

**Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime**

*The Commission on Crime Prevention and Criminal Justice,*

*Recalling* its resolution 18/3 of 24 April 2009, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime”, in which it decided to establish a standing open-ended intergovernmental working group on governance and finance, in order to achieve the common objective of strengthening the performance and effectiveness of the United Nations Office on Drugs and Crime,

*Recalling also* Economic and Social Council decision 2009/251 of 30 July 2009, entitled “Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice”, in which the Council decided that, starting in 2010, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice would hold reconvened sessions on an annual basis in the second half of the year, in order to be able, pursuant to Commission on Narcotic Drugs resolution 52/13 of 20 March 2009 and Commission on Crime Prevention and Criminal Justice resolution 18/3, to consider the reports of and the recommendations proposed by the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime,

*Recalling further* Commission on Narcotic Drugs resolution 59/5 of 22 March 2016, in which the Commission requested the United Nations Office on Drugs and Crime to continue to support Member States, upon request, in mainstreaming a gender perspective in their policies and programmes related to the world drug problem and invited other relevant United Nations entities, within their mandates, to cooperate in that regard,

*Reaffirming* its role as the principal policymaking organ of the United Nations on matters of crime prevention and criminal justice and as the governing body of the crime programme of the United Nations Office on Drugs and Crime,

*Reaffirming also* its resolutions 20/1 of 13 April 2011, 22/2 of 26 April 2013 and 24/1 of 22 May 2015, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime”,

*Concerned* about the governance and financial situation of the United Nations Office on Drugs and Crime, and aware of the need to continue addressing that situation in a pragmatic, results-oriented, efficient and cooperative manner,

1. *Takes note* of the note by the Secretariat on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs

and Crime<sup>1</sup> in accordance with Commission resolutions [18/3](#), [20/1](#), [22/2](#) and [24/1](#);

2. *Expresses its appreciation* to the Co-Chairs of the working group for their work and to the Secretariat for its assistance in facilitating the work of the working group, including by providing, inter alia, updates on the financial situation of the United Nations Office on Drugs and Crime and briefings and presentations on thematic and regional programmes and global projects and on evaluation and oversight issues to the working group, and requests the Secretariat to continue providing such necessary assistance, bearing in mind the limited resources available to it;

3. *Welcomes* the established practice of having a clear schedule of meetings and programme of work for the working group, requests that a draft agenda for each meeting of the working group be distributed by the Secretariat no later than 10 working days before the meeting, accompanied by all the relevant documents for the meeting, and reiterates the importance of the development of an indicative annual workplan by Member States, taking into account input from the Secretariat;

#### **Continuous support for strengthening the financial situation of the United Nations Office on Drugs and Crime**

4. *Recalls* that the working group has, on several occasions, discussed fundraising issues, so as to ensure adequate, predictable and stable funding, and has also discussed ways to achieve a sustainable balance between core and non-core funding for the United Nations Office on Drugs and Crime, so as to ensure delivery capacity and the sustainability of its thematic, global and regional programmes;

5. *Also recalls* that the working group has been considering the implementation of Commission on Narcotic Drugs resolutions [58/12](#) of 17 March 2015 and [59/9](#) of 2 December 2016, and of Commission on Crime Prevention and Criminal Justice resolutions [24/3](#) of 11 December 2015 and [25/4](#) of 2 December 2016, and has been briefed on the transition to the full cost recovery funding model and on the implementation of Umoja;

6. *Requests* the working group to continue examining and discussing the funding situation and financial management of the United Nations Office on Drugs and Crime, inter alia, by:

(a) Receiving reports on, and facilitating, the resource mobilization process to promote global and regional programmes of the United Nations Office on Drugs and Crime, stressing their resource requirements, and enhancing funding predictability in line with its biennial strategic frameworks;

(b) Continuing to discuss with the United Nations Office on Drugs and Crime efforts to further encourage donors to provide general-purpose funding, including by further increasing communication and the transparency and quality of reporting, and continuing to discuss the reasons for the low level of general-purpose funding, with a view to restoring an adequate balance between general-purpose and special-purpose funds;

(c) Continuing to study the feasibility, progress and impact of the implementation of full cost recovery and the flexible application and allocation of programme support costs, including how to best apply programme support costs to field offices, with a view to increasing the

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<sup>1</sup> [E/CN.7/2017/3-E/CN.15/2017/3](#) and Add.1.

effectiveness and results of the technical assistance programmes of the Office;

(d) Receiving reports on the impact of the implementation of Umoja on the delivery of the Office's programmes, as well as on savings achieved through that implementation;

**Continuous support for promoting an integrated programme approach**

7. *Recalls* that the working group has been following the progress made by the Office in implementing an integrated programming approach aimed at strengthening the links between normative mandates and operational technical assistance and improving linkages between policy, strategic planning, evaluation, programmatic work, mobilization of resources and partnerships with all relevant stakeholders;

8. *Requests* the working group to:

(a) Continue promoting regular dialogue among all Member States, as well as with the Office, on the planning and formulation of the operational activities of the Office, especially with regard to its thematic, global and regional programmes, in line with its biennial strategic frameworks;

(b) Continue receiving information from the Office on progress made in the implementation of country, regional, global and thematic programmes, as well as on progress made with regard to integrating lessons learned and recommendations from evaluations within and across regions, ensuring complementarities among programmes and their alignment with the biennial strategic frameworks of the Office;

(c) Receive regular updates from the United Nations Office on Drugs and Crime on its planned research activities, including thematic, regional and country updates, and publications and the related timelines, including the criteria and methodology that inform the research activities;

(d) Continue discussing with the Office the implementation of results-based management and budgeting;

**Continuous support for promoting a culture of evaluation within the United Nations Office on Drugs and Crime at all stages of programme planning, development and implementation, and consideration of results achieved**

9. *Recalls* that the working group has been shown numerous presentations on evaluation findings, on which occasions participants have reiterated the importance of having a sustainable, effective and operationally independent corporate evaluation function at the United Nations Office on Drugs and Crime that is focused on the implementation, performance and impact of integrated programmes and their consistency with mandates of the Office;

10. *Requests* the working group to invite the Independent Evaluation Unit to:

(a) Continue providing the working group with findings of the evaluations of the programmes of the United Nations Office on Drugs and Crime;

(b) Continue promoting a culture of evaluation throughout the Office at all stages of programme planning, development and implementation;

(c) Continue working with the Office to monitor the implementation of recommendations made by relevant oversight bodies;

(d) Continue working with the Office to increase coordination between evaluation, audit and other oversight bodies, with the aim of building a continuum of oversight of projects and programmes of the Office;

**Continuous support for strengthening human resources governance to improve gender balance and geographical representation**

11. *Recalls* that the working group has been discussing the question of geographical representation and gender balance in the composition of the staff of the United Nations Office on Drugs and Crime as part of its efforts to improve the governance of the Office;

12. *Requests* the working group to:

(a) Continue addressing the issue of gender balance and wide geographical representation and its evolution in order to discuss possible measures for further improvement in this area by, inter alia, intensifying outreach efforts;

(b) Continue receiving comprehensive updates, including in a disaggregated way, on the composition of the staff and the recruitment policies of the Office and on steps taken to achieve further improvements in this area;

(c) Invite the Office to provide to the working group updates on best practices and recruitment policies within the United Nations Secretariat aimed at improving geographical representation and gender balance;

**Continuous support for gender mainstreaming in the policies and programmes of the United Nations Office on Drugs and Crime**

13. *Recalls* that the working group has been discussing the question of gender mainstreaming in the policies and programmes of the Office, as part of its efforts to align its work with the Office's guidance note on gender mainstreaming;

14. *Requests* the working group to:

(a) Continue addressing the question of gender mainstreaming in the policies and programmes of the Office in order to discuss possible measures for further improvement in this area;

(b) Continue receiving updated and comprehensive information on the ways in which gender is mainstreamed into the policies and programmes of the Office.