

Resolution 54/10

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 Narcotic Drugs,

Recalling its resolution 52/13 of 20 March 2009, entitled “Improving the governance and financial situation of the United Nations Office on Drugs and Crime”, in which it established the 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, 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 that in its resolution 52/13, it emphasized that the working group, in its formal and informal meetings, should be a forum for dialogue among Member States and between Member States and the Secretariat on the development of the programmes of the United Nations Office on Drugs and Crime,

Reaffirming the role of the Commission on Narcotic Drugs as the principal policymaking organ of the United Nations on matters of international drug control and as the governing body of the drug programme of the United Nations Office on Drugs and Crime,

Reaffirming also Economic and Social Council resolutions 2009/23 of 30 July 2009, entitled “Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime”, 2010/17 of 22 July 2010, entitled “Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework”, and 2010/20 of 22 July 2010, entitled “Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime”, and Commission on Narcotic Drugs resolution 52/14 of 2 December 2009, entitled “Budget for the biennium 2010-2011 for the Fund of the United Nations International Drug Control Programme”,

Recalling General Assembly resolution 64/243 of 24 December 2009, entitled “Questions relating to the proposed programme budget for the biennium 2010-2011”, in paragraph 85 of which the Assembly expressed concern regarding the overall financial situation of the United Nations Office on Drugs and Crime and requested the Secretary-General to submit proposals in his proposed programme budget for the biennium 2012-2013 to ensure that the Office had sufficient resources to carry out its mandate,

Concerned about the governance and financial situation of the United Nations Office on Drugs and Crime, and aware of the urgent need to address these issues in a pragmatic, result-oriented, efficient and cooperative manner,

1. *Takes note* of the work and the report 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 in accordance with Commission resolution 52/13 of 20 March 2009;⁴⁹

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 to the working group, as well as on evaluation and oversight issues, and requests the Secretariat to continue providing such necessary assistance, bearing in mind the limited resources available to the Secretariat;

3. *Welcomes* the established practice of having a clear schedule of meetings and programme of work for the working group, as well as other measures taken with a view to improving the functioning and efficiency of the working group, and requests that a draft agenda for each meeting of the working group be distributed a reasonable amount of time before the meeting, accompanied by all the relevant documents for such meetings;

Medium-term strategy for the period 2012-2015

4. *Requests* the Secretariat and the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime to develop, as follow-up to the strategy for the period 2008-2011 for the United Nations Office on Drugs and Crime,⁵⁰ an updated strategy for the period 2012-2015, to present such a strategy to the Commission on Narcotic Drugs at its reconvened fifty-fourth session for its consideration and to share this strategy with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

5. *Urges* the Secretariat to continue to ensure that the updated strategy, as approved by Member States and as reflected in the strategic frameworks covering the bienniums 2012-2013 and 2014-2015, guides the formulation of clearly defined objectives, improved benchmarks and performance indicators measuring both qualitatively and quantitatively the impact of the work of the Office, in full

⁴⁹ E/CN.7/2011/9-E/CN.15/2011/9.

⁵⁰ Economic and Social Council resolution 2007/12, annex.

compliance with relevant resolutions of the General Assembly on result-based budgeting;

Evaluation and oversight

6. *Recalls* that in its resolution 52/14 of 2 December 2009, it decided that the consolidated budget for the biennium 2010-2011 for the United Nations Office on Drugs and Crime should contain adequate provisions for the establishment of a sustainable, effective and operationally independent evaluation unit, welcomes the appointment of the head of the Independent Evaluation Unit, urges the Secretariat to swiftly implement Commission resolution 52/14, in order to ensure that the Independent Evaluation Unit becomes fully staffed and operational without further delay, and invites the Unit to focus its evaluations on implementation, performance and impact of thematic and regional programmes and to continue consultations with the working group on this matter;

7. *Requests* the Secretariat to promote a culture of evaluation throughout the United Nations Office on Drugs and Crime, to mainstream the use of relevant monitoring and evaluation tools in programme planning and implementation, to provide adequate training, as appropriate and within available resources, to staff at the headquarters of the United Nations Office on Drugs and Crime and its field offices, and to report to the Commission at its reconvened fifty-fourth session on measures planned and taken in this regard;

8. *Also requests* the Secretariat to make the reports of the Independent Evaluation Unit, including its annual report, available to all Member States well in advance of the part of the sessions of the Commission held in the first half of the year, in order to increase all Member States' awareness of the Independent Evaluation Unit's activities and findings and to promote transparency;

9. *Takes note* of the report of the Joint Inspection Unit entitled "Review of management and administration in the United Nations Office on Drugs and Crime",⁵¹ and requests the working group, within its mandate, to thoroughly consider the observations and recommendations made in that report, with a view to presenting recommendations for appropriate follow-up to the Commission on Narcotic Drugs for its consideration at its reconvened fifty-fourth session and to share such recommendations with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

10. *Requests* the working group to explore the possibility of creating, if possible by the end of 2011, an internal system to monitor the implementation of recommendations made by relevant oversight bodies, including the Office of Internal Oversight Services, the Joint Inspection Unit, the Board of Auditors and the Independent Evaluation Unit, and to report to the Commission on Narcotic Drugs at its reconvened fifty-fourth session;

Supporting the integrated programme approach

11. *Welcomes with appreciation* the progress made in developing and implementing, within the mandate of the United Nations Office on Drugs and Crime and in continual consultation with Member States, an integrated programme

⁵¹ JIU/REP/2010/10.

approach, comprising thematic and regional programmes for the delivery of the normative and technical assistance mandates of the United Nations Office on Drugs and Crime, and requests the Executive Director of the United Nations Office on Drugs and Crime to continue presenting such thematic and regional programmes to the working group, to continue giving high priority and support to the implementation of the integrated programme approach through the promotion of the regional and thematic programmes, to report on progress made in such implementation to the Commission on Narcotic Drugs at its reconvened fifty-fourth session and to share that report with the Commission on Crime Prevention and Criminal Justice at its reconvened twentieth session, in the second half of 2011;

Measures to improve the funding situation of the United Nations Office on Drugs and Crime

12. *Urges* all Member States to provide the fullest possible financial and political support to the United Nations Office on Drugs and Crime by widening its donor base and increasing voluntary contributions, in particular general-purpose contributions, so as to enable the Office to continue, expand, improve and strengthen its operational and technical cooperation activities, within its mandates, and recalls General Assembly resolution 65/233 of 21 December 2010, in which the Assembly recommended that a sufficient share of the regular budget of the United Nations continue to be allocated to the Office to enable it to carry out its mandates in a consistent and stable manner;

13. *Requests* the Secretariat to continue to improve its result-based and outcome-oriented reporting on programme implementation, in order to enhance transparency and the Member States' confidence in and political ownership of the activities of the United Nations Office on Drugs and Crime in an effort to reduce the earmarking of contributions;

14. *Encourages* Member States that are in a position to do so to commit a share of their contributions to general-purpose funding, in order to maintain a sustainable balance between general-purpose funds and special-purpose funds;

15. *Invites* Member States to consider applying "soft" earmarking in support of the regional and thematic programmes, in order to introduce flexibility into a funding system that continues to be driven mostly by earmarked contributions;

16. *Welcomes* the recent trend whereby Member States have committed themselves to making, on a voluntary basis, biennial or multi-year indicative financial pledges for general-purpose and special-purpose funding, and encourages all Member States that are in a position to commit to such biennial or multi-year pledging to consider following that emerging practice, preferably in alignment with the biennial budget cycle of the United Nations Office on Drugs and Crime, in order to enhance the predictability and stability of funding for the Office;

17. *Requests* the Secretariat, in an effort to address the financial challenges of the United Nations Office on Drugs and Crime, especially in the light of decreasing general-purpose contributions, to ensure that the programme support charge is no less than the current recommended standard charge of 13 per cent, giving due consideration to the Financial and Administrative Framework Agreement

between the European Community, represented by the Commission of the European Communities, and the United Nations;

18. *Also requests* the Secretariat to employ transparent and uniform criteria in applying the programme support charge, to continue consultations with the working group on this matter and to report to the Commission at its reconvened fifty-fourth session;

19. *Urges* the Secretariat to formulate, in close consultation with the working group, a fund-raising strategy to broaden the donor base, and encourages Member States to contribute to general-purpose funding, as well as special-purpose funding;

20. *Encourages* host countries to explore ways to continue to provide adequate support to the field offices of the United Nations Office on Drugs and Crime, and invites the working group to further discuss ways to encourage host countries to make voluntary contributions to regular operating costs of country and programme offices, with a view to improving the financial sustainability of the field office network of the United Nations Office on Drugs and Crime, and to report to the Commission, at its reconvened fifty-fourth session, on this matter;

Improving the governing role and functioning of the Commission

21. *Recommends*, with a view to improving the governing role and functioning of the Commission and the effective and adequate implementation of decisions adopted by the Commission, the following:

(a) The Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should hold joint reconvened sessions limited to agenda items included in the operational segment of the agendas of both Commissions, with a view to providing integrated policy directives to the United Nations Office on Drugs and Crime on administrative, budgetary and strategic management issues, and, in this context, the practice of holding back-to-back but separate reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should be continued, in order to deal with agenda items included in the normative segment of the agenda of each Commission;

(b) The working group should examine modalities for ensuring that guidance to the Office is provided in an integrated way;

(c) Member States are encouraged to present and discuss draft resolutions well in advance of the part of the sessions of the Commission on Narcotic Drugs held in the first half of the year so that the Commission will be able to make informed decisions; such preliminary discussions shall not in any way be construed as precluding or substituting the mandate of the Commission;

(d) Each working document formally submitted to the Commission should include a summary, as well as a clear identification of any action required;

(e) Any recommendations of the working group should be made available to all Member States well in advance of the part of the sessions of the Commission held in the first half of the year, and should be considered by the Commission;

(f) A short and concise report on the implementation of resolutions should be submitted by the Secretariat to the Commission at the part of its sessions held in the

first half of the year, for its consideration, through the working group, as appropriate.