remain relevant, as well as for the agency to forge wider and more incisive partnerships in the future. Key assets of UNODC included:

1. Research, monitoring and analysis, including emerging threats such as new psychoactive substances
2. Strengthening capacity of law enforcement actors and regional cooperation
3. Alternative development initiatives, including public-private partnerships
4. Expansion of prevention, treatment and care work

ADDRESSING THE WORLD DRUG PROBLEM

1. A tailor-made regional initiative with strengthened expertise to respond to emerging priorities
2. National strategies implement the UN Convention against Corruption (UNCAC)
3. Strengthening of comprehensive practices to counter corruption
4. Enhancement of prevention and international collaboration

COUNTERING CORRUPTION AND ECONOMIC CRIME

Overall inputs included 119 bilateral in-depth interviews and 221 survey responses, including from representatives of governments, multilateral organizations, civil society organizations, the private sector, academia, international financial institutions and others (see Methodological Annex for further information).
that were recognized by all stakeholders were its highly specialized approach with available in-house expertise and technical capacity to work on its mandate areas, as well as its strong field office network. Consultations held to develop this document confirmed that UNODC’s relevance, underpinned by international crime conventions and UN standards and norms on crime prevention and criminal justice, is respected and recognized as being essential.

Figure 2: Priority Areas and Work Streams

**Combating Transnational Organized Crime**

1. Regional and national strategies to implement the United Nations Transnational Organized Crime Convention (UNTOC) and its three protocols
2. Harmonizing of specialized cross-border initiatives
3. National and regional initiatives to address crimes that affect the environment
4. Evidence-based and context-tailored interventions, national level and cross-country collaboration

**Enhancing Crime Prevention and Criminal Justice**

1. A regional initiative on prison system reform and alternatives to imprisonment
2. Prevent and combat gender-based violence against women, in collaboration with UN and other partners
3. Crime prevention initiatives, especially focusing on youth

UNODC Vienna
The LAC region has experienced consistent economic growth and poverty reduction in recent decades. The region has been home to a plethora of South-South and triangular cooperation agreements, ranging from intra-regional approaches to inter-regional arrangements. This occurs despite the many differences in levels of development and security across LAC countries.

In addition, Member States in the region have been leaders in furthering United Nations (UN) related inter-governmental processes, including for example, the United Nations General Assembly Special Session (UNGASS) 2021 on corruption co-chaired by Colombia and Peru.

Countries in the region have also played an instrumental role as a laboratory of good practice, producing a wide array of highly effective tools, procedures and practices that have the potential to be replicated, or already have been, both within and outside the region. Examples include public-private partnerships for sustainable alternative development, collaboration with specialized government institutions to develop crime statistics and engagement with civil society organizations (CSOs) to promote anti-corruption initiatives.

However, progress coexists with the various critical challenges with which the region has long grappled, such as high levels of inequality and violence. This is accompanied by slowing economic growth rates across countries, the perception of the prevalence of corruption and impunity, expanding levels of social unrest, increased vulnerability to environmental threats and most recently, the negative impacts of the COVID-19 pandemic. Even though the region has shown positive signs of rapid economic recovery, with growing potential in the future, the current context makes this region a complex social, political and economic landscape in which to operate.

Key challenges to consider in the LAC region, when developing any agenda for priority action include:

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2 According to the World Bank, LAC has been the most affected region in the world by the COVID-19 pandemic. See https://www.worldbank.org/en/region/lac/overview accessed September 2021.
3 Illuus, M. and Messina, J. (Eds.), The Inequality Crisis: Latin America and the Caribbean at the Crossroads, IDB September 2020.
5 UNODC, Global Study on Homicide, 2019.
6 UNODC, Global Study on Homicide, 2019.
7 Regional Human Development Report 2021, Trapped: High Inequality and Low Growth in Latin America and the Caribbean, UNDP, June 2021.
PERSISTENT HIGH LEVELS OF INCOME INEQUALITY

Structural inequality has been a struggle in the region for more than two decades. According to the Inter-American Development Bank (IDB), the richest 10 per cent of the population earns 22 times more than the poorest 10 per cent.

HIGH LEVELS OF UNEQUAL ACCESS TO SERVICES, INCLUDING EDUCATION AND HEALTH.

Inequalities go beyond income disparities, especially in relation to access to essential services and the protection of the rights of the most vulnerable groups. For instance, according to UNICEF, approximately 12 million children and adolescents in LAC are not participants in the formal education system.

SIGNIFICANT LEVELS OF LEthal AND NON-LETHAL VIOLENCE.

UNODC estimates that the largest share (37 per cent) of all homicides worldwide in 2017 were registered in the Americas, even though the region houses less than 8 per cent of the world’s population. The presence of illicit firearms further compounds the impact of violence, with an estimated 75 per cent of homicides in the region committed with a firearm, significantly higher than the world average of 54 per cent. Countries in the region also struggle with high levels of non-lethal violence, including as the result of organized crime, human trafficking, sexual violence, robberies and excessive use of force by the police, among others. According to the 2021 Regional Human Development Report, while inequality is associated with rises in violence, violence itself is also a cause of inequality, generating a vicious cycle that is difficult to reverse.

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GENDER INEQUALITY. Across the region, one in four (25 per cent) of women aged 15 to 49 years are estimated to have been subjected to physical and/or sexual intimate partner violence at some point in their lives. In addition, although globally around 80 per cent of homicide victims are men, female victims killed by intimate partners or family amount to 58 per cent of all female homicide victims.

With regards to the economy, according to the Economic Commission for Latin America and the Caribbean (ECLAC), female labour participation rate in 2020 was 46 per cent in LAC, well below the male rate of 69 per cent. This gap has widened due to the coronavirus outbreak, as women were forced to leave the labour force in order to care for their families. It is estimated that more than half of the women in the labour force work in sectors affected by the pandemic, both in terms of employment and income levels.

LACK OF OPPORTUNITIES FOR YOUTH. Latin America faces a unique development challenge over the next 20 years because of its demographics. The share of the population between 15 to 49 years of age is expected to grow steadily between 2020 and 2030, lowering the dependency ratio. By 2040, projections suggest there will be approximately 12 million more people between the ages of 15 and 49 compared to 2020. While a young population has the potential to drive positive changes, youth in the region do not have an enabling environment to achieve their potential. Low levels of education, high unemployment rates and the uncertainty of youth as a developmental stage place young people more at risk of victimization, delinquent and violent behaviour and of joining organized criminal structures were forced to leave the labour force in order to care for their families.

PERCEPTIONS OF PREVALENT CORRUPTION AND IMPUNITY. Globally, corruption and related economic crimes are impacting the socio-political stability and economic prosperity of countries, hampering the effective implementation of the 2030 Agenda for Sustainable Development and its constituent Sustainable Development Goals (SDGs). This is particularly true in LAC, which has the a high and steadily growing perception that the government is corrupt (inching close to 80 per cent).

High profile cases of corruption revealing networks across the region have been in the spotlight in recent years. A wide perception of existing impunity prevails in the region, compounded by an overstretched criminal justice system that has mostly lost the confidence of people.
There is also an increasing concern about criminal and violent groups infiltrating protests to undermine stability and fuel polarization.

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EXPANDING LEVELS OF SOCIAL UNREST.

Many countries in the region are experiencing greater levels of societal distrust and discontent. Satisfaction with the functioning of the political system reached an all-time low in 2018, with three out of four people expressing a negative judgement about political life in their country.11

INCREASED VULNERABILITY TO ENVIRONMENTAL THREATS.

LAC is increasingly affected by a broad array of crimes that affect the environment, driven by growing biodiversity loss and climate change.

In addition to the biodiversity loss from trafficking in wild fauna and flora, there are record levels of deforestation, pollution and waste trafficking. Illegal mining and trafficking in minerals have also augmented significantly, particularly illegal gold mining which is not only linked to land degradation and poisoning, but also associated to human trafficking, child labour and arms and drugs trafficking.

10 The dependency ratio can be defined as the proportion of children (0-14 years old) and older persons (65 years and older) compared to the working age population (15-64 years old).
The latest figures show an average regional economic contraction of -7.7 per cent for 2020 – the largest in over a century – and a rebound of 3.7 per cent in 2021.14 Reports from the region also abound of increasing gender-based violence against women and an overload of care work during the lockdowns.15 Restrictions of movement have further challenged natural resource governance, increasing the risk of environmental degradation, deforestation, unequal access and control of natural resources, among others. Trafficking in persons went even further underground, making any reliable estimates of the scale of the crime in the region more difficult. Overall, the pandemic has exacerbated the vulnerabilities of the most disadvantaged groups and widened the gap towards the achievement of the SDGs. It has exposed the urgent need to address inequalities and promote and protect health and human rights. However, recovery efforts from the pandemic also offer an opportunity to transform the development model in the region, requiring social compacts for legitimacy and support. The UN Policy Brief on the Impact of COVID-19 on LAC stresses that overcoming the devastating effects of the pandemic will demand “a strong commitment to the fight against corruption and organized crime, as well as an effective, accountable and responsive presence of the state throughout the territory.”

THE SOCIO-ECONOMIC IMPACT OF THE COVID-19 PANDEMIC.

LAC has been significantly affected by the COVID-19 pandemic. More than 1.3 million people have died (with this number still growing) and millions have lost their livelihoods.

COUNTERING CORRUPTION AND ECONOMIC CRIME

Socio-political stability and economic prosperity are being impacted globally by corruption and economic crime. This is particularly true in LAC, where many countries have recently experienced protests and riots expressing discontent and mistrust in government institutions, which has been further compounded by the challenge of responding to and managing the COVID-19 pandemic.

The political declaration of the UNGASS against corruption, held in June 2021 as requested by General Assembly resolution 73/191 (2018) and spearheaded by Colombia and Peru, recognizes corruption as a threat to the stability and security of societies. It further highlights the role of stakeholders such as civil society, the media and whistleblowers in detecting and reporting on corruption, and lists steps to be taken to end impunity for corruption offences such as: strong and independent law enforcement authorities; capacity building; and, sound cooperation between enforcement authorities.

UNODC as the guardian of the United Nations Convention Against Corruption, will prioritize the following four aspects in countering corruption and economic crime in LAC:

1. Development of a tailor-made new LAC Regional Anti-Corruption Initiative, to be adapted at the national level and built on existing approaches such as the already established Regional Platform of South America and Mexico to fast-track UNCAC implementation. The adaptation and implementation of this initiative will build on newly deployed or strengthened teams of experts based in LAC. It will also include specific attention to linkages between corruption and other transnational organized crimes, such as money-laundering and crimes impacting wildlife and forestry.

2. Support for the development and implementation of national strategies to counter corruption and fast-track the implementation of UNCAC, including deployment of existing initiatives -such as the joint UNODC-World Bank Stolen Asset Recovery (StAR) Initiative- as well as new approaches in targeted sectors, where required (i.e. health, education, transportation, telecommunications, extractive industries and public procurement, among others).

3. Assistance in the development of comprehensive practices to prevent and fight corruption and economic crime, including education for youth, encouraging greater involvement of women, providing whistleblower protection, preventing corruption in the private sector and strengthening capacities in investigations and prosecutions (especially when linked to money-laundering and other financial crimes).

II. PRIORITY INVESTMENT AREAS AND WORK STREAMS

In the years to come, UNODC in LAC will prioritize action in four thematic areas:

a) countering corruption and economic crime,

b) addressing the world drug problem,

c) combating organized crime, and

d) enhancing crime prevention and criminal justice.

The complexity of these thematic areas, however, makes it impossible to work on them in isolation. Instead, all efforts will be made throughout implementation to better understand and address the linkages and interactions between these areas.
4. Enhance prevention, awareness-raising and international networking for cooperation and sharing of good practices amongst anti-corruption authorities, including through support to the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network, launched as part of the UNGASS against corruption), as well as through the development of data and analysis to better understand the linkages between corruption and gender and the potential role of children and youth in preventing and fighting corruption.

**Fast-tracking the implementation of UNCAC in LAC**

With the aim of fast-tracking implementation of UNCAC, UNODC provides technical assistance to the Regional Platform of South America and Mexico, created in 2019 and comprised of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru and Uruguay. The platform focuses on four thematic areas identified as regional priorities:

1. integrity systems with a focus on conflict of interests and income and asset declaration;
2. liability of legal entities with emphasis on the adequacy of corporate compliance systems;
3. whistleblowing protection; and
4. international cooperation.

Mexico has taken this approach a step further by replicating the UNCAC Implementation Review Mechanism (IRM) at the subnational level. Starting in 2020, state authorities within Mexico have begun assessing one another in a “Subnational Peer Review Mechanism,” which emulates the principles of impartiality, efficiency, transparency, inclusiveness and non-intrusiveness of the IRM. This exercise will produce insights on how to strengthen the implementation of the Convention regarding its articles on public procurement and management of public finances, public reporting and protection of whistle-blowers at the state level.

**ADDRESSING THE WORLD DRUG PROBLEM**

LAC is the source region of all cocaine consumed globally. Large-scale production of cannabis, methamphetamine, and heroin for transnational trafficking also occur in some countries. Major transnational criminal organizations in the region seem to be involved in the smuggling of methamphetamine to North America and the Asia-Pacific region. Coca bush cultivation and cocaine manufacturing have reached record levels in recent years. Large-scale trafficking occurs through a variety of channels, including land transportation, clandestine flights (in South and Central America), semi-submersibles, fishing vessels and speedboats in the open ocean, waterways and containerized trade. The COVID-19 pandemic had varied impacts on illicit drug markets, without a clear pattern. For example, opiates production (opium, heroin) in LAC did not seem to have been disrupted in 2020. Seizure data suggests that, overall, once countries lifted restrictions, trafficking quickly resumed, although a few shifts in routes and more frequent use of maritime routes were observed.¹⁹

UNODC has been supporting Member States in LAC for more than three decades to effectively address the threats posed by drugs through the promotion of a multidisciplinary and integrated holistic approach combining prevention and interdiction and attempting to balance supply and demand strategies, in line with the UN Drug Conventions.²⁰ Such an

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approach is also reflected in the Outcome Document of the 2016 UNGASS on the World Drug Problem which promotes a public health based approach to the issue, highlighting the interrelationship between drugs and several critical cross-cutting issues, such as human rights, gender perspectives, proportionate sentencing laws for drug-related offences, and development in general.

UNODC will work towards addressing the world drug problem in a holistic and integrated manner, prioritizing the following work streams:

1. Continue supporting Member States in the generation of relevant evidence and sharing of information and good practices, building on UNODC’s specialized technical capacity on research, data collection, analysis and early warning, with special focus on:
   - The emerging threat of non-psychoactive substances, including potential tracking approaches and mechanisms to mitigate its possible impact.
   - The connections between drug trafficking and different forms of organized crime such as human trafficking, illegal mining, firearms trafficking, money laundering, and corruption.
   - The trends of illicit drug production and supply, through the continuation of monitoring reports, prevalence studies, research and the promotion of cross-country information sharing mechanisms.
   - The signs of proliferation of the cocaine production chain to transit and consumer countries and trafficking of intermediate cocaine products, including through enhanced monitoring of cocaine processing and production sites.

2. Continue strengthening the capacity of law enforcement actors and facilitating intra-regional cooperation aimed at enhancing responses to drug trafficking and promoting the rule of law, including attention to transit countries. Three existing approaches will continue to be prioritized and expanded where required:
   - Specialized cross border management efforts in ports, airports and at sea, (see also priorities under combating transnational organized crime), which have led to the seizure of enormous quantities of illicit substances (and other illicit trafficking), and to the dismantling of international drug trafficking organizations.
   - Intelligence sharing and cross-country multi-agency operational collaboration, including collaboration and coordination, as possible, with INTERPOL and AMERIPOL.
   - Supporting the safe handling and environmentally responsible disposal of seized drugs and their precursor chemicals, through a wide array of assistance activities as well as the promotion of public-private partnerships for disposal and/or legitimate recycling of precursor chemicals.

3. Improve and expand work on alternative development initiatives, fostering sustainable development and economic growth by providing rural communities legitimate agricultural and off-farm livelihood opportunities as viable legal sources of income and alternatives to coca and poppy cultivation in the region. Initiatives aimed at voluntary eradication of illicit crops are essential as evidence shows that these have a much higher level of compliance and lower re-growth rate than
non-voluntary eradication. Key areas of further work for the following years are the green finance, nature-based solutions and the strengthening of engagement with the private sector, aimed at increasing access to markets for high quality, niche market products which in turn increase the chances for sustainable alternatives.

### The National Illicit Crop Substitution Programme in Colombia

UNODC supported the Colombian Directorate for the Substitution of Illicit Crops in the implementation of the National Illicit Crop Substitution Programme. Main results achieved in this cooperation include:

- More than 37,693 Ha of illicit crops voluntarily eradicated, with 98 per cent compliance and very low persistence or re-growth rate (0.8 per cent);
- Almost 100,000 families from 56 municipalities enrolled in the programme, out of which more than 67,000 participated in comprehensive technical assistance and approximately 62,000 benefitted from food security projects. Furthermore, 251 families implemented productive projects (going beyond cultivation for food security), aimed at generating income for their families and communities.
- 5,701 former coca collectors engaged in activities aimed at improving community infrastructure, including the maintenance of 15,305 km of tertiary roads and 9,682 public spaces, thus saving the municipalities some USD 19.6 million.

### LAC is particularly affected by organized criminal groups

LAC is particularly affected by organized criminal groups that operate across borders, broadly associated with the high levels of violence in the region. Access to illicit firearms by criminal groups aggravates the impact of other crimes, including drug trafficking and gang violence amongst others. Paradoxically, these groups flourish partly because they provide communities with a source of security and livelihoods in a context of governance failures. During the pandemic, organized criminal groups seem to have seized opportunities to increase cybercrime activity and strengthen their hold over territories by providing essential supplies including food and sanitizer to local communities.

More worryingly, organized criminal groups in the region are also likely to divert recovery funds and infiltrate the legal economy by targeting legitimate businesses, especially in the retail, transportation and hospitality industries that are struggling to survive due to the pandemic. As the virus spread and governments enforced mobility limitations, law enforcement officials were tasked with enforcing these measures, weakening their capacity to address crime.

As in other regions, organized crime in LAC is usually involved in a wide variety of illicit activities in addition to drug trafficking, such as human trafficking, smuggling of...
migrants, trafficking in illicit firearms, cybercrime, extortion (especially in Central America), as well as trafficking of gold, timber, wildlife species and products and other crimes that affect the environment.

In the next years, UNODC’s work to combat transnational organized crime in LAC will continue to build on existing initiatives and prioritize the following four goals:

1. Support the development and implementation of regional and national strategies to implement the United Nations Convention against Transnational Organized Crime and its three protocols on trafficking in persons, and smuggling of migrants and firearms. This would also support the recently launched Mechanism for Review of Implementation. This process will be accompanied by the following two measures aimed at re-thinking regional engagement:

   • Develop and implement a regional initiative on preventing trafficking in persons and smuggling of migrants to ensure a coherent and integrated response, complementing other regional, international and UN partners, taking into special consideration the situation of irregular migration routes through the region involving continental and transcontinental nationalities and strengthening public-private partnerships to implement UNTOC and its protocols.

   • Develop and implement a Caribbean-specific approach on prevention of trafficking of firearms in cooperation with the Caribbean Community Implementation Agency for Crime and Security (CARICOM IMPACS). Work on this area in the rest of the region will continue supporting the implementation of integrated and coordinated roadmaps, strengthening capacity on detection, investigation and prosecution; promoting evidence-based actions to monitor illicit arms forms; and, implementing joint operations with other relevant actors such as INTERPOL.

2. A more harmonized approach to continue supporting Member States on the implementation of specialized cross-border approaches that have demonstrated positive results on detection and interdiction of illegal trafficking (see also priorities under addressing the world’s drug problem), such as the Container Control Programme (CCP), Airport Communications Project (AIRCOP), and the Global Maritime Crime Programme (GMCP). It is worth noting that UNODC will be specifically increasing its efforts to build capacities against emerging threats on maritime security, an area of growing relevance, as the use of the maritime space by transnational organized crime groups to move illicit goods and people across countries increases.

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Strengthening public-private partnership to counter trafficking in persons

In 2020, UNODC organized its first expert group meeting to strengthen partnerships between the public and private sectors in Mexico, Central America and the Caribbean to counter trafficking in persons. One of the key recommendations was to strengthen multi-stakeholder cooperation and counter deficiencies in domestic coordination mechanisms to address trafficking in persons, as well as protecting and providing redress to survivors. Several private sector companies joined the meeting including from the technology, supply chain and financial sectors, and new partnerships with civil society organizations were established.

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A regional maritime security strategy for South America and the Caribbean

UNODC’s approach will build on the following four areas of work that are the backbone of the current Global Maritime Crime Programme in other regions:

- Supporting Member States in the development and implementation of regional and national maritime security strategies, based on agreed approaches endorsed by the International Maritime Organization. In the Caribbean, this will be a joint initiative with CARICOM IMPACS.
- Assisting Member States in the drafting of maritime resilience pollution strategies, ensuring that States have the expertise, equipment and systems in place both in national waters and marine protected areas, drawing on UNODC expertise on the use of Maritime Domain Awareness technology.
- Providing relevant specialized expertise to Member States for the drafting of maritime cables protection and resilience strategies, which ensure awareness of the need to build protection and resilience plans for maritime cables under States’ jurisdictions.
- Promoting the mapping and development of operational level responses by Member States to crimes in the fisheries sector, also known as "narco-fish" or "narcotics and contraband fishing".

- Assisting Member States in developing effective riverine control strategies, as well as building associated law enforcement capacity, to enhance awareness, strengthen operational responses, build resilience, and promote prosecution of transnational criminal groups that exploit riverways to engage in illicit trafficking, while infiltrating vulnerable communities to the detriment of their security and sustainable development.

3. A specific regional initiative focusing on strengthening normative and operational capacities to address crimes that affect the environment, especially illegal mining, trafficking in wildlife and forest products and in waste, as well as crimes in the fisheries sector. All of these criminal markets are heavily coordinated in the region and often use the same networks and facilitators engaged in drug and arms trafficking. Although recently there have been considerable efforts by some countries in LAC to strengthen their criminal justice systems to address the complexity of crimes that affect the environment, much more is required. UNODC’s Global Programme for Combating Wildlife and Forest Crime (GPWLFC) will continue to lead efforts to strengthen, coordinate and build regional Wildlife Law Enforcement Networks to bring together national agencies to undertake national and regional information sharing, investigations and operations. It will also continue to build national and regional capacity focusing on strengthening all components of the criminal justice system to address these crimes in a holistic "crime scene to court" approach, and ensuring coordination with partners of the International Consortium to Combat Wildlife Crime, such as the World Bank, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, Interpol and the World Customs Organization (WCO), as well as working closely with civil society partners.

4. Increase regional information sharing, evidence-based planning, coordination and collaboration to tackle transnational organized crime, including through police cooperation, international judicial networks and border liaison offices networks. Three specific elements will be prioritized in this area:

- Elaboration of post-COVID threat assessments on organized crime as an entry point to adapt existing work to the current needs while ensuring consolidation and standardization of data related to crime and drugs.
- Strengthening capacities to address cybercrime, including digital forensics, and fostering public-private partnerships with technical companies and Internet Service Providers.
- Through programmes such as CRIMJUST, promote information sharing and development of platforms for regional and cross-country collaboration and coordination, including the promotion and support of joint investigation teams in line with UNTOC.
Countries in LAC continue to be affected by high rates of violence and homicide, despite the encouraging downward trend starting in 2017 and continuing in 2018 and 2019. Factors such as income inequality, the presence of organized crime groups and the availability of firearms help explain why high levels of violence persist in some areas in the region. The high prevalence of intimate partner violence and gender-related killings of women and girls (known as femicide) also remains a key challenge for Member States.

While much crime goes unrecorded in the region, those that make it to the public record still exceed the responsive capacity of the state in most countries. As a result, only a small share of crime tends to be subjected to a proper investigations and prosecutions, including serious crimes. The lack of consequences creates a sense of impunity and a loss of confidence in criminal justice systems. Limited and unequal access to justice further weakens trust in the fairness of processes and makes people feel like justice is arbitrary and unavailable for the poor and those belonging to minorities or marginalized groups.

In addition, the prison population has been slowly growing in recent years leading to overcrowding, which can infringe the basic human rights of prisoners, foster a climate of violence in prison settings and hamper prisoner rehabilitation programmes. The high percentage of unsentenced detained persons across the region, which has remained generally unchanged, is also challenging.

In the next years, UNODC’s work to enhance crime prevention and strengthen criminal justice will focus on three priority work streams:

1. A new regional initiative focusing on prison system reform, aimed at reinterpreting incarceration as a mechanism to protect society from crime and to prevent recidivism by supporting prisoners’ rehabilitation and social integration, with four parallel areas of work:
   • Re-focus the prison system objective towards prevention and rehabilitation, through the implementation of the UN Common Position on Incarceration, including the Mandela, Bangkok and Tokyo rules, with particular attention to the promotion of alternatives to incarceration, the reduction of pre-trial detainees and the implementation of tools to advance the rehabilitation and social reintegration of offenders into society;
   • Improving overall prison management and conditions, including allocation of resources, management models, career options and working conditions for personnel, infrastructure, as well as the prevention of violence inside prisons, including curtailing the influence of organized crime groups, improving conditions of incarceration and reducing overcrowding.
   • Providing equal access to justice for all by: strengthening legal aid delivery with a particular focus on those most at risk of being left behind; supporting inclusive and equitable criminal justice systems to fight impunity and address inequalities; and, providing support for the reform of police services including human rights and evidence-based strategies to address inequalities and strengthen oversight and accountability mechanisms.
   • Promote a regional network of prison experts in the region to facilitate intra-regional support, sharing of good practices and knowledge exchange.
Addressing prison overcrowding through pre-trial detention in Brazil

The overuse of prisons leads to a series of mutually reinforcing challenges. UNODC, UNDP, the National Council of Justice and the National Penitentiary Department of Brazil have joined forces to promote the use of legal assistance to reduce pre-trial detention as an instrument to deal with prison overcrowding and promoting social protection in prison settings, within UNODC’s role as guardian of the UN Standard Minimum Rules of the Treatment of Prisoners, also known as the Mandela rules. Since the beginning of this initiative, there has been an increase of 17 per cent in psychosocial referrals amounting to over 1,000 persons in custody benefitting from social protection services. There has also been an increase of 91 per cent of psychosocial teams available in the capitals of Brazil’s Federal States, as well as a 4 per cent decrease in the number of provisional arrests determined in pre-trial detention hearings.

Consolidation of the criminal procedure reform in Panama

Since 2015, UNODC has supported the judiciary of Panama in the transition to the adversarial system through a flagship national initiative focused on the adaptation of existing infrastructure and internal procedures; the reorganization and redeployment of personnel in the application of the new roles; capacity-building to comply with the requirements of an oral, public and contradictory procedure; and awareness-raising amongst citizens on the added-value of the new system. Some results worth highlighting through this initiative include:

- More than 7,000 civil servants from the judiciary and other relevant public institutions (including the Attorney-General’s Office and the national police) participated in specialized capacity-building, awareness-raising, and coordination activities.
- Strengthening of the Judicial School and the technical career in Judicial Public Defence, including through the building of two training rooms at the Higher Institute of the Judiciary.
- Construction and establishment of courthouses and the judiciary’s buildings across the country, including in areas without previous presence of the judicial system such as Llano Tugrí and Kusapin. These play an instrumental role in ensuring access to justice for persons living in remote areas, who often face economic, geographical, cultural and linguistic barriers.

2. Preventing and combatting gender-based violence against women as a recurrent threat that needs to be effectively addressed through joint approaches with governments and relevant UN partners, including through the Spotlight Initiative. Specifically, UNODC will leverage its own expertise through gender advisors based in the region to work on:

- Further sensitizing and strengthening the capacities of law enforcement officials and criminal justice practitioners to effectively prevent and address gender-based violence against women and provide appropriate assistance to victims;
- Building the capacity for the collection and analysis of relevant data on crimes involving gender-based violence against women, including victimization surveys and data collected by police, prosecution services or the judiciary;
- Conducting assessments of national laws, policies and strategies, as well as providing legislative assistance and legal advice including to review legislation based on international standards to close legal loopholes and eliminate discriminatory rules and procedures;
- Promoting access to prompt and functioning criminal justice remedies to women subject to gender-based violence; and
- Promoting coordinated approaches and mechanisms in the criminal justice chain to more effectively prevent and respond to gender-based violence against women.
3. Promote the development and implementation of crime prevention initiatives, with particular attention education and sports youth-focused approaches as well as to those aimed at preventing gang violence, building on existing work such as:

- Local safety audits that have led to the development and implementation of tailor-made crime prevention intervention strategies in coordination with authorities and civil society;
- Life skills training, parenting programmes as well as education efforts at various levels that have made young people and their families and communities more resilient; and,
- Support to community-oriented policing initiatives that have helped promote a pro-active and problem-oriented policing.
III. CROSS-CUTTING COMMITMENTS: CATALYSTS FOR CHANGE

1. Flexible multi-country collaboration, including along common borders

UNODC will keep acting as an honest broker in the region, more proactively supporting Member States in addressing a wide range of threats posed by transnational organized crime, especially along common borders. Cross-border cooperation initiatives will be fostered, complementing already existing intergovernmental agreements and initiatives such as those spearheaded by the Organization of American States (OAS), the Central American Integration System (SICA), the Caribbean Community and the Southern Common Market (Mercosur). Building on existing experience, these cross-border initiatives will be expanded and amplified, mostly focusing on drug trafficking, human trafficking, smuggling of migrants, trafficking in firearms, wildlife and forestry crimes and illegal mining.

UNODC’s approach for implementing its mandate in each of the four priority investment areas and work streams will incorporate six cross-cutting catalysts for change to enhance the responsiveness, reach and relevance of UNODC’s operations in LAC, while contributing more effectively towards achieving progress under the 2030 Agenda.

1. Improving the understanding of organized crime in Ecuador-Colombia border areas

UNODC is implementing an initiative aimed at supporting detection of and coordinated response against transnational organized crime in the border areas of Colombia and Ecuador. The identification of these areas was based on a geographical analysis of organized crime-related activities (such as drug trafficking), the presence of illegal armed structures and existence of crime-related flows and markets. During the initial phase, a baseline on criminal activities and a needs assessment were established. The second phase, currently on-going, will provide an analysis of the factors transforming the landscape of transnational organized crime, technical information and advice, and a proposed monitoring framework for Ecuador. Throughout the process, activities seek to improve the knowledge of national authorities of the behaviour and trends of transnational organized crime, develop technical and scientific evidence for effective monitoring of criminal activities, and build a coordinated response to address organized crime across the border areas.
Beyond common borders, multi-country collaboration and South-South exchange within the region will be expanded, including in areas where such cooperation already exists, such as monitoring drug trafficking trends, asset recovery, mutual legal assistance and prosecutor networks. This collaborative approach will also be advanced in other areas of common regional concern, such as combating corruption, prison reform, youth crime prevention, drug use prevention, treatment and care, gender-based violence, wildlife and forest crime, cybercrime and non-psychoactive substances trafficking. Overall, a key focus will be the collection and sharing good practices to inform policy and programme formulation, networking and capacity-building initiatives, and the production and dissemination of technical manuals, guides and tools.

**Collaboration between UNODC offices in Colombia and Bolivia**

UNODC in Colombia has accumulated solid experience in the field of analysis and research of drug trafficking trends and has developed effective strategies for conducting exercises focused on achieving indicators of production, efficiency, use of chemical substances, and market of derivatives of the coca. Based on this experience, support was provided to the office in Bolivia in related areas, including:

- the development of a methodology to determine the yield factor of coca crops, based on information collected through surveys and harvest tests performed;
- suggestions to improve the statistical processes for data collection and analysis;
- a proposal for the development of a database compiling information on seizures and final disposal of chemical substances used in the cocaine production and refining chain; and,
- review and improvement of experimental study exercises on the extraction and refinement processes of coca and cocaine, as well as the conversion of coca alkaloids.

**Research and evidence-based initiatives**

UNODC's data collection, monitoring, research, evaluation and good practices work is already well-established and highly valued throughout the region. Moving forward, making the best use of existing evidence to inform future technical assistance in a wide range of priority areas identified by governments and stakeholders in the region for future implementation will continue to be a foundational principle.
The UNODC-INEGI Center of Excellence on Statistical Information in Mexico

The UNODC-INEGI Center of Excellence on Statistical Information on Government, Crime, Victimization and Justice was established in 2010 and soon became a regional knowledge hub focused on strengthening the statistical capacities of national statistical offices and criminal justice institutions in the region. It promotes the production of data that is fully aligned to international best practices, ultimately aiming at improving people’s wellbeing.

Since its establishment, the Center has worked in 29 countries in the region; trained more than 2,000 public servants; held five international conferences on governance, security and justice statistics; promoted the development of a standardized methodology on victimization surveys adopted by 13 countries in the region; collaborated in the definition of standards such as the International Classification of Crimes for Statistical Purposes; and advanced the measurement of organized crime, corruption, business victimization, cybercrime, sexual harassment, and firearms possession.

This successful model has inspired other countries. In 2019, UNODC and Korea Statistics (KOSTAT) established a Centre for Statistics on Crime and Criminal Justice in Asia and the Pacific. Similarly, in 2020 UNODC, UNDP and the National Secretariat on Drug Policy of Brazil established a Center for Illicit Drug Supply Reduction.

UNODC will emphasize innovative research including strengthening the monitoring of illicit crop areas by using machine learning and artificial intelligence algorithms for the analysis of satellite imageries, using new instruments such as acoustic monitoring for the real-time detection of illegal forest and mining activities, and green financing for alternative development, and by enhancing the use of big data for real-time information.

UNODC will also continue to strengthen ongoing efforts to monitor activities linked to cocaine manufacture and processing of cocaine products in the region, including in transit and so-called “consumer” countries, by means of dedicated data collection on sites where such activities occur, and will further aim to strengthen the ability of countries in the region to collect, report and analyse such data. It will also support countries to implement innovative methodologies to monitor illicit mining and estimate the full scope of the trafficking in persons.

Efforts will also be made to produce analytical research on the specific impact of drug control and criminal justice policies on security, health, corruption and development. Where possible, investments in data collection, monitoring, research, selection of indicators, impact assessments, independent evaluation (including aggregation through metasyntheses) and good practices compilation will increase, as they will be key to inform future evidence-based policy formulation and programme design, consolidate trust in UNODC technical assistance, and leverage new funding streams. Finally, opportunities will be sought to strengthen the relationship between monitoring, research and evaluation, to further contribute to making UNODC a learning organisation.
Security must be approached as a development-related multidimensional phenomenon that transcends law enforcement and requires investments in many additional fields, particularly broader crime and violence prevention, as well as criminal justice initiatives such as prison reform and proportionate sentencing laws. A more holistic and multidisciplinary approach to the promotion of security and the prevention of violence and crime is essential to achieve impactful and sustainable results, including a much closer interaction among the different thematic investment areas prioritized in this Strategic Vision.

Understanding that working on the security-development nexus is essential for the implementation of the 2030 Agenda, UNODC will strive to engage more effectively in the security-development nexus programming to help adapt multisectoral initiatives to specific country contexts and help achieve broader development objectives. Efforts will also be made to communicate the positive impact on development and security achieved by addressing UNODC’s mandated areas. Where possible, governments will be supported to engage and promote impact at the local level and to reach the more distant and vulnerable communities, including indigenous populations.

A key principle that will continue to guide UNODC’s operations is the promotion of human rights, gender equality and the empowerment of youth, with emphasis on inclusive approaches. A particular focus on inclusion and anti-discrimination, addressing structural impediments for indigenous groups and people in vulnerable situations will support the advancement of human rights. In addition, the rights of people who need access to essential drugs for palliative care or to drug use disorder treatment services will be promoted.

Investments to address violence against women as well as the high risks of violence faced by persons of diverse gender identification and sexual orientation will be sought and accelerated. Similarly, initiatives aimed at preventing crime and violence, especially amongst youth, will be promoted.

Finally, UNODC will actively promote actions to increase representation, including at the managerial and senior level, of women into law enforcement and criminal justice agencies. UNODC will also promote gender parity among senior personnel serving in the LAC region.
In line with the global strategy, UNODC will lead or join a new generation of multi-dimensional partnerships to address and counter more effectively the rapidly evolving and inter-related challenges connected with its mandates. It will aim at increasing its influence and the relevance of its mandates by forging broader and deeper partnership arrangements with relevant stakeholders, including other UN entities, international financial institutions, as well as public institutions, parliaments, the private sector, civil society and academia.

UNODC mandates and technical expertise are considered highly relevant by UN entities in the region to achieve progress under the 2030 Agenda. To capitalize on this, a more active, incisive and consistent involvement with UN entities will be promoted, both at the regional level with the United Nations Sustainable Development Group (UNSDG), the United Nations Development Coordination Office (UNDCO) and ECLAC, and at the national level through the UN Country Teams (UNCTs), including through joint programming and participation in Common Country Analyses (CCAs), Sustainable Development Cooperation Frameworks (UNSDCFs), thematic working groups and similar venues.

UNODC will also seek further alignment, engagement and joint approaches with strategic organizations and key processes at the regional level, such as OAS, IDB, SICA, CARICOM, the Union of South American Nations, Mercosur and the Pacific Alliance, among others.

In addition, UNODC will engage more actively with institutions that specialize in conducting research focusing on subjects such as the flow of proceeds of drug trafficking, cybercrime, criminalization of migration, and violence against women. Deeper partnership arrangements will be forged to work in key areas such as corruption, prison reform, migrant smuggling and human trafficking, firearms trafficking, joint programme evaluation, drug use surveys, among others.

Academic and scientific communities will play a key role in the development of joint research and analyses, intervention models, manuals and tools. Civil society organizations will remain partners of choice for knowledge and local delivery capacity when addressing inter-disciplinary issues involving UNODC mandates. New partnerships with relevant CSOs will be forged to join advocacy efforts and support training and outreach activities in remote rural areas and difficult-to-reach urban settings in critical fields of work.
Engaging with civil society organizations to promote anti-corruption initiatives

UNODC partnered with CSOs in South America and Mexico to support four initiatives aimed at fast-tracking the implementation of UNCAC and at encouraging civil society organizations to work collaboratively with governments on anti-corruption projects. These include:

- Fundación Ciudadanía y Desarrollo (Ecuador), whose project aimed to improve standards of parliamentary openness in the legislative organs of the region;
- Semillas para la Democracia (Paraguay), whose project objective was to promote transparency in public institutions in synergy with civil society and citizens;
- Transparencia Mexicana (Mexico), whose work sought to systematize experiences in Colombia and Mexico for monitoring and follow up and to oversee public procurement processes during the COVID-19 pandemic; and
- Cámara de Industria y Comercio Argentina Alemana (Argentina), which sought to build capacities and awareness of business integrity in small to medium-sized enterprises.

Supporting coffee producers in Bolivia through collaboration with Malongo cafés

This is a joint initiative between the community La Asunta, UNODC and France, to reanimate local coffee exports. After a 15-year hiatus in the local coffee industry, a total of 207 bags—equivalent to 12,420 kilos—of high-quality coffee beans were exported in 2020, resulting in a profit of USD 41,000 for the community. Today, around 600 families from La Asunta work together alongside UNODC in pursuit of an ambitious goal: to regularly export 20 shipping containers worth of coffee to Europe every year, over the next five years. The importer of these high-quality coffee beans is the Malongo company based in Nice, France, famed for its commitment to environmental issues and drive for innovation. By revitalizing the local industry as a viable alternative to surplus coca production, this project is improving the quality of life of coffee producers by providing them with improved access to high-value international markets.

Finally, special attention will be given to engaging with international financial institutions for joint work under grant and loan agreements in areas requiring multi-disciplinary approaches, such as public sector procurement, governance, justice, public security, prevention of social violence, gender equality, youth engagement and life skills, human trafficking, wildlife and forest crimes and illegal mining, and the attendant need for more extensive data collection and research on these subjects.
Recognizing that both the use of digital applications and cybercrime has soared during the COVID-19 pandemic, digital technologies and big data analyses will be leveraged to address challenges in crime prevention and criminal justice broadly, and to facilitate inclusive, transparent and real-time interaction among experts, beneficiaries, stakeholders and implementing partners in diverse geographic locations engaged in programme development, delivery and monitoring.

The development and application of user-friendly digital platforms will be promoted for the purpose of data collection and research, training and education activities, production of technical manuals, guides and toolboxes, as well as for a more visible and effective advocacy of the conventions, mandates and programmatic priorities.

UNODC will also accelerate the implementation of business intelligence for specific use cases, such as law enforcement profiling and forecasting, and anomaly detection in financial transactions to fight money laundering and other economic crimes. In addition, technical assistance to better understand and counter cybercrime, mainstream digital forensics and develop digital applications for crime reporting will be developed and provided as requested.

UNODC Mexico is using an immersive virtual reality methodology to train police officials on due diligence and effective action on gender-based violence against women. By being immersed in a 360 degree real scenario, officials improve decision making and victim assistance actions, analyse the consequences of their actions, and learn about stress management and empathy. Virtual reality is expected to be more effective as officers retain what they have learned for a longer period and more vividly.
IV. TRANSFORMING UNODC IN LAC: LEVELING UP FOR IMPACT

In line with the global UNODC strategy, UNODC in LAC will need to enact some changes to how it is organized to deliver with the objective of maximizing impact. To improve how UNODC implements its mandate and address these organizational changes, the following three key management areas will be enhanced:

1. Optimization of UNODC presence and operations in LAC,
2. Regionalization of thematic approaches and expertise across the four priority investment areas and,
3. Reinvigoration of resource mobilization and communications.

Optimization of UNODC presence and operations in the region

Without detriment to its focus on support at the national level, UNODC will promote a more harmonious, consistent and coordinated regional decision-making progress, capable of meeting the growing demands of stakeholders for increased cross-country collaboration and information sharing and learning, as well as for addressing the multiple and interconnected facets of transnational organized crime, corruption and other relevant areas of work.

Where possible, UNODC will also increase its presence at the country level by deploying new international staff as functional heads of offices, thus increasing the organization’s footprint without requiring additional resources. In selected countries where this is not possible, options will be explored to identify or place a focal point in the UN Resident Coordinator’s Office, to support analysis and provide advice on the implementation of the four priority thematic areas.

In addition, further localization in the region of the provision of financial and administrative services will be explored through a review of existing capacity and decision-making authority. This greater “satellite” local presence will aim at accelerating programme planning and delivery, as well as to adapt more swiftly to changing operational requirements. Efforts will also be made to better equip field offices to administratively manage large programmes with the flexibility and effectiveness expected by governments and funding partners.
Regionalization of thematic approaches, including global and regional initiatives

A more region-specific presence of thematic expertise will be promoted, both through strengthening cross-country collaboration to capitalize on existing expertise as well as through enrolling new experts and/or teams of experts that could be easily deployed across the region. In parallel, "centres of excellence" will continue to be promoted in countries where Field Offices have accumulated recognized specific expertise, such as the UNODC-INEGI Center of Excellence in Mexico, the Regional Anti-Corruption Academy in Central America, and alternative development in Colombia.

This will be accompanied by improved attention to regional and multi-country initiatives, including better understanding and addressing the connections between the four investment areas, enabling governments and stakeholders to better manage evolving international threats. In addition, the following issues will be considered:

- The set-up of more agile mechanisms to develop, carry out and evaluate joint multi-country programmes for more effective cross-border cooperation;
- The promotion and support of existing and new multi-country networks in the region to promote information sharing and help tackle priority cross-country concerns;
- Strengthened and closer collaboration with regional stakeholders and subregional integration entities currently active in North, Central and South America as well as the Caribbean.

A reinvigorated resource mobilization and communications regional plan

Firstly, UNODC will aim at increasing the diversification of its funding sources, in line with the UNODC fundraising plan, to broaden the current donor base, make programmatic funding more predictable, and ensure faster, more effective and at-scale delivery of UNODC technical work at national and multi-country levels. UNODC will aim to increase the extrabudgetary resources provided by its traditional bilateral and multilateral partners in the region, including through global, regional and country programmes, providing them with the local visibility expected as well as engaging them in periodic substantive programme review meetings at the country level.

Secondly, as most countries in the region have middle-income status, UNODC will advocate for increased funding from central and/or local government authorities of host countries. Thirdly, UNODC will develop realistic, long-term strategies to capitalize on untapped financial resources from non-traditional partners in the region, including international financial institutions and the private sector, in joint priority areas of work.

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Finally, efforts will be made to improve UNODC’s approach to strategic communications in the region. These will focus both on behavioural change as a mechanism to promote prevention of crime and violence, as well as on increasing visibility of UNODC activities, highlighting their impact and contribution to transformational changes, promoting awareness of its mandate areas, and disseminating research and technical documents produced.
V. METHODOLOGICAL ANNEX

The consultations and survey conducted with external stakeholders were complemented through a comprehensive and multi-disciplinary internal consultative process which involved inter-divisional and field-focused exercises.

Bilateral consultations

119 bilateral consultations, each approximately 70 minutes long, were held between February and June 2021. Most respondents work in, or cover, the following countries: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Saint Lucia, Suriname, Trinidad and Tobago and Uruguay.

Several respondents do not cover individual countries as such, but rather are concerned with UNODC mandates at the global, regional, or subregional levels.

On the basis of criteria established from the outset, people consulted interact either daily, or frequently, with UNODC field offices in the region and/or directly with substantive offices and global programmes in Vienna. In very few cases, respondents do not interact daily or frequently with UNODC but devote their work to one or more UNODC mandates.

All respondents were selected and approached for interview in consultation with Member States and UNODC Field Offices and headquarters. Consultations were carried out in Spanish, English, Portuguese and French. The distribution of respondents was as follows:

<table>
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<tr>
<th>Stakeholders interviewed</th>
<th>Number</th>
<th>% Share</th>
</tr>
</thead>
<tbody>
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<td>Government officials and autonomous state institutions</td>
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<td>49</td>
</tr>
<tr>
<td>United Nations officials</td>
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<td>16</td>
</tr>
<tr>
<td>External extrabudgetary funding contributors</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Intergovernmental, regional and subregional organizations + IFIs</td>
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<td>7</td>
</tr>
<tr>
<td>Academic, scientific and research communities, CSOs, Private Sector</td>
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<td>12</td>
</tr>
<tr>
<td>Total</td>
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<td>100</td>
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Men 77 65

Women 42 35
External survey

221 stakeholders working in LAC countries participated in an external survey conducted by UNODC to collect their feedback on the organization’s work in the region through an online platform. Most respondents work in, or cover, the following countries: Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, México, Panamá, Paraguay, Peru, Saint Lucia, Uruguay and Venezuela.

Some respondents do not cover individual countries as such, but are concerned with UNODC mandates at the global, or regional, or subregional levels.

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<table>
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<tr>
<th>Participating Stakeholders</th>
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<td>Private Sector</td>
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