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**Strategic management, budgetary and administrative questions: directives on policy and budgetary issues for the drug programme of the United Nations Office on Drugs and Crime**

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Item 3 (b) of the provisional agenda\*  
**Strategic management, budgetary and administrative questions: directives on policy and budgetary issues for the United Nations crime prevention and criminal justice programme**

## **Implementation of the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime**

### **Report of the Executive Director**

#### *Summary*

The present report identifies adjustments to the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime (UNODC) (E/CN.7/2019/14-E/CN.15/2019/16) and provides information on the impact of the coronavirus disease (COVID-19) pandemic. The report also provides information on the allocation of programme support cost funds, the review of the funding model of the Office, the implementation of the United Nations reform initiatives and action taken to address the recommendations of the Advisory Committee on Administrative and Budgetary Questions, as requested by the Commission on Narcotic Drugs in its resolution 62/9 and by the Commission on Crime Prevention and Criminal Justice in its resolution 28/4.

The budget for special-purpose funds has been revised to \$568.6 million, reflecting more prudent delivery estimates for 2020 of \$267.4 million (initial budget of \$369.9 million) and for 2021 of \$301.1 million (initial budget of \$328.0 million), mainly as a result of the COVID-19 pandemic. The amount of \$568.6 million corresponds to an overall decrease of \$129.3 million compared with the aggregate amount of \$697.9 million endorsed by the Commission on Narcotic Drugs in its resolution 62/9 and by the Commission on Crime Prevention and Criminal Justice in its resolution 28/4. The estimates for programme support cost funds have been decreased by \$5.0 million to a total of \$52.0 million, owing to recosting of \$0.8 million, savings of \$5.6 million and additional requirements of \$1.4 million. Cost saving measures were put in place to achieve a balanced budget against decreased income projection. However, a deficit of \$1.5 million is still foreseen. The amount initially approved for general-purpose funds of \$8.4 million is maintained.

\* E/CN.15/2020/1/Rev.1.



## Contents

	<i>Page</i>
I. Introduction . . . . .	3
II. Overview of the financial situation of the United Nations Office on Drugs and Crime . . . . .	3
III. United Nations development system reform. . . . .	4
IV. Detailed results and activities during the first 12 months of the biennium . . . . .	6
A. Revised cost estimates for the biennium 2020–2021. . . . .	6
B. Review of the funding model of the United Nations Office on Drugs and Crime . . . . .	11
C. Cost-saving measures. . . . .	11
D. Fund balances. . . . .	12
V. United Nations management reform . . . . .	13
VI. Conclusions. . . . .	15
 Annexes	
I. Allocation of special-purpose voluntary contributions in the bienniums 2018–2019 and 2020–2021 . . . . .	16
II. Programme of work funded from special-purpose voluntary contributions in the bienniums 2018–2019 and 2020–2021 . . . . .	19
III. Revised resource projections for the biennium 2020–2021 . . . . .	21
IV. Financial position . . . . .	22
A. Fund of the United Nations International Drug Control Programme . . . . .	22
B. United Nations Crime Prevention and Criminal Justice Fund . . . . .	24
V. Action taken to address the relevant recommendations of the Advisory Committee on Administrative and Budgetary Questions . . . . .	26
VI. Draft resolution on the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs . . . . .	30
VII. Draft resolution on the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice . . . . .	32

## I. Introduction

1. The Commission on Narcotic Drugs, at its sixty-second reconvened session, adopted resolution 62/9, entitled “Budget for the biennium 2020–2021 for the Fund of the United Nations International Drug Control Programme”, in which it approved the projected use of general-purpose funds in the biennium 2020–2021 for the Fund of the United Nations International Drug Control Programme, endorsed the estimates for special-purpose funds for 2020–2021 and programme support cost funds for 2020 and decided to review the allocation of programme support cost funds for 2021 during its reconvened session in 2020. The Commission on Crime Prevention and Criminal Justice, at its twenty-eighth session, adopted a mirror resolution entitled “Budget for the biennium 2020–2021 for the United Nations Crime Prevention and Criminal Justice Fund” (resolution 28/4) for the United Nations Crime Prevention and Criminal Justice Fund.

2. The primary purpose of the present report is to inform Member States about the status of implementation, the impact of the coronavirus disease (COVID-19) pandemic and related adjustments to the consolidated budget for the biennium 2020–2021. The report also provides information on the allocation of programme support cost funds, the review of the funding model of the United Nations Office on Drugs and Crime (UNODC), United Nations reform initiatives and actions taken to address the recommendations of the Advisory Committee on Administrative and Budgetary Questions. An overview of the revised estimates for the biennium 2020–2021 is presented in tables 1 to 6. Information on performance by theme, region and division is provided in annex I.

3. The present report does not provide information on the adjustments to the funding of UNODC from the regular budget of the United Nations, as that information will be presented in the proposed programme budget for 2021 for approval by the General Assembly in December 2020.

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

4. Table 1 presents a summary of mid-biennium projections.

Table 1  
Summary of revised estimates for the biennium 2020–2021  
(Millions of United States dollars)

	<i>General-purpose funds</i>		<i>Special-purpose funds</i>		<i>Programme support cost funds for UNODC</i>	
	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Approved budget</i>	<i>Revised estimates</i>
Fund balance at start of biennium <sup>a</sup>	7.7	19.0	635.6	728.4	16.6	31.4
A. Income <sup>b</sup>	8.8	9.0	571.4 <sup>c</sup>	502.1 <sup>c</sup>	57.5	50.6
B. Expenditure	(8.4)	(8.4)	(697.9)	(568.6)	(57.0)	(52.0)
<b>Excess (shortfall) (A+B)</b>	<b>(0.4)</b>	<b>0.6</b>	<b>(126.5)</b>	<b>(66.5)</b>	<b>0.5</b>	<b>(1.5)</b>
<b>Fund balances at end of biennium</b>	<b>8.2</b>	<b>19.7</b>	<b>509.1</b>	<b>661.9</b>	<b>17.2</b>	<b>30.0</b>

<sup>a</sup> Revised estimates for the fund balance reflect accumulated surpluses as per UNODC financial statements for the year 2019.

<sup>b</sup> Revised income estimates are net of other income.

<sup>c</sup> For special-purpose funds, the income is adjusted by the programme support cost income for UNODC, net of programme support paid to implementing partners.

5. General-purpose (unearmarked) income levels continue to raise serious concerns about medium-term sustainability. The current projected income of \$9.0 million reflects a slight increase of \$0.2 million compared with the consolidated budget, owing to increased contributions from Luxembourg, Germany and the Republic of Korea. General-purpose funds constitute a mere 1.6 per cent of extrabudgetary contributions. This, coupled with tight earmarking of special-purpose contributions, hinders the ability of UNODC to strategically manage its operations, improve upon its management processes, exercise effective corporate oversight, fund key activities and launch new initiatives and programmes. In view of the low level of general-purpose fund income, the budget of \$8.4 million has been maintained. While this budget provides limited core funding for research, the New York liaison Office, normative work and support for some field offices, it requires prudent management. UNODC continues to count on the support of Member States for increased unearmarked contributions to ensure the solvency of the general-purpose fund.

6. Special-purpose income has been adjusted downward by \$76.3 million, to a total of \$552.7 million (gross of programme support income of \$50.6 million). The outbreak of the COVID-19 pandemic had significant implications for programme delivery and resulted in revised estimates of \$568.6 million for 2020-2021, a decrease of \$129.3 million compared with the initial budget. The downward revision reflects a decreased delivery of \$267.4 million in 2020 (a decrease of 27.7 per cent compared with the initial budget of \$369.9 million) and a decreased delivery of \$301.1 million in 2021 (a decrease of 8.2 per cent compared with the initial budget of \$328.0 million for 2021). To adjust to this unprecedented situation, in addition to closely monitoring programme delivery, UNODC reviewed activities, issued policy briefs and research papers and coordinated with donors and national beneficiaries regarding the dates for events, training courses, meetings and other activities, including organizing activities by virtual means. Communication was prioritized: a dedicated website was set up and web stories, video content and opinion pieces were issued. UNODC also reviewed mitigation measures to support implementation at headquarters and in the field.

7. As a result of the COVID-19 pandemic and the decrease in programme implementation, the Office may face a potential deficit (income/expenditure) under programme support cost funds. Programme support cost income, a derivative of programme execution, has been adjusted downward by \$6.9 million to a total of \$50.6 million. To mitigate the decrease in income, the Office has put in place cost saving measures, and expenditure projections have been decreased from the initial budget of \$57.0 million to \$52.0 million. The implementation of the programme support cost budget will have to be monitored carefully throughout 2020-2021, as a deficit of \$1.5 million is being projected at biennium end.

### **III. United Nations development system reform**

8. The reform of the United Nations development system introduced by the Secretary-General in 2017 has transformed the system in a far-reaching manner, guided by the priority of improving support for Member States in their implementation of the 2030 Agenda for Sustainable Development and, more specifically, by General Assembly in its resolutions [71/243](#) and [72/279](#). Following the launch in January 2019 of the new resident coordinator system, which covers 162 countries, resident coordinators are now fully dedicated to ensuring that the United Nations system can provide coherent and holistic solutions to priority issues as identified by the host country. Resident coordinators have a direct reporting line to the Secretary-General, allowing for the rapid escalation of policy issues, strengthened independence and analytical capacities in their offices, backstopped by the recently established Development Coordination Office.

9. In 2019–2020, UNODC took concrete measures to implement the reform initiatives, both strengthening cooperation with United Nations country teams and participating in the development and roll-out of the United Nations Sustainable Development Cooperation Framework. UNODC also worked with Development

Coordination Office to enhance results-based management, including planning, monitoring and reporting on progress made towards the Sustainable Development Goals. As an active member of the United Nations Evaluation Group, UNODC participated in the development of a United Nations Sustainable Development Group policy for system-wide evaluations.

10. The reform has brought new tools and platforms to support the resident coordinator system, enhance accountability and enable new funding approaches. A funding compact between the United Nations development system and Member States, extensive guidance provided to country teams on the United Nations Sustainable Development Cooperation Framework, a country-level management and accountability framework and the Joint Policy Fund to Advance the 2030 Agenda through Integrated Policy were among the most important deliverables. United Nations country teams are making increased use of joint communications, common business operations and the greater collective mainstreaming of norms and principles.

11. The roll-out of cooperation frameworks is progressing as planned, with 12 frameworks launched in 2019, 16 launched in 2020 and 35 planned for 2021. A dashboard on the implementation status of cooperation frameworks is available on the Sustainable Development Goal website. UNODC supported the development sustainable cooperation framework guidance, actively participates in common country analyses by providing data and carrying out impact assessments in mandate areas and has been engaged in 47 new sustainable development cooperation frameworks. UNODC is represented in 75 per cent of all cooperation frameworks, either by being physically present or through participation at the regional level.

12. UNODC has built on the significant operational success achieved in 2019 through the deployment of a surge capacity to priority contexts, increasing coordination and providing expertise in Ecuador, Ethiopia, Haiti, Guinea-Bissau, Indonesia, Iraq and Mozambique, as well as at Headquarters in New York, enhancing its role in support of system-wide responses and gaining recognition from United Nations and governmental partners as an active player in the reform context. By facilitating inter-agency coordination and information exchange and contributing to the provision of integrated multi-agency technical assistance and joint programming under the leadership of the resident coordinators, in several cases based on a clear request and identified need for sustained support, the surge led to increased programme volume and sustainability of the engagements.

13. With the Sustainable Development Goals as the ultimate guide, 22 United Nations development system entities, including UNODC in a co-facilitator role, developed common methodologies for planning and reporting on results, taking important steps to harmonize approaches, definitions and indicators. Furthermore, UNODC established a global Sustainable Development Goal community of practice, which serves as a helpdesk and maintains an online repository of development system reform information. UNODC also coordinated its expertise across divisions and geographic locations to successfully participate in Joint Policy Fund to Advance the 2030 Agenda through Integrated Policy funding calls. It received funding for activities in Kyrgyzstan and Turkmenistan, where it is working on social protection in relation to anti-corruption and crime prevention, and in Cape Verde, Mexico and Uzbekistan, where it is working on Sustainable Development Goal financing and supporting new integrated national financing frameworks.

14. The COVID-19 pandemic has become the first serious test for the new United Nations development system. Very swiftly, the United Nations Sustainable Development Group provided collective leadership to respond to COVID-19 as a development emergency, complementing the health and humanitarian responses. Resident coordinators, who are overseeing the country-level implementation of the Global Humanitarian Response Plan, the Strategic Preparedness and Response Plan for COVID-19 and the United Nations Framework for the Immediate Socioeconomic Response to COVID-19, with its country team socioeconomic response plans, are at the forefront of the coordinated, multi-agency, multisectoral approach required to face

the crisis. The UNODC response to the COVID-19 pandemic is fully aligned with those plans, especially through its participation in developing and implementing socioeconomic response plans in 46 countries.

15. With funding from the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund, UNODC is working jointly with development system entities in El Salvador, the Lao People's Democratic Republic, Uzbekistan and Viet Nam, supporting health preparedness and surge capacities at border crossings; mitigating the social impact of COVID-19 on vulnerable groups; improving COVID-19 management within the penitentiary system; and strengthening governmental capacity to provide inclusive service delivery to the most vulnerable. On 9 July 2020, the Executive Director of UNODC addressed resident coordinators and country team members in a webinar focusing on vulnerable groups on the issue of violence against women and children and the situation of people who use drugs and people in prison settings.

16. Two years after Member States approved ambitious reforms, the United Nations development system is better positioned to accompany countries in overcoming the large-scale human crisis related to COVID-19. The United Nations Sustainable Development Group has come together around a comprehensive response framework, supported by a dedicated inter-agency funding mechanism. Independent resident coordinators can pull together United Nations assets and partnerships to respond to the pandemic, while staying firmly focused on the promises of the 2030 Agenda. For UNODC, active involvement in development system reform processes at all geographic and thematic levels has been a priority since the launch of the reform and in the COVID-19 response. Relying on budgetary resources made available during the biennium 2018–2019 and on staff trained in the development of sustainable development cooperation frameworks, the Office was able to project its added value in areas where its mandates reflected key government priorities that were crucial to support sustainable development. The way ahead remains complex, not least in terms of implementing the reform at the regional level, sustainably funding the resident coordinator system and delivering on promised efficiencies. With the continued support of Member States, UNODC will continue to play an active role as part of a more responsive and integrated United Nations development system.

## IV. Detailed results and activities during the first 12 months of the biennium

### A. Revised cost estimates for the biennium 2020–2021

17. The revised estimates for all funds, showing the main determining factors and adjustments by year, are presented in tables 2 and 3 and in annex II.

Table 2

#### Revised expenditure estimates for the biennium 2020–2021

(Millions of United States dollars)

	<i>Approved budget, 2020–2021</i>	<i>Adjustment of costing factors<sup>a</sup></i>	<i>Recosted budget 2020–2021</i>	<i>Saving measures</i>	<i>Proposed increases/ (decreases)</i>	<i>Revised estimates, 2020–2021</i>
<b>A. General-purpose funds</b>						
Post	5.7	–	5.7	(0.4)	–	5.3
Non-post	2.7	–	2.7	(0.1)	0.5	3.1
<b>Subtotal</b>	<b>8.4</b>	<b>–</b>	<b>8.4</b>	<b>(0.5)</b>	<b>0.5</b>	<b>8.4</b>
<b>B. Special-purpose funds</b>						
Drug programme	338.3	–	338.3	–	(101.8)	236.6

	<i>Approved budget, 2020–2021</i>	<i>Adjustment of costing factors<sup>a</sup></i>	<i>Recosted budget 2020–2021</i>	<i>Saving measures</i>	<i>Proposed increases/ (decreases)</i>	<i>Revised estimates, 2020–2021</i>
Crime programme <sup>b</sup>	359.6	–	359.6	–	(27.6)	332.0
<b>Subtotal</b>	<b>697.9</b>	<b>–</b>	<b>697.9</b>	<b>–</b>	<b>(129.3)</b>	<b>568.6</b>
<b>C. Programme support cost funds</b>						
Post	44.7	(0.8)	43.9	(4.0)	(0.3)	39.5
Non-post	12.3	–	12.3	(1.6)	1.7	12.5
<b>Subtotal</b>	<b>57.0</b>	<b>(0.8)</b>	<b>56.2</b>	<b>(5.6)</b>	<b>1.4</b>	<b>52.0</b>
<b>D. Regular budget<sup>c</sup></b>	<b>44.5</b>	<b>–</b>	<b>44.5</b>	<b>–</b>	<b>–</b>	<b>44.5</b>
<b>Total</b>	<b>807.8</b>	<b>(0.8)</b>	<b>807.0</b>	<b>(6.0)</b>	<b>(127.5)</b>	<b>673.6</b>

<sup>a</sup> Adjustments for exchange rate, inflation, standard costs and vacancy rates following approval of revised rates by the General Assembly in December 2019.

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

<sup>c</sup> Including regular budget resources as approved under sections 16 and 23 of the programme budget for 2020 and set out in sections 16 and 23 of the proposed programme budget for 2021.

Table 3  
**Revised expenditure estimates by years: 2020 and 2021**  
(Millions of United States dollars)

	2020			2021		
	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Percentage increase (decrease)</i>	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Percentage increase (decrease)</i>
<b>A. General-purpose funds</b>	<b>4.2</b>	<b>3.9</b>	<b>(6.4)</b>	<b>4.2</b>	<b>4.5</b>	<b>6.1</b>
<b>B. Special-purpose funds</b>						
Drug programme	174.5	111.9	(35.9)	163.8	124.7	(23.9)
Crime programme	195.4	155.5	(20.4)	164.2	176.5	7.5
<b>Subtotal</b>	<b>369.9</b>	<b>267.4</b>	<b>(27.7)</b>	<b>328.0</b>	<b>301.1</b>	<b>(8.2)</b>
<b>C. Programme support cost funds</b>	<b>28.5</b>	<b>26.3</b>	<b>(7.7)</b>	<b>28.5</b>	<b>25.7</b>	<b>(9.7)</b>
<b>D. Regular budget</b>	<b>22.0</b>	<b>22.6</b>	<b>2.7</b>	<b>21.3</b>	<b>22.0</b>	<b>2.9</b>
<b>Total</b>	<b>424.5</b>	<b>320.2</b>	<b>(24.6)</b>	<b>382.1</b>	<b>353.3</b>	<b>(7.5)</b>

### Special-purpose funds

18. Programme delivery is projected at \$568.6 million, a decrease of \$129.3 million (18.5 per cent) compared with the initial budget of \$697.9 million. The lower projected delivery in 2020 of \$267.4 million reflects a decrease of 27.7 per cent compared with the initial budget of \$369.9. For 2021, a lower delivery of \$301.1 million is projected, a decrease of 8.2 per cent compared with the initial budget of \$328.0 million. In view of the evolution of the COVID-19 pandemic and the different stages of its development throughout the world, programme delivery is being closely monitored.

19. The decrease in biennial programme projections reflects mainly lower delivery in Latin America and the Caribbean (with a revised amount of \$129.9 million, compared with an initial estimate of \$249.1 million), due to reduced project activities on alternative development funded by the Government of Colombia, globalization of the integration programme in Mexico and slower than planned implementation of the criminal procedure reform in Panama, as a result of COVID-19 pandemic restrictions and reduced or delayed contributions from Member States. A new project on the strengthening of Colombian institutional capacities to fight against illegal deforestation started in Colombia in 2020.

20. For Africa and the Middle East, projections reflect a decrease of \$17.4 million in programme delivery (with a revised amount of \$91.0 million, compared with an initial estimate of \$108.4 million) mainly due to the postponement of activities under the Better Migration Management programme in the Arab region and countering transnational organized crime and illicit trafficking in Eastern Africa as well as to slower implementation of the project on response to drugs and related organized crime in Nigeria as a result of COVID-19 pandemic restrictions.

21. Regional projections for South Asia, East Asia and the Pacific, West and Central Asia and Europe remain at levels similar to those in the initial 2020–2021 budget, with some changes projected for individual country and regional programmes in those regions.

22. Programme projections for global programmes managed from headquarters (Vienna) reflect an increase of \$9.3 million (with a revised amount of \$257.1 million, compared with an initial estimate of \$247.8 million), mainly as a result of higher programme implementation of the project on countering transnational illicit arms trafficking and the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism. Details on the allocation of special-purpose voluntary contributions by geographical region and thematic area are provided in annex I.

### Programme support cost funds

23. Programme support cost estimates have decreased to \$52.0 million, reflecting adjustments for costing factors of \$0.8 million, corporate savings of \$5.6 million (further explained in table 7) and additional requirements of \$1.4 million. The savings, which are the result of vacancies and delayed recruitment, will enable UNODC to cover provision for legal and counselling support, increased central costs for Umoja (\$1.3 million), immediate requirements in the area of research, trend analysis and forensics (\$0.1 million) and the redeployment of resources from operations at headquarters to field offices (\$0.2 million).

Table 4

### Programme support cost funds: revised expenditure estimates by main area of work

(Millions of United States dollars)

	<i>Approved budget, 2020–2021</i>	<i>Adjustment of costing factors</i>	<i>Saving measures</i>	<i>Proposed increases/ (decreases)</i>	<i>Revised estimates, 2020–2021</i>
<b>A. Executive direction and management</b>	<b>4.6</b>	–	<b>(0.5)</b>	–	<b>4.1</b>
<b>B. Programme of work</b>					
Countering transnational organized crime	2.0	–	–	–	1.9
A comprehensive and balanced approach to counter the world drug problem	0.3	–	–	–	0.3
Countering corruption	0.6	–	–	–	0.6
Terrorism prevention	0.2	–	–	–	0.2
Justice	–	–	–	–	–
Research, trend analysis and forensics	1.5	–	–	0.1	1.6
Policy support	5.7	–	(0.4)	–	5.3
Technical cooperation and field support (headquarters)	6.9	(0.1)	(0.5)	(0.2)	6.1
Technical cooperation and field support (field offices)	6.7	(0.1)	(0.5)	0.2	6.2
<b>Subtotal, programme of work</b>	<b>23.9</b>	<b>(0.3)</b>	<b>(1.5)</b>	<b>0.1</b>	<b>22.2</b>
<b>C. Programme support</b>					
Division for Management	23.1	(0.5)	(2.8)	–	19.8
Other overarching services <sup>a</sup>	5.5	–	(0.8)	1.3	5.9



	<i>Approved budget, 2020–2021</i>	<i>Adjustment of costing factors</i>	<i>Saving measures</i>	<i>Proposed increases/ (decreases)</i>	<i>Revised estimates, 2020–2021</i>
<b>Subtotal, programme support</b>	<b>28.5</b>	<b>(0.5)</b>	<b>(3.6)</b>	<b>1.3</b>	<b>25.7</b>
<b>Total</b>	<b>57.0</b>	<b>(0.8)</b>	<b>(5.6)</b>	<b>1.4</b>	<b>52.0</b>

<sup>a</sup> Including resources for Umoja, the Board of Auditors and the Office of Internal Oversight Services of the Secretariat.

24. Programme support cost estimates have been adjusted to \$26.3 million in 2020 and to \$25.7 million in 2021. The decrease of \$2.2 (7.7 per cent) million in estimates for 2020 reflects: (a) an adjustment of \$0.4 million for costing factors; (b) savings of \$2.7 million as a result of delayed recruitment and the non-use of the contingency reserve (\$0.5 million); (c) savings of \$0.5 million in Umoja in-person training, travel and office supplies due to the COVID-19 pandemic; (d) an increase of \$0.1 million in temporary assistance to support Member States in combating illicit financial flows related to the proceeds of crime through the development of coherent policy at the national, regional and international level; and (e) an increase of \$1.3 million in central costs for Umoja.

25. In view of the projected decrease in programme support income in 2020–2021 and significant uncertainty as regards the COVID-19 situation, the programme support cost estimates for 2021 have been prudently reduced by \$2.8 million (9.8 per cent). The reduction reflects an adjustment for costing factors (\$0.4 million) and temporary suspension of recruitment (\$2.4 million).

Table 5

**Programme support cost funds: revised expenditure estimates by main area of work by years: 2020 and 2021**

(Millions of United States dollars)

	2020			2021		
	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Percentage increase (decrease)</i>	<i>Approved budget</i>	<i>Revised estimates</i>	<i>Percentage increase (decrease)</i>
<b>A. Executive direction and management</b>	<b>2.3</b>	<b>2.1</b>	<b>(8.4)</b>	<b>2.3</b>	<b>2.0</b>	<b>(15.3)</b>
<b>B. Programme of work</b>						
Countering transnational organized crime	1.0	0.9	(5.7)	1.0	1.0	(1.4)
A comprehensive and balanced approach to counter the world drug problem	0.2	0.1	(16.5)	0.2	0.2	(3.8)
Countering corruption	0.3	0.3	1.1	0.3	0.3	1.1
Terrorism prevention	0.1	0.1	0.3	0.1	0.1	(0.2)
Research, trend analysis and forensics	0.9	0.9	(1.3)	0.6	0.7	14.7
Policy support	2.8	2.6	(6.8)	2.9	2.7	(6.8)
Technical cooperation and field support (headquarters)	3.4	3.0	(12.9)	3.5	3.2	(9.5)
Technical cooperation and field support (field offices)	3.3	2.9	(12.5)	3.4	3.4	(1.7)
<b>Subtotal</b>	<b>12.0</b>	<b>10.8</b>	<b>(9.5)</b>	<b>11.9</b>	<b>11.4</b>	<b>(4.3)</b>
<b>C. Programme support cost funds</b>						
Division for Management	11.4	9.8	(13.7)	11.7	10.0	(14.7)

	2020			2021		
	Approved budget	Revised estimates	Percentage increase (decrease)	Approved budget	Revised estimates	Percentage increase (decrease)
Other overarching services <sup>a</sup>	2.9	3.6	24.2	2.6	2.4	(7.9)
<b>Subtotal</b>	<b>14.2</b>	<b>13.4</b>	<b>(6.0)</b>	<b>14.3</b>	<b>12.4</b>	<b>(13.5)</b>
<b>Total</b>	<b>28.5</b>	<b>26.3</b>	<b>(7.7)</b>	<b>28.5</b>	<b>25.7</b>	<b>(9.8)</b>

<sup>a</sup> Including resources for Umoja, the Board of Auditors and the Office of Internal Oversight Services of the Secretariat.

### General-purpose funds

26. The level of expenditure under general-purpose funds has been maintained at \$8.4 million for the biennium 2020–2021. The savings of \$0.4 million, identified in the areas of policy support (New York Liaison Office) and research as the result of delayed recruitment in 2020, would cover additional requirements for temporary senior expertise relating to the development of the new and emerging crimes and security threats initiatives in 2020 and 2021.

Table 6

### General-purpose funds: revised expenditure estimates by main area of work

(Millions of United States dollars)

	Approved budget, 2020–2021	Adjustment of costing factors	Saving measures	Proposed increases/ (decreases)	Revised estimates, 2020–2021
<b>A. Executive direction and management</b>	<b>0.4</b>	–	–	–	<b>0.4</b>
<b>B. Programme of work</b>					
Countering transnational organized crime	0.5	–	–	–	0.5
Justice	0.4	–	–	–	0.3
Research, trend analysis and forensics	3.5	(0.1)	(0.2)	0.4	3.7
Policy support	1.5	0.1	(0.2)	–	1.4
Technical cooperation and field support (field offices)	2.1	–	–	–	2.1
<b>Subtotal, programme of work</b>	<b>8.0</b>	–	<b>(0.4)</b>	<b>0.4</b>	<b>8.0</b>
<b>Total</b>	<b>8.4</b>	–	<b>(0.4)</b>	<b>0.4</b>	<b>8.4</b>

### Impact by fund

27. For the Fund of the United Nations International Drug Control Programme, the Commission on Narcotic Drugs is requested to endorse revised estimates for special-purpose funds totalling \$236.6 million, reflecting a decrease of \$101.8 million compared with the amount endorsed by the Commission in its resolution 62/9. The Commission is also requested to endorse revised estimates for programme support cost funds of \$26.3 million (a decrease of \$1.9 million) and approve revised estimates for general-purpose funds of \$5.0 million, reflecting an increase of \$0.2 million.

28. For the United Nations Crime Prevention and Criminal Justice Fund, the Commission on Crime Prevention and Criminal Justice is requested to endorse revised estimates for special-purpose funds totalling \$332.0 million, reflecting a decrease of \$27.6 million compared with the amount endorsed by the Commission in its resolution 28/4. The Commission is also requested to endorse revised estimates for programme support cost funds of \$25.7 million (a decrease of \$3.1 million) and approve revised estimates for general-purpose funds of \$3.4 million, reflecting a decrease of \$0.2 million.

## B. Review of the funding model of UNODC

29. As requested by the Commissions in resolutions 62/9 and 28/4, UNODC conducted a review of the use and allocation of programme support cost funds and explored proposals for a more flexible and effective use of programme support cost funds at headquarters and in the field, as appropriate. The purpose of programme support cost funds is to cover indirect costs incurred in support of activities financed from extrabudgetary contributions. Indirect costs are those that cannot be traced unequivocally to specific activities, projects or programmes. These costs are capped at 13 per cent, in accordance with General Assembly resolution 35/217, and are utilized for indirect support in the following categories: central administration, central programme/departmental administration, other internally and externally provided services (including Secretariat initiatives) and departmental programme services. UNODC also reviewed the application of the Secretariat policy on programme support cost funds in other Secretariat entities, including entities at Headquarters, the Office for the Coordination of Humanitarian Affairs, the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat), and concluded that all Secretariat entities follow similar principles: programme support cost funds are used primarily to cover corporate indirect support areas (central administration, internal and external oversight and Organization-wide initiatives), with a smaller portion allocated to substantive offices for services supporting the entire institution (departmental programme services such as central planning, resource mobilization, donor relations, monitoring, evaluation, reporting and programme development) and to central programme/departmental administration.

30. The review of the use and allocation of programme support cost funds should also encompass the other extrabudgetary sources of funding of UNODC, namely, general-purpose funds and special-purpose funds, which represent 1.3 per cent and 90.4 per cent of the extrabudgetary resources of UNODC. The budget for programme support cost funds represents only a fraction (8.3 per cent) of the extrabudgetary resources of UNODC. Internal discussions on the review of the funding model of UNODC are ongoing. UNODC is also monitoring its cost and field office structures against programme needs and refining its system of full cost recovery to enhance transparency in the implementation of its cost-recovery mechanisms. UNODC is exploring various options, including the allocation of general-purpose funds to areas of strategic importance, the possibility of achieving long-term savings and efficiencies at headquarters and in field offices on all sources of funding and the possibility of allocating a higher share of programme support cost funds to field offices in view of the importance of their role in the programme delivery of UNODC. Furthermore, it is intended to examine ways to increase core resources and soft-earmarked funding. In view of the COVID-19 situation and the resulting decline in programme implementation and programme support cost income, it was not possible to make significant adjustments to the budget for general-purpose funds and programme support cost funds for 2021. In future, the review of the funding model of UNODC should also be linked to the UNODC strategy, which is under development. In 2021, UNODC is committed to: (a) reviewing the use of funding sources in line with their intended purposes; (b) identifying efficiencies and savings; (c) identifying areas of priorities in line with the UNODC strategy. The results of this review would be presented to Member States in June 2021. Upon review and discussion with Member States, they would be included in the consolidated budget for the biennium 2022–2023, which would be presented to Member States for approval in December 2021.

## C. Cost-saving measures

31. The challenges arising from the COVID-19 pandemic and the different stages of its development around the world have adversely affected the programme implementation of UNODC. The decreased estimates in programme delivery for

2020–2021 resulted in decreased projections for programme support cost income. To mitigate the potential deficit (income/expenditure) under programme support cost funds, UNODC introduced cost-saving measures, under items such as travel, training sessions, acquisition of supplies and materials, as well as a delayed recruitment, including the temporary suspension of recruitment (see paras. 24 and 25).

32. Under general-purpose funds, UNODC identified \$0.4 million of savings as a result of delayed recruitment in the areas of policy support and research (see para. 26).

33. In field offices, savings of \$1.0 million were identified as a result of delayed recruitment, the abolition of posts and reduced activities due to the COVID-19 pandemic. The largest savings were reported by country offices in Colombia (\$0.3 million), Afghanistan (\$0.2 million), Panama (\$0.2 million), the Plurinational State of Bolivia (\$0.2 million) and Thailand (\$0.2 million), offset by slight increases in other offices.

Table 7  
**Cost-saving measures in 2020–2021**  
(Millions of United States dollars)

		<i>Amount</i>
<b>A. Headquarters</b>		
General-purpose funds	Delayed recruitment	0.4
Programme support cost funds	Delayed recruitment including temporary suspension of recruitment	4.6
	Reduced activities due to the COVID-19 pandemic	1.0
<b>Subtotal</b>		<b>6.0</b>
<b>B. Field offices</b>		
Field office direct support costs (full cost recovery)	Delayed recruitment, abolition of positions and other changes to field office personnel	0.8
	Reduced activities due to the COVID-19 pandemic partially	0.2
<b>Subtotal</b>		<b>1.0</b>
<b>Total</b>		<b>7.0</b>

#### **D. Fund balances**

34. Table 1 shows the fund balances for all funds of which unrestricted reserves amount to the aggregate of general-purpose funds and programme support cost fund balances of \$49.7 million. Attention is drawn to the fact that the reserves are net of employee after-service liabilities, as determined under International Public Sector Accounting Standards principles. United Nations financial policies require that funds maintain a constant level of reserves amounting to 15 per cent of the estimated annual expenditure of the general-purpose and special-purpose funds and 20 per cent of the annual expenditure of the programme support cost funds. Based on the average yearly implementation of \$314.5 million that is projected for the current biennium, UNODC would have needed \$48.5 million of reserves for full compliance. At the level of \$50.4 million, representing unrestricted reserves under general-purpose funds and programme support cost funds at the start of the biennium, UNODC is just meeting this target. In view of the anticipated deficit of \$1.5 million under programme support cost funds, the reserves are therefore being monitored closely to safeguard the Office's ability to continue as a going concern. The financial positions of the Fund of the United Nations International Drug Control Programme and of the United Nations Crime Prevention and Criminal Justice Fund are summarized in annex IV.

## V. United Nations management reform

35. UNODC is fully committed to the United Nations management reform approved by the General Assembly in its resolution [72/266 B](#), entitled “Shifting the management paradigm in the United Nations”, and its resolution [72/303](#), entitled “Progress towards an accountability system in the United Nations Secretariat”.

### **Improved system of delegation of authority**

36. In resolution [72/266 B](#), the General Assembly requested the Secretary-General to continue to develop a clear, simple and transparent system for delegating authority, to ensure that responsibilities and accountability are aligned. In January 2019, the Executive Director of UNODC received delegation of authority from the Secretary-General and in turn delegated that authority to his programme managers. To enhance accountability and compliance with policy guidelines issued by the Department of Management Strategy, Policy and Compliance, UNODC is monitoring delegations issued and their implementation. Discretionary decisions in the area of human resources are being reported to the Department to ensure their consistent, fair and equitable application across the Secretariat. In May 2020, UNODC delegated authority for procurement to UNODC field offices. UNODC also participated in a review of the policy and the related instruments to address gaps and issues raised by stakeholders after the first year of implementation. UNODC is monitoring the dashboards developed by the Department of Management Strategy, Policy and Compliance, which compare UNODC information against a standard set of key performance indicators, on a regular basis and performing management reviews.

### **Adoption of a system of internal control**

37. In resolution [72/266 B](#), the General Assembly also requested the Secretary-General to put in place additional measures aimed at ensuring operational effectiveness and strong internal controls for enhanced accountability. This translated into the participation by UNODC in the roll-out of the Secretariat-wide Statement of Internal Control. UNODC has been: (a) supporting the development and design of organization-specific key tools to assess the status and effectiveness of internal control systems; and (b) testing and implementing the evidence-based self-assessment checklists and assurance statements as the two main assurance tools to be signed off by the Executive Director on an annual basis, facilitating the signature of the Statement of Internal Control by the Secretary-General. The first Statement of Internal Control for all operations carried out by the United Nations Secretariat in 2020 is planned to be issued by 31 March 2021, following the submission of the signed self-assessment checklists and assurance statements by all heads of entities.

### **Strengthened results-based management**

38. The Secretary General has stressed his commitment to strengthening the culture of accountability within the Secretariat. Measures towards that goal include strengthening the implementation of results-based management, enhancing efforts to achieve the Organization’s objectives and shifting the focus of the Secretariat’s efforts from inputs and outputs to outcomes, the proactive identification and management of risks and adaptive programme management, building on recommendations from oversight bodies and evaluations. UNODC has stepped up its efforts to increase adherence to these principles and incorporate results-based management into all its programmes. Those efforts have led to an improvement in terms of monitoring and reporting mechanisms, ensuring greater accountability and transparency. As part of its efforts, UNODC conducted a peer review of its results-based management approach at a time of strategic change and reform within the United Nations system. That reform has had significant implications for how the Office manages results, in particular, in relation to how it assists countries in implementing the 2030 Agenda for Sustainable Development and incorporates the Sustainable Development Goals into UNODC programmes and projects while ensuring the effective delivery of the

Office's core mandates. UNODC is currently in the process of developing a comprehensive corporate strategy and will engage in dialogue with Member States in that regard. The Strategic Planning and Interagency Affairs Unit, in cooperation with other elements of UNODC, carried out several activities to enhance the knowledge and skills of staff based at headquarters and field offices in results-based management, including through the development of an interactive e-learning course. In the context of the COVID-19 pandemic, the Office has begun the process of streamlining its internal processes to allow for rapid responses to emerging needs.

39. UNODC, through the Independent Evaluation Section, has invested in meta-syntheses, using aggregate results from oversight and independent evaluations to provide information to senior management and Member States on key issues. Furthermore, the Independent Evaluation Section provides regular updates to senior management on the implementation of recommendations. The Section also offers capacity-building in the area of evaluation to programme and project managers. Moreover, the innovative evaluation management application, Unite Evaluations, was rolled out at UNODC and was highlighted by the Office for Internal Oversight Services as a best practice and praised for its ability to aggregate evaluation results by Sustainable Development Goal. In the context of COVID-19 and in continuous exchange with the United Nations Evaluation Group, the Independent Evaluation Section continues to promote the use of new and innovative evaluation methodologies and approaches to respond to unprecedented challenges. The Section also continues to increase its investments in internal and external capacity-building as well as providing meta-syntheses tailored to substantive and strategic topics for enhanced decision-making at all levels

40. UNODC substantive managers at headquarters and field offices are increasingly developing theories of change which are then translated into more robust logical frameworks. In addition, regional sections are spearheading the development of regional strategic vision documents, in line with the corporate strategy. Through multi-tier oversight, as well as on-the-job support provided by the Strategic Planning and Interagency Affairs Unit, each substantive division aims to ensure the consistent application of results-based management principles, including the monitoring of progress, reporting with a focus on outcomes and higher-level results, the identification of lessons learned and the taking of corrective actions to ensure continuous improvement.

#### **Enterprise risk management: consolidation of the risk and fraud register and progress at the field level**

41. One of the priorities of the Secretary-General is to strengthen enterprise risk management as a means of reinforcing the programming and control framework, allowing for greater delegation of authority and greater organizational agility and effectiveness. In 2019, through a participatory process involving all divisions, UNODC assessed its main fraud and corruption risks and developed a fraud and corruption risk register that focuses on three main risk areas: political influence on programme reporting, compromised integrity of staff and conflicts of interest, and ineffective control and monitoring of external party transactions. The risk register is based on the template drawn up by the Department of Management Strategy, Policy and Compliance. In November 2019, the risk register and risk treatment and response plans were adopted by the Executive Committee of UNOV/UNODC (senior management) and integrated into the broader institutional risk register.

42. In early 2020, UNODC field offices carried out a review of their risk registers and treatment plans with a view to updating them. Such reviews have been carried out annually since 2015 and have been identified as good practice by the Department of Management Strategy, Policy and Compliance. Additionally, efforts were commenced at the end of 2019 to increase the linkages between risk management and programme management, namely, between the UNOV/UNODC risk register and treatment plans, programme risk and project risk assessment matrices.

43. In line with the process established by the United Nations Secretariat, in the course of 2020, UNODC commenced a review of its enterprise risk management framework to update it and align it with the new institutional strategy to be developed by the Executive Director.

### **Umoja**

44. The main deployment efforts in the period 2020–2021 have been and will continue to be focused on delivery of the Umoja Extension 2 (UE2) project solution for voluntary contributions, which is expected to streamline and integrate processes in the following areas: (a) strategic planning, budget planning and performance management, including strategic, programme and project management; (b) fundraising and donor relationship management; and (c) the implementation of partner management. UNODC is developing plans to tackle the main deployment activities such as testing, change management, communications, training, hypercare, transitions and data conditioning/data conversion, in line with the overall deployment plans and tasks of United Nations Headquarters. These plans also envisage efforts to reposition existing UNODC frameworks, processes, procedures and workflows affected by UE2.

45. To that end, the United Nations Office at Vienna and UNODC have already established a permanent forum of process experts from all divisions, which liaises with Headquarters on a regular basis regarding UE2 functionality, integration and deployment. Complementary dashboards are also under development to further assist project/programme managers and automate data consolidation. Furthermore, an improved client support model is being deployed to ensure a holistic solution. Those efforts are aimed at improving the Office's organizational agility and effectiveness by leveraging the benefits of an integrated enterprise resource planning system for both programmatic and administrative areas.

## **VI. Conclusions**

46. On the basis of delivery assumptions of mid-2020 and in the context of the COVID-19 pandemic, UNODC has adjusted its technical assistance projections to reflect a more realistic delivery at mid-biennium. The special-purpose fund utilization has been revised to \$568.6 million and may be adjusted further as the pandemic evolves. The programme support cost budget is being decreased to \$52.0 million, as a means of mitigating a potential budget overrun as the result of the lower expectations for programme implementation. The general-purpose fund budget is maintained at \$8.4 million on the premise that the projected income will be realized.

47. UNODC is fully participating in the United Nations reforms.

48. UNODC continues to seek the support of Member States in order to secure continuous and predictable contributions to the general-purpose fund.

49. The texts of the draft resolutions being proposed are set out in annexes VI and VII.

## Annex I

### **Allocation of special-purpose voluntary contributions in the bienniums 2018–2019 and 2020–2021**

1. The table below shows a breakdown, by theme, region, division of the United Nations Office on Drugs and Crime (UNODC) and fund, of the decrease of \$34.0 million (5.6 per cent), from \$602.5 million in the biennium 2018–2019 to \$568.6 million in the biennium 2020–2021, of the programme of work financed by special-purpose voluntary contributions. In addition, the description below is presented by region in accordance with the request of the Advisory Committee on Administrative and Budgetary Questions that UNODC should carefully monitor changing geographical needs.

2. In Africa and the Middle East, the overall programme portfolio budget is projected to decrease by \$1.3 million (1.4 per cent), from \$92.3 million in the biennium 2018–2019 to \$91.0 million in the biennium 2020–2021. Field offices in the region will support Member States in countering the effects of the COVID-19 pandemic, particularly in the areas of combating corruption in economic relief packages, prison overcrowding, falsified medical products and support to vulnerable populations, including in relation to gender-based violence. In the Middle East and North Africa, UNODC continues to expand its activities, with a focus on countering organized crime, including trafficking in persons, smuggling of migrants, drug trafficking and other forms of organized crime with linkages to terrorist groups, combating corruption and illicit financial flows, as well as cybercrime and forensics. The trafficking in persons and smuggling of migrants portfolio continues to be the largest in the region and work has started under the multi-year project to dismantle criminal networks operating in North Africa. In Iraq, initiatives will cover the disruption of terrorist and organized criminal operations, the strengthening of the criminal justice system and the combating of corruption. A programme office was established in Algeria to focus on trafficking in persons and the smuggling of migrants. UNODC plans to expand its engagement in the Sudan in the area of anti-corruption and is exploring opportunities for engagement in the context of the newly established United Nations Integrated Transition Assistance Mission in the Sudan.

3. In East Africa, UNODC has comprehensive programmes that focus on economic crimes, transnational organized crime, terrorism, criminal justice reforms, HIV/AIDS and drug prevention. Member States also receive support to counter maritime crime in the Horn of Africa. The second phase of the regional Better Migration Management programme started in 2020. In Kenya, UNODC continues to implement a programme that promotes access to justice. In Eritrea, UNODC is strengthening the administration of justice. UNODC opened a programme office focusing on the prevention of violent extremism in prison settings in Uganda and enhanced its engagement with Ethiopia and the African Union. In Southern Africa, UNODC continues to support Member States in addressing prison reform, gender-based violence, trafficking in persons and the smuggling of migrants, corruption, wildlife crimes, HIV/AIDS and money-laundering. Together with the International Labour Organization, the International Organization for Migration and the Office of the United Nations High Commissioner for Refugees, UNODC is implementing a migration management programme for Southern Africa. UNODC will continue to strengthen the response by Namibia to gender-based violence. In Mozambique, UNODC will scale up its efforts to prevent corruption and terrorism. In West Africa, UNODC continues to work on countering terrorism and violent extremism, criminal justice, border control, anti-corruption, drug trafficking and abuse, maritime crime and trafficking in persons and will develop its wildlife and cybercrime portfolio. UNODC, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), supports women as peacemakers and agents of change along the border between Mali and the Niger. In Guinea-Bissau, new initiatives support the implementation of the recently adopted National Plan, in view of the expected phasing out of the United Nations Integrated Peacebuilding Office in Guinea-Bissau. UNODC will continue to monitor and evaluate the implementation of



the Declaration of the G5 Sahel Countries on Countering Radicalization and Violent Extremism in the Sahel. In Nigeria, UNODC will launch new activities, including on wildlife crime. UNODC will continue to foster its relations with peacekeeping missions, including the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations Multidimensional Integrated Stabilization Mission in Mali, through renewed partnerships and evolving activity portfolios. Continued development of the Airport Communication Project will include a new task force in Chad, Mauritania and the Niger, as well as expansion to East Africa and in the Middle East and North Africa Region (Iraq, Lebanon and the Sudan).

4. In South Asia, East Asia and the Pacific, the programme portfolio is projected to increase by \$1.0 million (3.0 per cent), from \$34.0 million in 2018–2019 to \$35.0 million in 2020–2021. In South-East Asia, UNODC will continue to pursue policy and legislative reforms as well as deepen existing partnerships, especially within the framework of the Association of Southeast Asian Nations, while considering the lessons learned in relation to the COVID-19 pandemic. The Office will also promote regional cooperation, including through the strengthening of its network of border liaison offices and the Memorandum of Understanding on Drug Control in the Greater Mekong Subregion. A programme office in Papua New Guinea is scheduled to be opened in 2021, while opportunities for growth will be pursued in Indonesia, Myanmar and other countries. The Regional Programme for Southeast Asia and the country programmes for Indonesia and Myanmar have been extended until the end of 2021. In South Asia, stronger donor support will be sought for the UNODC Regional Programme (2018–2021), especially in relation to justice reform, cybercrime, border management, cooperation against transnational organized crime and terrorism prevention. UNODC will also pursue the further expansion of its Global Maritime Crime Programme, based in Colombo, as well as new programmatic opportunities in other key countries of the region.

5. In West and Central Asia, the programme portfolio is projected to decrease by \$6.8 million (11.6 per cent), from \$58.6 million in the biennium 2018–2019 to \$51.8 million in the biennium 2020–2021, partly in view of the COVID-19 pandemic. In line with the road map entitled “One UNODC concerted approach interconnecting Europe with West and Central Asia”, the Office will continue to engage closely with counterparts to comprehensively address the most pressing challenges related to drugs, crime and terrorism. New technical cooperation initiatives are foreseen in view of the development of trade and transit corridors in West and Central Asia, which create opportunities for transnational criminal organizations to exploit new infrastructure and networks for trafficking, including in drugs and controlled substances. UNODC is in the process of developing the next cycle of programmes in West and Central Asia for the period 2021–2025. Those programmes will be aligned with the new UNODC strategy and based on the findings and recommendations of the independent final cluster evaluation of the programmes in the region.

6. In Eastern and South-Eastern Europe, the programme portfolio is projected to increase by \$0.8 million (29.1 per cent), from \$2.9 million in the biennium 2018–2019 to \$3.7 million in the biennium 2020–2021. The portfolio includes interventions pertaining to container control, human trafficking, the smuggling of migrants and HIV/AIDS prevention, treatment and care. The new partnership with the European Union foresees additional security governance and evaluation work under the regional programme for South-Eastern Europe. The programme supports comprehensive goals in the fight against global crime and synergizes policy advice and technical assistance to counter heroin trafficking from Afghanistan, in line with the “One UNODC concerted approach interconnecting Europe with West and Central Asia”. The programme continues to assist countries of the region in their European Union pre-accession process. In Eastern Europe, there is potential for growth in programmatic interventions, especially in the areas of cybercrime and drug use prevention.

7. In Latin America and the Caribbean, the programme portfolio is projected to decrease by 39.2 million (23.2 per cent), from \$169 million in the biennium 2018–2019 to \$129.9 million in the biennium 2020–2021. The decrease is mainly due

to the impact of COVID-19 on the delivery of activities in the region and to reduced/delayed contributions from Member States (Colombia, Mexico and Panama). Specialized cooperation on issues relating to targeted alternative development continues in Colombia. UNODC in Colombia continues to diversify its support to Colombian authorities, including with regard to illegal logging, illegal mining, corruption, criminal justice and human trafficking. In the Plurinational State of Bolivia, the portfolio is expected to expand beyond traditional drug control (including monitoring of illicit crops, drug supply and demand reduction, border control and regional cooperation), with new initiatives in the areas of ethics and integrity in the judiciary, institutional transparency and citizen participation in local governance. The UNODC Country Office in Peru projects an expansion in its portfolio compared to the 2018–2019 period, particularly in the areas of drug control, organized crime, corruption and wildlife and forest crimes. Work across these areas has been strengthened in cooperation with UNODC global programmes. The consolidation of the presence of UNODC in Ecuador is linked to the launch of an anti-corruption project. Since 2020, the Office has also coordinated operations in Argentina, Chile, Paraguay and Uruguay and is currently mapping challenges and opportunities for UNODC programmatic support in that respect. In Brazil, the UNODC portfolio grew in 2020 compared with 2019 and is expected to increase further in 2021. Thanks to efforts to re-engage with national counterparts and local partners in Brazil, technical cooperation has been strengthened in the areas of drug supply reduction, human trafficking and illegal logging. Furthermore, expansion of activities is expected in the areas of criminal justice and prison reform, drug demand reduction and countering crime and violence at the State level. The programme portfolio in Central America and the Caribbean is projected to decrease in the biennium 2020–2021, owing in part to delayed fund transfers in the areas of countering transnational organized crime and drug trafficking as well as in the area of research, which have been put on hold as a result of the COVID-19 pandemic. In addition, many project-related activities have been suspended owing to the pandemic. The Office has received new funding for projects in the areas of justice, cybercrime, organized crime and human trafficking. The local programme portfolio in Mexico is projected to decrease in the biennium 2020–2021. However, the UNODC Office in Mexico has strengthened its global programme portfolio with contributions of \$20 million for the implementation of justice initiatives at the country level. Furthermore, the Office will continue to support national authorities in the areas of drugs, justice and corruption.

8. UNODC global activities are projected to increase by \$11.4 million (4.6 per cent), from \$245.7 million in the biennium 2018–2019 to \$257.1 million in the biennium 2020–2021. UNODC global programmes continue to expand in several thematic areas and increase their field-based programme components, in line with the needs of Member States. The drive towards integrated programming of all UNODC operational activities has continued, and internal policies and guidelines on programme cooperation and coordination have been further strengthened. Provision for independent evaluation has been adjusted accordingly, fully adapting evaluation tools and methodologies to the COVID-19 crisis. Global programmes that contributed to the expansion included the following: the maritime crime programme, the Global Rapid Interdiction of Dangerous Substances (GRIDS) programme; the Global Programme against Money-Laundering, Proceeds of Crime and the Financing of Terrorism; the programme on countering transnational illicit arms trafficking through the implementation of the United Nations convention against transnational organized crime and its firearms protocol; the programme on strengthening criminal investigation and criminal justice cooperation along the cocaine route in Latin America, the Caribbean and West Africa; the programme for combating wildlife and forest crime; the programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption; the programme for strengthening the capacities of Member States to prevent and combat organized and serious crimes; and the prison challenges programme.

## Annex II

## Programme of work funded from special-purpose voluntary contributions in the bienniums 2018–2019 and 2020–2021

(Thousands of United States dollars)

	<i>Fund of the United Nations International Drug Control Programme</i>			<i>United Nations Crime Prevention and Criminal Justice Fund</i>			<i>Total United Nations Office on Drugs and Crime funds</i>		
	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>
<b>A. By theme</b>									
Policymaking organs	-	-		-	-		-	-	
Executive direction and management	1 336.0	2 332.0	74.6	-	-	-	1 336.0	2 332.0	74.6
Programme of work:									
Countering transnational organized crime	71 490.1	65 069.5	(9.0)	137 187.3	143 788.9	4.8	208 677.4	208 858.4	0.1
A comprehensive and balanced approach to counter the world drug problem	175 330.1	127 382.6	(27.3)	26.5	281.5	961.8	175 356.6	127 664.1	(27.2)
Countering corruption	-	-	-	45 652.9	39 554.1	(13.4)	45 652.9	39 554.1	(13.4)
Terrorism prevention	-	-	-	29 592.2	27 005.8	(8.7)	29 592.2	27 005.8	(8.7)
Justice	1 897.9	-	(100.0)	68 007.9	80 272.0	18.0	69 905.9	80 272.0	14.8
Research, trend analysis and forensics <sup>a</sup>	18 652.5	24 904.7	33.5	29 902.0	26 995.2	(9.7)	48 554.5	51 899.9	6.9
Policy support	1 141.7	1 493.8	30.8	3 752.6	5 011.9	33.6	4 894.2	6 505.7	32.9
Technical cooperation and field support	3 630.3	4 527.1	24.7	2 513.2	3 646.8	45.1	6 143.5	8 173.9	33.0
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	4 058.4	8 974.8	121.1	-	343.0	-	4 058.4	9 317.9	129.6
Programme support	2 306.5	1 884.2	(18.3)	6 064.6	5 100.0	(15.9)	8 371.1	6 984.2	(16.6)

	<i>Fund of the United Nations International Drug Control Programme</i>			<i>United Nations Crime Prevention and Criminal Justice Fund</i>			<i>Total United Nations Office on Drugs and Crime funds</i>		
	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>	<i>2018–2019 (actual amount)</i>	<i>2020–2021 (revised)</i>	<i>Variance (percentage)</i>
<b>Total</b>	<b>279 843.3</b>	<b>236 568.7</b>	<b>(15.5)</b>	<b>322 699.4</b>	<b>331 999.2</b>	<b>2.9</b>	<b>602 542.7</b>	<b>568 568.0</b>	<b>(5.6)</b>
<b>B. By region</b>									
Africa and the Middle East	30 155.4	21 238.2	(29.6)	62 132.9	69 795.2	12.3	92 288.3	91 033.4	(1.4)
South Asia, East Asia and the Pacific	10 543.4	11 113.0	5.4	23 413.8	23 866.3	1.9	33 957.2	34 979.3	3.0
West and Central Asia	41 220.9	34 899.8	(15.3)	17 428.1	16 923.5	(2.9)	58 649.0	51 823.3	(11.6)
Eastern and South-Eastern Europe	379.5	-	(100.0)	2 512.7	3 733.1	48.6	2 892.2	3 733.1	29.1
Latin America and the Caribbean	135 186.8	102 896.1	(23.9)	33 841.2	26 979.6	(20.3)	169 028.0	129 875.7	(23.2)
Global <sup>a</sup>	62 357.2	66 421.6	6.5	183 370.6	190 701.4	4.0	245 727.9	257 123.1	4.6
<b>Total</b>	<b>279 843.3</b>	<b>236 568.7</b>	<b>(15.5)</b>	<b>322 699.4</b>	<b>331 999.2</b>	<b>2.9</b>	<b>602 542.7</b>	<b>568 568.0</b>	<b>(5.6)</b>
<b>C. By division</b>									
Office of the Executive Director	1 336.0	2 332.0	74.6	-	-	-	1 336.0	2 332.0	74.6
Division for Operations <sup>b</sup>	238 496.7	189 043.9	(20.7)	185 367.4	200 322.3	8.1	423 864.1	389 366.2	(8.1)
Division for Treaty Affairs	30 873.6	32 697.8	5.9	104 843.5	100 262.7	(4.4)	135 717.0	132 960.5	(2.0)
Division for Policy Analysis and Public Affairs	6 818.6	10 610.8	55.6	7 862.0	8 844.3	12.5	14 680.5	19 455.1	32.5
Division for Management	2 318.5	1 884.2	(18.7)	6 128.2	5 100.0	(16.8)	8 446.8	6 984.2	(17.3)
United Nations Interregional Crime and Justice Research Institute	-	-	-	18 498.3	17 470.0	(5.6)	18 498.3	17 470.0	(5.6)
<b>Total</b>	<b>279 843.3</b>	<b>236 568.7</b>	<b>(15.5)</b>	<b>322 699.4</b>	<b>331 999.2</b>	<b>2.9</b>	<b>602 542.7</b>	<b>568 568.0</b>	<b>(5.6)</b>

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

<sup>b</sup> Including support costs paid to implementing partners.

**Annex III****Revised resource projections for the biennium 2020–2021****Revised resource projections for the biennium 2020–2021**

(Thousands of United States dollars)

<i>Category</i>	<i>2020</i>	<i>2021</i>	<i>2020–2021</i>
<b>A. General-purpose funds</b>			
Post	2 406.0	2 860.8	5 266.8
Non-post	1 526.6	1 618.1	3 144.7
<b>Subtotal</b>	<b>3 932.6</b>	<b>4 478.9</b>	<b>8 411.5</b>
<b>B. Special-purpose funds</b>			
Drug programme	111 885.5	124 683.2	236 568.7
Crime programme	155 543.2	176 456.1	331 999.2
<b>Subtotal</b>	<b>267 428.7</b>	<b>301 139.3</b>	<b>568 568.0</b>
<b>C. Programme support cost funds</b>			
Post	19 471.4	20 021.8	39 493.2
Non-post	6 815.5	5 725.9	12 541.4
<b>Subtotal</b>	<b>26 286.9</b>	<b>25 747.7</b>	<b>52 034.6</b>
<b>D. Regular budget</b>	<b>22 586.7</b>	<b>21 950.3</b>	<b>44 537.0</b>
<b>Total</b>	<b>320 234.9</b>	<b>353 316.2</b>	<b>673 551.1</b>

## Annex IV

### Financial position

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

##### Drug programme: financial summary of the Fund of the United Nations International Drug Control Programme, bienniums 2018–2019 and 2020–2021

(Thousands of United States dollars)

	2018–2019 actual amount				2020–2021 revised budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I. A. Funding</b>								
Fund balances at biennium start	1 184.8	279 336.9	6 882.3	287 404.0	14 015.2	308 297.9	33 044.4	355 357.5
<b>Subtotal A</b>	<b>1 184.8</b>	<b>279 336.9</b>	<b>6 882.3</b>	<b>287 404.0</b>	<b>14 015.2</b>	<b>308 297.9</b>	<b>33 044.4</b>	<b>355 357.5</b>
<b>B. Income</b>								
Contributions from Member States	4 042.1	141 435.9	–	145 478.0	3 666.5	126 054.8	–	129 721.3
Contributions from national donors	–	115 436.2	–	115 436.2	–	13 170.7	–	13 170.7
Contributions from other governmental organizations	–	22 331.5	–	22 331.5	–	1 900.0	–	1 900.0
Contributions from international organizations	–	13 631.9	–	13 631.9	–	4 870.1	–	4 870.1
Private donations	–	1 666.2	–	1 666.2	–	608.0	–	608.0
Other donors	–	35.0	–	35.0	–	–	–	–
Other income	(12.4)	1 030.4	92.8	1 110.8	–	–	–	–
<b>Subtotal income</b>	<b>4 029.6</b>	<b>295 567.0</b>	<b>92.8</b>	<b>299 654.5</b>	<b>3 666.5</b>	<b>146 603.6</b>	<b>0.0</b>	<b>150 270.1</b>
Programme support income for UNODC	–	(32 310.9)	32 310.9	–	–	(20 238.7)	20 238.7	–
Programme support paid to implementing partners	–	790.5	(790.5)	–	–	224.0	(224.0)	–
<b>Subtotal B</b>	<b>4 029.6</b>	<b>264 046.6</b>	<b>31 613.2</b>	<b>299 654.5</b>	<b>3 672.9</b>	<b>126 588.9</b>	<b>20 014.7</b>	<b>150 276.5</b>
<b>Total I (A+B)</b>	<b>5 214.4</b>	<b>543 383.5</b>	<b>38 495.5</b>	<b>587 058.5</b>	<b>17 681.7</b>	<b>434 886.8</b>	<b>53 059.1</b>	<b>505 627.6</b>
<b>II. C. Expenditure</b>								
Executive direction and management	341.9	1 336.0	3 548.8	5 226.7	411.9	2 332.0	2 659.8	5 403.7
<i>Programme of work:</i>								
Countering transnational organized crime	–	71 490.1	668.7	72 158.8	–	65 069.5	199.1	65 268.6

	2018–2019 actual amount				2020–2021 revised budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
A comprehensive and balanced approach to counter the world drug problem	–	175 356.5	224.6	175 581.1	–	127 382.6	288.4	127 671.0
Countering corruption	–	–	–	–	–	–	–	–
Terrorism prevention	–	–	–	–	–	–	–	–
Justice	–	1 897.9	–	1 897.9	–	–	–	–
Research, trend analysis and forensics	3 171.9	18 652.5	525.9	22 350.3	2 215.0	24 904.7	962.6	28 082.3
Policy support	1 049.2	1 141.7	2 134.8	4 325.7	1 361.1	1 493.8	2 965.3	5 820.2
Technical cooperation and field support	1 498.7	3 630.3	4 597.3	9 726.2	994.6	4 527.1	5 677.1	11 198.8
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	–	4 058.4	–	4 058.4	–	8 974.8	–	8 974.8
Programme support	–	2 306.5	10 070.3	12 376.8	–	1 884.2	13 542.8	15 427.0
<b>Total II (C)</b>	<b>6 061.7</b>	<b>279 869.8</b>	<b>21 770.4</b>	<b>307 701.9</b>	<b>4 982.6</b>	<b>236 568.7</b>	<b>26 295.1</b>	<b>267 846.4</b>
<b>III. Other adjustments to fund balances<sup>a</sup></b>	<b>(14 862.5)</b>	<b>(44 784.2)</b>	<b>(16 319.3)</b>	<b>(75 966.0)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total III</b>	<b>(14 862.5)</b>	<b>(44 784.2)</b>	<b>(16 319.3)</b>	<b>(75 966.0)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>14 015.2</b>	<b>308 297.9</b>	<b>33 044.4</b>	<b>203 390.5</b>	<b>12 699.1</b>	<b>198 318.1</b>	<b>26 764.0</b>	<b>237 781.2</b>

<sup>a</sup> Net of adjustments for end-of-service actuarial gains and losses, including adjustment for International Public Sector Accounting Standard balances.

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

### Crime programme: financial summary of the United Nations Crime Prevention and Criminal Justice Fund,<sup>a</sup> bienniums 2018–2019 and 2020–2021

(Thousands of United States dollars)

	2018–2019 actual amount				2020–2021 revised budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
<b>I. A. Funding</b>								
Fund balances at biennium start	1 634.0	307 346.2	(516.4)	308 463.8	5 030.5	420 116.4	(1 611.3)	423 535.6
<b>Subtotal A</b>	<b>1 634.0</b>	<b>307 346.2</b>	<b>(516.4)</b>	<b>308 463.8</b>	<b>5 030.5</b>	<b>420 116.4</b>	<b>(1 611.3)</b>	<b>423 535.6</b>
<b>B. Income</b>								
Member States	5 418.6	340 288.4	–	345 707.0	5 378.3	258 599.6	–	263 977.9
International organizations and other intergovernmental organizations and other entities	–	5 271.9	–	5 271.9	–	9 143.0	–	9 143.0
Multi-donor trust funds	–	63 867.8	–	63 867.8	–	71 301.0	–	71 301.0
United Nations agencies	–	29 287.7	–	29 287.7	–	64 468.5	–	64 468.5
Private donations	–	5 788.9	–	5 788.9	–	2 550.0	–	2 550.0
Other income	–	13 797.2	635.3	14 432.5	–	–	–	–
<b>Subtotal income</b>	<b>5 418.6</b>	<b>458 302.0</b>	<b>635.3</b>	<b>464 355.8</b>	<b>5 378.3</b>	<b>406 062.2</b>	<b>–</b>	<b>411 440.4</b>
Programme support income for UNODC	–	(30 963.0)	30 963.0	–	–	(30 552.8)	30 552.8	–
Programme support paid to implementing partners	–	545.2	(545.2)	–	–	–	–	–
<b>Subtotal B</b>	<b>5 418.6</b>	<b>427 884.2</b>	<b>31 053.1</b>	<b>464 355.8</b>	<b>5 378.3</b>	<b>375 509.3</b>	<b>30 552.8</b>	<b>411 440.4</b>
<b>Total I (A+B)</b>	<b>7 052.6</b>	<b>735 230.4</b>	<b>30 536.7</b>	<b>772 819.6</b>	<b>10 408.8</b>	<b>795 625.8</b>	<b>28 941.5</b>	<b>834 976.0</b>
<b>II. C. Expenditure</b>								
Executive direction and management	–	–	1 998.6	1 998.6	–	–	1 416.9	1 416.9
<i>Programme of work:</i>								
Countering transnational organized crime	467.7	137 187.3	1 058.8	138 713.8	483.3	143 788.9	1 701.5	145 973.7
A comprehensive and balanced approach to counter the world drug problem	–	–	109.2	109.2	–	281.5	0.0	281.5
Countering corruption	–	45 652.9	252.6	45 905.5	–	39 554.1	582.9	40 137.0
Terrorism prevention	–	29 592.2	216.4	29 808.6	–	27 005.8	202.6	27 208.4
Justice	357.5	68 007.9	372.1	68 737.5	325.7	80 272.0	0.0	80 597.7
Research, trend analysis and forensics	302.7	29 902.0	855.8	31 060.6	1 492.9	26 995.2	619.4	29 107.5
Policy support	–	3 752.6	2 571.3	6 323.8	–	5 011.9	2 343.9	7 355.8
Technical cooperation and field support	883.3	2 513.2	5 897.7	9 294.3	1 127.0	3 646.8	6 692.8	11 466.6



	2018–2019 actual amount				2020–2021 revised budget			
	General-purpose funds	Special-purpose funds	Programme support cost funds	Total	General-purpose funds	Special-purpose funds	Programme support cost funds	Total
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	–	–	–	–	–	343.0	–	343.0
Programme support	–	6 064.6	11 805.3	17 870.0	–	5 100.0	12 179.5	17 279.5
<b>Total II (C)</b>	<b>2 011.2</b>	<b>322 672.9</b>	<b>25 137.7</b>	<b>349 821.8</b>	<b>3 428.9</b>	<b>331 999.2</b>	<b>25 739.5</b>	<b>361 167.6</b>
<b>III. Other adjustments to fund balances<sup>b</sup></b>	(170.5)	13 938.3	1 270.3	15 038.1	–	–	–	–
<b>Total III</b>	<b>10.8</b>	<b>(7 558.9)</b>	<b>7 010.3</b>	<b>(537.8)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Fund balances at biennium end (I-II+III)</b>	<b>5 030.5</b>	<b>420 116.4</b>	<b>(1 611.3)</b>	<b>423 535.6</b>	<b>6 979.9</b>	<b>463 626.5</b>	<b>3 202.0</b>	<b>473 808.4</b>

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

<sup>b</sup> Net of adjustments for actuarial gains and losses, including adjustment for International Public Sector Accounting Standard balances.

## Annex V

### **Action taken to address the relevant recommendations of the Advisory Committee on Administrative and Budgetary Questions in its report on the Consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime (E/CN.7/2019/16-E/CN.15/2019/18)**

<i>Paragraph</i>	<i>Recommendation</i>	<i>Action taken</i>
9	In view of the observations made in paragraphs 7 and 8 above, the Advisory Committee considers that the current budget presentation lacks sufficient clarity and consistency and trusts that UNODC will refine its future budget presentations, including by adopting a consistent basis for comparison between past and future expenditure projections (see also para. 23 below)	To ensure consistency in comparison, UNODC will provide in future budget documents a comparison with the revised budget of the current period (most recent budget approved by Member States). Information on final budgets will be provided in annex I. A footnote will be added to table 1 to clarify the references to the regular budget
12	The Advisory Committee notes the efforts made by UNODC to seek more flexibility in its voluntary funding and reiterates the importance of achieving an improved balance between special-purpose and general-purpose contributions to ensure a sustainable financing model and support from Member States and donors for the implementation of mandated programmes (E/CN.7/2017/13-E/CN.15/2017/15, para. 11)	UNODC has informed the standing open-ended intergovernmental working group on improving the governance and financial situation of the Office of the consequences of the limited access to general-purpose funding and provided examples of the United Nations development system reform efforts to bolster non/soft-earmarked contributions, including on the proposed United Nations Sustainable Development Group Funding Compact  UNODC regularly briefs donors on the composition of its financial situation, including general-purpose funds. In the strategic dialogues with donors, UNODC also addresses how to achieve a better balance between general-purpose and special-purpose funds
16	In view of the persistent deterioration in general-purpose income, the Advisory Committee continues to encourage UNODC to further re-examine and refine its system of full cost recovery and to enhance transparency in the implementation of its cost-recovery mechanisms (see also E/CN.7/2017/13-E/CN.15/2017/15, para. 15)	In view of the persistent deterioration in general-purpose income and continuing pressure on regular budget and programme support costs, in the biennium 2014–2015, UNODC introduced a funding model which entails a system of sound and sustained direct cost recovery from the budgets and activities that directly benefit from the services rendered. In 2020–2021, UNODC will continue to monitor its cost and field office structures against programme needs and transparently cost programme activities. It will also continue to

Paragraph	Recommendation	Action taken
19	The Advisory Committee recalls that, in its resolution 73/268 A, the General Assembly endorsed the Committee's recommendation that United Nations entities exercise proper oversight in the application of relevant policies and guidelines, such as in the recruitment of and the overall management process relating to non-staff personnel, including consultants, and ensure the ongoing transparency of information provided thereon. The Committee trusts that UNODC will provide further information on the status of the local positions and service contracts administered on its behalf by the United Nations Development Programme (UNDP) in its next budget report	<p>apply risk management with the help of improved Umoja functionality, making full use of early-warning dashboards to provide senior management with regular updates on programme delivery, funding prospects and cost structures in place. Thanks to the dashboard, the enhanced visibility and the timeliness and accuracy of information gained from Umoja, UNODC management has the means to conduct better reviews of the financial situation and identify potential solutions for maintaining the integrity of the field office network</p> <p>Non-staff personnel are engaged in line with UNDP policies and rules. UNODC field office representatives make decisions on recruitment and selection and are responsible for the overall management of local personnel. Human resources focal points at field offices assist UNODC field office representatives in ensuring oversight and due diligence. The focal points receive regular support and advice from UNODC headquarters. Information on local staff and service contracts administered by UNDP will be provided in the next budget report</p>
23	The Advisory Committee considers that a clear presentation of the existing regional structures and their staffing complement, along with the proposed changes in the staffing complement of the related regions, would have facilitated comparisons among the different regional offices of UNODC and their relative staffing strength. The Committee expects that UNODC will enhance the presentation of its staffing proposals, including by clearly indicating the location of its regional and other offices and their staffing complement in its future budget submissions	UNODC will provide detailed information on staffing proposals by office location in future budget documents
24	The Advisory Committee also considers that the rationale and justifications provided for the proposed reclassification of posts are not convincing. The Committee stresses that, where changes in mandates or operational circumstances warrant it, reclassifications to higher-level	The proposed reclassifications were evaluated based on the ICSC Job Evaluation Master Standard for the Professional and higher categories. The rating summary showed that the posts were classifiable at the D-1

<i>Paragraph</i>	<i>Recommendation</i>	<i>Action taken</i>
	posts should be fully justified in accordance with the standards set by the International Civil Service Commission (ICSC)	level as per the job classification system of ICSC. Recruitment for the three D-1 positions are postponed until January 2021 given the current situation
25	The Advisory Committee expects that all outstanding recommendations of the Board of Auditors will be implemented within the agreed time frames	As of July 2020, UNODC has fully implemented 23 of the 50 recommendations that were outstanding from previous periods (2018 and earlier). The implementation of the remaining 27 is in progress UNODC will continue to closely monitor and rigorously follow up on the implementation of outstanding recommendations
26	The Advisory Committee considers the information on the status of implementation of recommendations of the Board of Auditors to be useful and trusts that UNODC will include such information in its future budget submissions. The Committee also trusts that UNODC will also include a summary of the recommendations of the Committee and of actions taken	UNODC will include a summary on the status of the implementation of recommendations of the Board of Auditors and the Advisory Committee in future budget documents
27	The Advisory Committee trusts that UNODC will redouble its efforts to increase the rate of compliance with the policy for advance booking of air travel	The compliance rate with the policy for advance booking of air travel increased from 16.2 in 2018 to 24.2 in 2019. Statistics were further improving before the beginning of the COVID-19 pandemic, which significantly changed travel patterns. Quarterly reports are being distributed to all UNODC managers (including field office representatives), who are required to explain the reasons for non-compliance and provide their action plans for ensuring future compliance. To further increase compliance, UNODC will issue a directive to raise staff awareness and emphasize the importance of the policy in 2020. The directive will also take into account the changed context owing to the COVID-19 pandemic
28	The Advisory Committee looks forward to receiving updates on this matter in the next budget submission of UNODC	Through a participatory process involving all divisions, UNODC assessed its main fraud and corruption risks and developed a fraud and corruption risk register focusing on three main risk areas: political influence on programme reporting,

<i>Paragraph</i>	<i>Recommendation</i>	<i>Action taken</i>
29	<p>The Advisory Committee encourages UNODC to continue its collaboration with the Office of Counter-Terrorism in the implementation of relevant mandates. At the same time, the Committee recalls that, pursuant to General Assembly resolution 35/217, proposals for establishing new posts at the D-1 level and above funded through extrabudgetary sources for a period of 12 months or more that are not otherwise subject to scrutiny by an intergovernmental body require the concurrence of the Committee (see also A/74/7, para. 110)</p>	<p>compromised integrity of staff and conflict of interests, and ineffective control and monitoring of external party transactions. The risk register is based on the template drawn up by the Department of Management Strategy, Policy and Compliance. In November 2019, the risk register, together with the risk treatment and response plans, was adopted by the Executive Committee of the United Nations Office at Vienna/UNODC (senior management) and integrated into the broader institutional risk register</p> <p>UNODC collaborates on an ongoing basis with the Office of Counter-Terrorism, including through joint projects and exchange of information on programmes and plans. UNODC currently serves as the Chair of the Global Compact Working Group on Criminal Justice, Legal Responses and Countering the Financing of Terrorism</p> <p>UNODC has no plans to establish posts at the D-1 level or higher that are funded through extra-budgetary resources for a period of 12 months or more and that are not otherwise subject to scrutiny by an intergovernmental body</p>

## Annex VI

### Draft resolution on the Fund of the United Nations International Drug Control Programme for adoption by the Commission on Narcotic Drugs

#### Implementation of the budget for the biennium 2020–2021 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 on the implementation of the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime,<sup>1</sup>

*Recalling* its resolution 62/9 of 13 December 2019,

1. *Notes* that the report of the Executive Director on the implementation of the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime provides information on the adjustments to the consolidated budget;

2. *Also notes* the continued strong donor confidence in programme delivery by the United Nations Office on Drugs and Crime;

3. *Further notes* the involvement of the United Nations Office on Drugs and Crime in the United Nations reform streams;

4. *Notes* the cost-saving measures taken by the United Nations Office on Drugs and Crime to maintain general-purpose expenditure at 4,982,600 United States dollars and programme support cost expenditure at 26,295,100 United States dollars;

5. *Approves* the revised budget for general-purpose funds for the biennium 2020–2021 in the amount of 4,982,600 United States dollars;

6. *Endorses* the revised budget for special-purpose funds and programme support costs for the biennium 2020–2021 as indicated below:

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

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>
<b>General-purpose funds</b>				
Post	3 425.6	3 178.1	11	11
Non-post	1 393.6	1 804.5		
<b>Subtotal</b>	<b>4 819.2</b>	<b>4 982.6</b>	<b>11</b>	<b>11</b>
<b>Special-purpose funds</b>	338 331.5	236 568.7	103	103
<b>Subtotal</b>	<b>338 331.5</b>	<b>236 568.7</b>	<b>103</b>	<b>103</b>
<b>Programme support cost funds</b>				
Post	11 301.6	20 913.4	69	69

<sup>1</sup> E/CN.7/2020/16–E/CN.15/2020/16.

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>
Non-post	3 050.6	5 381.7		
<b>Subtotal</b>	<b>14 352.1<sup>a</sup></b>	<b>26 295.1<sup>b</sup></b>	<b>67</b>	<b>67</b>
<b>Total</b>	<b>357 502.8</b>	<b>267 846.4</b>	<b>218</b>	<b>218</b>

<sup>a</sup> Allocation for 2020.

<sup>b</sup> Allocation for 2020–2021.

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

## Annex VII

### Draft resolution on the United Nations Crime Prevention and Criminal Justice Fund for adoption by the Commission on Crime Prevention and Criminal Justice

#### Implementation of the budget for the biennium 2020–2021 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 on the implementation of the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime,<sup>1</sup>

*Recalling* its resolution 28/4 of 13 December 2019,

1. *Notes* that the report of the Executive Director on the implementation of the consolidated budget for the biennium 2020–2021 for the United Nations Office on Drugs and Crime provides information on the adjustments to the consolidated budget;

2. *Also notes* the continued strong donor confidence in programme delivery by the United Nations Office on Drugs and Crime;

3. *Further notes* the involvement of the United Nations Office on Drugs and Crime in the United Nations reform streams;

4. *Notes* the cost-saving measures taken by the United Nations Office on Drugs and Crime to maintain general-purpose expenditure at 3,428,900 United States dollars and programme support cost expenditure at 25,739,500 dollars;

5. *Approves* the revised budget for general-purpose funds for the biennium 2020–2021 in the amount of 3,428,900 United States dollars;

6. *Endorses* the revised budget for special-purpose funds and programme support costs for the biennium 2020–2021 as indicated below:

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

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>
<b>General-purpose funds</b>				
Post	2 254.2	2 088.7	7	7
Non-post	1 349.8	1 340.2		
<b>Subtotal</b>	<b>3 604.0</b>	<b>3 428.9</b>	<b>7</b>	<b>7</b>
<b>Special-purpose funds</b>	359 555.4	331 999.2	264	264
<b>Subtotal</b>	<b>359 555.4</b>	<b>331 999.2</b>	<b>264</b>	<b>264</b>
<b>Programme support cost funds</b>				
Post	10 764.3	18 579.8	64	64

<sup>1</sup> E/CN.7/2020/16–E/CN.15/2020/16.



	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>	<i>Approved budget, 2020–2021</i>	<i>Revised budget, 2020–2021</i>
Non-post	3 353.7	7 159.7		
<b>Subtotal</b>	<b>14 117.9<sup>a</sup></b>	<b>25 739.5<sup>b</sup></b>	<b>64</b>	<b>64</b>
<b>Total</b>	<b>377 277.3</b>	<b>361 167.6</b>	<b>335</b>	<b>335</b>

<sup>a</sup> Allocation for 2020.

<sup>b</sup> Allocation for 2020–2021.

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