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**Commission on Narcotic Drugs****Fifty-sixth session**

Vienna, 11-15 March 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****Twenty-second session**

Vienna, 22-26 April 2013

Agenda item 3 (a)\*\*

**Strategic management, budgetary and administrative questions: work of the working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime**

**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****Note by the Secretariat***Summary*

The present note has been prepared pursuant to Economic and Social Council decision 2011/258, in which the Council extended the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, as well as Commission on Narcotic Drugs resolutions 52/13, 54/10 and 54/17 and Commission on Crime Prevention and Criminal Justice resolutions 18/3, 20/1 and 20/9. The present note covers the work of the working group between 12 November 2012 and 14 January 2013. Information on the work of the working group in the immediately preceding period can be found in document E/CN.7/2012/12/Add.1-E/CN.15/2012/12/Add.1.

\* E/CN.7/2013/1.

\*\* E/CN.15/2013/1.



## **I. Deliberations**

1. From 12 November to 3 December 2012, the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime held three informal meetings. It continued to consider issues under the items of the agenda as approved by the Economic and Social Council in its decision 2011/258 and by the Commission on Narcotic Drugs in its resolution 52/13 and the Commission on Crime Prevention and Criminal Justice in its resolution 18/3 and in accordance with the terms of reference annexed to those resolutions, as well as with the provisions contained in Commission on Narcotic Drugs resolutions 54/10 and 54/17 and Commission on Crime Prevention and Criminal Justice resolutions 20/1 and 20/9.

2. At the meeting of the working group held on 12 November 2012, representatives of the Independent Evaluation Unit presented the work that had been undertaken in response to the identified need to strengthen the evaluation culture at the United Nations Office on Drugs and Crime (UNODC). The core objectives were: to establish an operationally independent, effective and sustainable evaluation function; to advocate, institutionalize and implement evaluation principles; and to use the evaluation function in decision-making and future-planning at UNODC. Participants stressed the need for UNODC to further reach out to Member States, to involve them in individual evaluations, in evaluation processes and in the definition of performance indicators. A presentation was made on the soon-to-be-launched regional programme for Southern Africa, focusing on crime prevention, countering organized crime and addressing drug-related HIV/AIDS issues. Specific aspects included underlining the connection between development and crime, improving border management and cross-border cooperation, and linking the region to interregional and global efforts to fight crime. The Chief of the Conference Management Service of the United Nations Office at Vienna made a presentation on the digital recording of proceedings of meetings of intergovernmental bodies. While welcoming the use of new technologies, participants were of the view that digital recordings should supplement, not replace, written records, as an additional service rendered by the Conference Management Services with no cost implications.

3. The meeting was resumed on 19 November 2012 for the purpose of considering the sub-item on the UNODC fundraising strategy for the period 2012-2015. The Chief of the Financial Resources Management Service referred to the key building blocks of the UNODC fundraising strategy: to increase the resource base of the regular budget; to define a list of UNODC core functions; to create a benchmark framework for core funding; to adopt an institutional process for core resource planning; and to standardize and align the system of full cost recovery for direct costs for technical assistance activities. He also noted that it would be very helpful if Member States and governing bodies became more actively engaged in the biennial consolidated budget process, including in the subsequent funding of its special-purpose part. An annual appeal mechanism could be very useful for setting priorities for resource allocation, which would enhance predictability and planning. One of the main concerns of UNODC was the issue of core resourcing, in light of the downward trend in general-purpose funds. Participants noted that the prioritization management issue was key. Overall, participants agreed that UNODC should continue advising the working group on the

subjects of full cost recovery and use of core funding. The view was expressed that the working group, while dealing with fundraising issues, could discuss matters such as the update of guidelines for general-purpose funds and the development of standards for reporting and of means to facilitate soft earmarking. The Co-Chair introduced for consideration by the working group a preliminary version of a statement by the Co-Chairs, which was to serve as a basis for discussions at the reconvened sessions of the Commissions in December 2012 to advance consideration of the review of the functioning of the working group by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in 2013.

4. At the meeting held on 3 December 2012, the Deputy Executive Director of UNODC recalled that the combined income from the regular budget and general-purpose funding, relative to the overall UNODC budget, had declined over the past 10 years, and that, in order to resolve that situation, UNODC would try and implement a system of levying direct and indirect costs from technical assistance projects and programmes. Participants reiterated the need for UNODC to define core functions and their costing, and for the working group to continue discussing how the necessary core funds could be sustainably raised. If the mandate of the working group was extended beyond the first half of 2013, then matters such as the update of guidelines for general-purpose funds and the development of standards for reporting and of means to facilitate soft earmarking could be discussed. The Deputy Executive Director welcomed the possibility for UNODC to pursue integrated programming in partnership with Member States and the working group, with the view to mobilizing resources and bridging the gap between the approval of the consolidated budget and its funding, given that nearly 90 per cent of funding came from voluntary contributions. Sustainable mechanisms should be found for transparent annual performance reports, and an annual appeal for funding could reduce hard earmarking and facilitate soft earmarking. The working group resumed consideration of the statement of the Co-Chairs that had been introduced at the meeting on 19 November 2012. One delegation read out a position paper of the Group of 77 and China on the review of the functioning of the working group to be considered by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice in 2013. The Chief of the Terrorism Prevention Branch of UNODC provided an overview of the thematic programme on terrorism prevention for the period 2012-2015, highlighting aspects of the programme such as the promotion of a criminal justice response to victims of terrorism; countermeasures against the use of the Internet for terrorist purposes; transport-related terrorism offences; chemical, biological, radiological and nuclear terrorism; and the financing of terrorism. Cooperation within UNODC had been strengthened, as had cooperation with the Counter-Terrorism Implementation Task Force and the Counter-Terrorism Committee Executive Directorate of the United Nations Security Council. The provisional programme of the work of the working group for January and February 2013 was agreed upon.

5. At the meeting held on 14 January 2013, the Chief of the Human Resources Management Service made a presentation on measures to improve gender balance at the senior level within UNODC, as well as measures to improve work-life balance, following up on recommendation 11 of the report of the Joint Inspection Unit entitled "Review of management and administration in the United Nations Office on Drugs and Crime" (JIU/REP/2010/10). Participants appreciated the advances made

by UNODC to improve the gender balance in the Office, and the commitment of the Executive Director to the issue. Discussion was resumed on the UNODC fundraising strategy for 2012-2015, and it was suggested that the integrated programme approach continue to be examined by the Group in connection with fundraising. The working group agreed that the statement by its Co-Chairs, read out at the reconvened sessions of the Commissions in December 2012 and reflected in their respective reports, could serve as a first basis for preparing the review of its functioning by the Commission on Narcotic Drugs at its fifty-sixth session and by the Commission on Crime Prevention and Criminal Justice at its twenty-second session. At a formal meeting to be held on 1 February, the working group would envisage advancing this matter further as part of its consideration of possible recommendations for submission to the Commissions at the first part of their sessions in 2013.

## **II. Organizational and administrative matters**

6. Under the guidance of the Co-Chairs, Maria Oyeyinka Laose (Nigeria) and Ignacio Baylina Ruíz (Spain), the working group held three informal meetings during the reporting period, on 12 and 19 November and on 3 December 2012. Further informal meetings were scheduled for 14 January and 11 February 2013. Pursuant to Commission on Narcotic Drugs resolution 54/10 and Commission on Crime Prevention and Criminal Justice resolution 18/3, a formal meeting of the working group would be held on 4 February 2013.

7. The statement by the Co-Chairs of the working group (E/CN.7/2012/CRP.9-E/CN.15/2012/CRP.7), referred to above, was finalized at the meeting on 3 December 2012 and was made available to the joint meeting of the reconvened fifty-fifth session of the Commission on Narcotic Drugs and the reconvened twenty-first session of the Commission on Crime Prevention and Criminal Justice on 6 December 2012. Pursuant to the recommendation made by the respective extended bureau meeting, the statement was read out by one of the Co-Chairs during the joint meeting, and both the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice decided to include the statement in the report on their reconvened session.

8. The Secretariat continued to provide documents and information to the working group by electronic means and in hard copy, including through a web page accessible to the public ([www.unodc.org/unodc/en/commissions/wg-governance-finance-2.html](http://www.unodc.org/unodc/en/commissions/wg-governance-finance-2.html)) and a secure web page for Member States ([www.unodc.org/missions/en/wggf/index.html](http://www.unodc.org/missions/en/wggf/index.html)), set up and maintained by the Secretariat for the use of the working group.