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Draft report

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Addendum

Strategic management, budgetary and administrative questions

1. At its 5th meeting, on 22 May 2019, the Commission on Crime Prevention and Criminal Justice considered agenda item 4, which read as follows:

“Strategic management, budgetary and administrative questions:

(a) Work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime;

(b) Directives on policy and budgetary issues for the United Nations crime prevention and criminal justice programme;

(c) Working methods of the Commission;

(d) Staff composition of the United Nations Office on Drugs and Crime and other related matters.”

2. For its consideration of agenda item 4, the Commission had before it the following documents:

(a) Report of the Executive Director on the activities of the United Nations Office on Drugs and Crime ([E/CN.7/2019/2–E/CN.15/2019/2](#));

(b) Note by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime ([E/CN.7/2019/3–E/CN.15/2019/3](#));

(c) Note by the Secretariat containing the draft proposed programme plan and performance information for 2020 ([E/CN.7/2019/11–E/CN.15/2019/13](#)).

3. The Officer-in-Charge of the Division for Management made an introductory statement.



4. The observer for Spain, in his capacity as Co-Chair of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC, reported on the deliberations of the working group.
5. Statements were made by the representatives of Switzerland, Algeria, Japan, the United States, Thailand, China, Colombia and Brazil.
6. The observers for Myanmar and Canada also made statements.

A. Deliberations

7. Many speakers expressed appreciation for the work of the open-ended intergovernmental working group on improving the governance and financial situation of UNODC, noting that the working group served as an essential mechanism to enhance the transparency and accountability of the Office and to enable a constructive dialogue between Member States and UNODC.

8. Several speakers commended UNODC for its work, including in the fields of capacity-building, research and analysis, and norm- and standard-setting, and also highlighted the value of the UNODC field office network and its delivery of high-quality operational and technical assistance work. Several speakers expressed support for ongoing United Nations reform efforts, including the reform of the United Nations development system, and encouraged the Office to remain engaged with the reform streams and keep Member States informed about progress and challenges, including at the field level.

9. Several speakers expressed their appreciation for the continued efforts of UNODC and the progress made towards achieving gender parity, in line with the United Nations Office at Vienna/UNODC Strategy for Gender Equality and the Empowerment of Women. Some speakers referred to the Secretary-General's zero-tolerance policy on sexual harassment and stressed the importance of implementing such an approach at UNODC. In line with Article 101 of the Charter of the United Nations, several speakers expressed the need to increase geographical diversity in the staff composition of UNODC, especially in the Professional and higher categories. A number of speakers noted that the representation of developing countries was not adequate and urged UNODC to take appropriate measures to strengthen the representation of unrepresented and underrepresented Member States, while upholding high qualification requirements. Several speakers encouraged the Office to continue disseminating statistics on staff composition, updating its strategies and developing an action plan. One speaker encouraged UNODC to continue working on the implementation of the global human resources strategy 2019–2021. One speaker requested the addition of a standing agenda item on the issue of geographical diversity in the staff composition of the Office to the agenda of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC. One speaker encouraged UNODC to implement the Enabling Environment Guidelines for the United Nations System in support of the Secretary-General's system-wide strategy on gender parity.

10. UNODC was encouraged by several speakers to maintain a close dialogue with Member States and to be more transparent and realistic in developing its budget. Some speakers highlighted the decrease in general-purpose funds and the simultaneous increase in special-purpose funds and encouraged Member States to work together to ensure that the Office had sufficient and stable funding and sustainable resources to fulfil its mandates. UNODC was encouraged to diversify its donor base, including through multi-donor trust funds, and to continue to enhance coordination with other relevant United Nations agencies and other regional and international organizations.

11. Several speakers mentioned the need for a more flexible, broader and more transparent use of programme support cost funds at headquarters and in the field, and encouraged UNODC to provide regular updates to Member States on that matter. It was noted that such an approach would help to maintain the delivery level of UNODC

activities in the field. Reference was also made to the need for closer coordination between headquarters and field offices, in order to promote efficient and effective management and to avoid duplication, as well as to ensure a more integrated programmatic approach to enhance impact.

12. A speaker expressed the view that clear standards on the application of full cost recovery should be applied and consensus sought from the donors in that regard, as those costs remained high, which adversely affected the implementation of projects. The speaker also noted that programme support costs should not become a source of income for entities of the United Nations system, but rather, should be used to reduce the administrative costs of the projects from which they originated. UNODC was encouraged to continue to promote an organizational culture of results-based management, including through the use of evaluation mechanisms.

13. It was noted that new mandates and reporting requirements for UNODC should go hand in hand with the provision of additional resources. With regard to the work of the Commission, one speaker encouraged Member States to consider a follow-up mechanism for resolutions adopted by the Commission, in order to ensure effective implementation.
