

**PROJECT DOCUMENT REVISION**

<b>Project Number</b>	GLOT63
<b>Project Title</b>	Support to crime prevention and criminal justice reform
<b>Approved Duration</b>	Jan 2008 – December 2013 (5 years)
<b>Revised Duration</b>	Jan 2008 – December 2015 (8 years)
<b>Estimated Starting Date</b>	1 January 2008 (current revision 22 May 2012)
<b>Location</b>	Global

<b>Strategic Framework Sub programme and related Expected Accomplishment(s)</b>	Sub-programme 4 (all expected accomplishments)
<b>Linkages to Country Programme</b>	Relates to relevant sub-programmes on justice of country programmes
<b>Regional Programme</b>	Relates to relevant sub-programmes on justice of regional programmes
<b>Thematic Programme</b>	Crime Prevention and Criminal Justice, 2010-11 and 2012-2015 (draft)

<b>Executing Agency</b>	UNODC
<b>Associated / Implementing Agency</b>	n/a
<b>Overall Budget (previously approved)</b>	\$4,480,798
<b>Proposed Increase/Decrease in Overall Budget</b>	\$10,346,728
<b>Overall Budget (revised)</b>	\$ 14,827,526
<b>In-Kind Contributions</b>	--

<p><b>Partner Organizations:</b>  DPKO, DPA, OLA, UNDG, OHCHR, WHO, IMO, UNWOMEN, UNODA, UNHABITAT, UNDP, UNICEF  AVPP, RoLCRG, Interagency Panel on Juvenile Justice, UN Action against Sexual Violence in Conflict  CGPCS, Interpol, World Bank, ICRC,  Crime Prevention and Criminal Justice Programme Network (PNI)<sup>1</sup>  International Association of Prosecutors; Judicial Integrity Group; Terre des Hommes; Penal Reform International; Open Society Institute Justice Initiative; Defence for Children International; and the International Bureau for Children’s Rights</p>
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<sup>1</sup> UNICRI, UNAFEI, ILANUD, HEUNI, UNAFRI, NAUSS, AIC, ICCLR&CJP, ISISC, NIJ, RWI, ISPAC, ICPC, ISS, KIC, Basel Institute on Governance, and CCLS

**Brief Description**

*This project aims at strengthening the capacity of States to improve crime prevention and criminal justice systems in line with UN standards and norms in crime prevention and criminal justice and other relevant international instruments. The project outcomes are to provide (1) States develop and implement CPCJ policies and strategies based on UNODC assessments, advice and programme support (2) States and the international community develop and implement CPCJ policies and strategies using UNODC tools and trainings and (3) States develop or update standards and norms with UNODC support. The project is implemented with a strong focus on partnerships with other UN agencies and international NGOs.*

*The current project revision aims at including changes to the logframe, staffing, related budget and management arrangements of the project to be in line with the Thematic Programme on Crime Prevention and Criminal Justice, 2012-2015 and the recommendations of the evaluation of the project carried out in November-December 2011.*

Signed on behalf of:

Party/Entity	Name/Title of Signatory	Date	Signature

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## **1. Situation Analysis:**

### 1.1 The Problem

As noted by the Secretary General in his 2012 report to the General Assembly on strengthening the rule of law, rapid urbanization, conflict, fragility, severe income inequalities and exclusion of vulnerable groups constitute major challenges to human development and security.<sup>2</sup> Transnational organised crime, terrorism, illicit drugs trafficking and corruption pose particular threats to human security all over the world and the United Nations Office on Drugs and Crime (UNODC) has the mission to assist Member States in combating these threats.

States employ different measures to respond to the aforementioned crimes, including criminalizing serious offences, strengthening law enforcement, prosecution and prison systems, enhancing law enforcement cooperation, confiscation of assets and international cooperation in criminal matters. All of these measures, however, require as a foundation a criminal justice system in which police, prosecution, courts, and prisons function and interact effectively, respect rule of law and ensure effective and equitable delivery of public services to all individuals within a jurisdiction, without discrimination, and in line with internationally accepted norms and standards. They also require implementation of human rights standards relating to the rights of offenders, such as the right to fair and expeditious trial, protection against torture, right of counsel as well as the rights of victims and witnesses. States also require appropriate crime prevention policies and strategies to ensure a balanced approach between preventive and reactive action and to effectively address the root causes of crime and victimization.

Constraints that many Member States face when preventing crime and building an effective and humane criminal justice system in line with international standards and norms include:

- Conflicting priorities in the national development agenda
- Inadequate legislation, policies, institutions, coordination mechanisms, infrastructures and staff
- Lack of adequate human and financial resources to be devoted to crime prevention and criminal justice
- Lack of (baseline) data on crime and criminal justice systems
- Limited knowledge and awareness of the benefits of crime prevention and criminal justice reform
- Limited capacities to coordinate the actions of the various stakeholders engaged in crime prevention and criminal justice reform
- Limited political will and opposition from some political players to criminal justice reform

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<sup>2</sup> Report of the Secretary General, *Delivery of Justice: A programme of action to strengthen the rule of law at the national and international levels (A/66/749, 2012)*.

- Unbalanced allocation of national resources to the different areas of the criminal justice system
- Lack of policies to address the needs of particular groups of the population
- Corruption, particularly among criminal justice officials and a lack of confidence in such institutions
- Poor, not adequate or not sufficiently developed legal education systems
- Over-reliance on repressive policies and the use of imprisonment and neglect of preventive and rehabilitative approaches.

## 1.2 Counterpart Capacity

Due to the global nature of this project, it is not possible to specify national counterpart capacity in the area of crime prevention and criminal justice reform. Instead, reference is made to the global challenges outlined in section 1.1 of this document.

## 1.3 Justification for UNODC involvement

UNODC plays a key role in the development and promotion of internationally recognized principles and guidelines in crime prevention and criminal justice. Over the years, policy discussions within the UN Congresses on Crime Prevention and Criminal Justice and the Commission on Crime Prevention and Criminal Justice have led to the development of a considerable body of standards and norms. They cover a wide variety of issues related to Persons in custody, non-custodial sanctions, juvenile justice, restorative justice; crime prevention and victim issues and good governance, independent judiciary, integrity of criminal justice personnel<sup>3</sup>.

The standards and norms are used at the national level as a basis for in-depth, comprehensive assessments leading to the adoption of necessary crime prevention strategies and action plans and criminal justice system reforms; they help countries to develop sub-regional and regional strategies; and, globally, the standards and norms represent “best practices” which are adapted by States to meet their national needs and provide a solid basis for programming. The work done by UNODC on supporting the implementation of crime prevention and criminal justice standards and norms, helps to implement the crime, terrorism and drug conventions as well as related policy documents and supports implementation of binding international human rights instruments. It is an essential component of the UN-wide effort to promote development, human rights and the rule of law globally.

The General Assembly (GA), the Economic and Social Council (ECOSOC) and the Commission on Crime Prevention and Criminal Justice (CCPCJ)<sup>4</sup>, have reaffirmed in numerous resolutions over the years the role of UNODC in providing technical cooperation, advisory services and other forms of assistance in the field of crime

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<sup>3</sup> For an overview of the standards and norms, see the UNODC Compendium of United Nations standards and norms in crime prevention and criminal justice (New York, 2006).

<sup>4</sup> Most recently with a draft resolution entitled Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking, recommended for approval to the General Assembly by the 21st session of the CCPCJ.

prevention and criminal justice to Member States, including in the areas of strengthening the preventive role of justice and security providers, reconstructing national criminal justice systems, data collection, information and experience sharing.

#### 1.4 Strategic Context

##### **UNODC Strategic framework**

The UNODC Strategic Framework for the period 2012-2013<sup>5</sup> tasks the Office with achieving the following expected accomplishments:

- Improve capacity of Member States to prevent crime in accordance with United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments
- Enhance the capacity of Member States to develop and maintain fair, humane and accountable domestic criminal justice systems in accordance with the United Nations standards and norms in crime prevention and criminal justice and other relevant instruments

Furthermore, the expected accomplishments mentioned in the (draft) Strategic Framework 2014-2015 are as follows:

- International standards and norms in crime prevention and criminal justice are developed and updated
- Crime prevention and criminal justice system reform initiatives are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice

##### **Country, Regional and Thematic Programmes**

The implementation of this global project comes within the scope of the Thematic Programme (TP) on Crime Prevention and Criminal Justice Reform 2012-2015 (draft), which provides the global framework for UNODC's work in crime prevention and criminal justice reform.

As outlined by the TP, the Office will provide support to Member States on crime prevention and criminal justice reform in a number of key areas, namely: police reform; strengthening prosecution services, the judiciary and courts; restorative justice; access to legal aid; prison reform and alternatives to imprisonment as well as in the cross-cutting areas of human rights; women in the criminal justice system; justice for children and the protection of victims and witnesses. Special attention will be paid to adopting a comprehensive and integrated approach to crime prevention and criminal justice reform, as well as to the integration of crime prevention perspectives into the overall work of UNODC. The rights of particular disadvantaged or vulnerable groups or groups with special needs, including in particular women, children and youth will be promoted and reflected in that context. Mainstreaming of human rights and gender are at the core of the implementation of the Thematic Programme and current project.

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<sup>5</sup> Strategic Framework for 2012-2013, Programme 13 (A/65/6/Rev.1, Feb 2011).

This global project will contribute to the achievement of the following outcomes of the TP:

Outcome 1:

Requesting States have developed and implemented crime prevention and criminal justice reform initiatives, including strategies, action plans and measures in accordance with UN standards and norms in crime prevention and criminal justice and recognized good practices

Outcome 2:

UNODC tools, manuals and training materials are used by Member States to improve criminal justice procedures and practices and to develop, adopt and implement effective strategies and programmes for crime prevention

Outcome 3:

New UN standards and norms in crime prevention and criminal justice are developed and existing ones are updated by Member States with support of UNODC

Field-based activities carried out by GLOT63, such as pilot projects or initiatives aimed at sharing best practices from different regions, will be designed and implemented in the framework of Regional and/or Country Programmes.

#### 1.5 Synergies with other programmes and projects

This project provides support and technical expertise to the development, implementation and evaluation of the UNODC regional and country sub-programmes on justice as well as projects in the area of justice implemented by the UNODC field office network. For instance, assessments carried out under the current project might lead to formulation of country or regional sub-programmes. Pilot projects and seed funding provided under GLOT63 will allow for further programme developments in countries or areas not yet covered by regional or country programmes. Tools developed in the project will be used by country and regional programmes for training, policy advice and adaptation to local needs.

In terms of joint staff, the position of criminal justice expert (penal reform) (P-4) included in this project, has been co-shared with various prison reform programmes in the field. The hiring of NPOs under this project might also take the form of cost-sharing with regional or national programmes.

There are also strong synergies with other thematic programmes/global projects in the various thematic areas of UNODC, with joint activities being planned. As such options for cost-sharing of activities and staff will be explored on a case-by-case basis.

## 1.6 Target groups

The direct target groups of this project are:

- *Policy-makers and legislators around the world involved in crime prevention and criminal justice work;*
- *Crime prevention and criminal justice professionals and institutions around the world;*
- *Non-governmental organisations;*
- *Field office network of UNODC, other UN agencies, regional and international organisations active in the field of crime prevention and criminal justice*

Indirect beneficiaries are citizens and communities, in which crime is prevented and former offenders, victims and witnesses of crime reintegrated, in particular disadvantaged or vulnerable groups or groups with special needs, including in particular women, children and youth.

## 1.7 Gender and Human Rights

The project includes activities targeting the needs of women in the criminal justice system and as victims or offenders. Many of the tools developed under the project provide specific guidance on measures to address the needs of vulnerable groups as well as women in the justice system. Efforts will be made to use the Gender components in the Criminal Justice System Assessment Tool both when carrying out general assessments and as a basis for particular programmes focusing on gender in the criminal justice system. Provision is being made to disaggregate training statistics by gender.

The project is geared towards the implementation of human rights of victims, witnesses and offenders and in general building crime prevention and criminal justice systems which ensure human rights for all. The UN standards and norms on crime prevention and criminal justice are essentially international human rights standards and project staff and activities are also constantly guided by UN Human rights treaties. The project will contribute to the implementation of the Executive Director's Guidance Note on Promotion and Protection of Human Rights, through review of UNODC training in various areas from a human rights perspective, development of particular tools focusing on human rights aspects of UNODC's work and implementation of risks assessments. Several of staff supporting and implementing the project are themselves experts on human rights. In addition a post dedicated to human rights is being added in this project revision. A stronger partnership with OHCHR as well as PNIs and other institutes working on human rights is also part of the strategy of the project.



## **2. Project Description**

### 2.1 Location and duration

The project is implemented from Vienna with segments implemented by UNODC field offices, depending on needs and available funding. At the time of writing the segments were active in the following field offices: Bolivia, Colombia, Peru and Mexico. Activities carried out under the project, such as assessments, training and meetings may take place in any country in the world mostly through the JIU segment. In addition an ITS segment will be created to ensure coverage of information technology support costs in the development of the online training platform and other IT services.

The current project duration is six years (2008-2012). It is proposed to extend the project until the end of 2015 to be in line with the duration of the Thematic Programme on Crime Prevention and Criminal Justice, 2012-2015.

## **2.2 UNODC Logical Framework**

<b>2.2 UNODC Logical Framework</b>			
Project Title: Support to crime prevention and criminal justice reform	Sub-programme in Strategic Framework: 4 Justice	Region/Country: Global	Project Code: GLOT63
		Date: March 2012	Duration: 8 years (2008-2015)
<p><b>Expected Accomplishment(s) in the Strategic Framework 2012-2013</b> (Sub-programme 4 “Justice”):</p> <p>(a) Enhanced capacity of Member States to develop and maintain fair, humane and accountable domestic criminal justice systems in accordance with the UN standards and norms in crime prevention and criminal justice (CPCJ) and other relevant international instruments</p> <p>(b) Improved capacity of Member States to prevent crime in accordance with the UN standards and norms in CPCJ and other relevant instruments.</p> <p><b>Expected Accomplishment(s) in the Strategic Framework 2014-2015</b> (Sub-programme 4 “Justice”) - DRAFT:</p> <p>(a) International standards and norms in crime prevention and criminal justice are developed and updated</p> <p>(b) Crime prevention and criminal justice system reform initiatives are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice</p>			
<p><b>Relationship with Country/ Regional/ Thematic Programmes:</b> Implements activities of the Thematic Programme on CPCJ that are not covered by the regular budget or other extra-budgetary resources; supports CPCJ components of country/ regional as well as other thematic programmes.</p>			
	<b>Indicators</b>	<b>Means of Verification</b>	<b>Risks</b>
<p><b>Project Objective:</b> States improve CPCJ systems in line with UN standards and norms in CPCJ and other relevant international instruments.</p>	<ul style="list-style-type: none"> <li>- Number of countries that implement CPCJ system reforms with GLOT63 support Baseline: 30 (2008-2011) Target: 40 (2012-2015)</li> <li>- Number of standards and norms in CPCJ adopted by ECOSOC and/ or the General Assembly with GLOT63 support Baseline: 4 (2008-2011) Target: 3 (2012-2015)</li> </ul>	<ul style="list-style-type: none"> <li>- ProFi reports and data</li> <li>- Financial reports</li> <li>- IMDIS reports</li> <li>- Meetings’ documents</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of financial resources</li> <li>- Lack of human resources</li> <li>- Lack of interest of potential beneficiaries or of opportune circumstances in potential benefiting countries</li> </ul>

<p><b>Outcome 1: Technical assistance:</b> States develop and implement CPCJ policies and strategies based on UNODC assessments, advice and programme support</p>	<p><u>Indicators:</u> - Number of technical assistance initiatives developed and/ or implemented with GLOT63 support Baseline: 65 (2008-2011) Target: 80 (2012-2015)</p>	<p><u>Means of verification:</u> - GLOT63 progress report based on GLOT63 financial reports and GLOT63 staff reports, assessment reports, policy papers.</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of interest of potential beneficiaries or of opportune circumstances in potential benefiting countries</p>
<p><b>Output 1.1:</b> Criminal justice systems and crime prevention strategies are assessed and support is provided to Member States developing CPCJ policies and strategies</p>	<p><u>Indicators:</u> - Number of assessments and reports shared with national counterparts Baseline: 30 (2008-2011) Target: 30 (2012-2015)</p>	<p><u>Means of verification:</u> - Assessment reports, workshop reports</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of interest of potential beneficiaries or of opportune circumstances in potential benefiting countries</p>
<p><u>Activities:</u> 1.1.1 Conduct comprehensive or sector-specific assessments (e.g. of CPCJ institutional, legislative, regulatory frameworks), using especially the Criminal Justice Assessment Toolkit, produce a written report which is shared with national counterparts 1.1.2 Provide policy and legal advice, including through mentoring of CPCJ practitioners</p>			
<p><b>Output 1.2</b> Technical assistance programmes aimed at CP and CJ reform are designed and implemented based on applicable standards and norms and within the framework of UNODC thematic, regional and country programmes</p>	<p><u>Indicators:</u> - Number of CPCJ programmes developed Baseline: 30 (2008-2011) Target: 40 (2012-2015) - Number of CPCJ pilot projects delivered Baseline: 5 (2008-2011) Target: 10 (2012-2015)</p>	<p><u>Means of verification:</u> - Project proposals, project documents, project progress reports</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of interest of potential beneficiaries or of opportune circumstances in potential benefiting countries</p>
<p><u>Activities:</u> 1.2.1 Develop programmes in relevant CPCJ areas, based on findings of substantive assessments and advice delivered under output 1.1. above, in coordination with field offices (this activity excludes training needs assessments that are covered by output 2.2 below) 1.2.2 Provide for direct programme delivery in relevant CPCJ areas, e.g. through seed funding and/ or with the launch of pilot projects, at the request of Member States and field offices.</p>			

<p><b>Outcome 2: Tools and training:</b> States and the international community develop and implement CPCJ policies and strategies using UNODC tools and trainings</p>	<p><u>Indicators:</u> - Number of countries using tools and training programmes in the framework of CPCJ initiatives</p> <p>Baseline: 50 (2008-2011) Target: 65 (2012-2015)</p>	<p><u>Means of Verification:</u> - (it is assumed that a State or a target group in a country benefiting from a UNODC CPCJ-related project uses one or more of the UNODC-CPCJ tools and training programmes) - System to be developed for qualitative feedback on tools and training</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of capacity or interest of potential beneficiaries or of opportune circumstances in potential benefiting countries to take advantage of available tools and training programmes</p>
<p><b>Output 2.1:</b> Tools based on international standards and best practices, are developed and made available for practitioners' use, in multiple languages (with priority to UN official languages).</p>	<p><u>Indicators:</u> - Number of tools developed and used that promote UN standards and norms in CPCJ and facilitate their implementation</p> <p>Baseline: 23 (excluding language versions) (2008-2011) Target: 15 (2012-2015)</p>	<p><u>Means of Verification:</u> - Tools downloadable on UNODC website (or available for distribution) - Number of views per tool, based on UNODC website statistics - Number of UNODC training interventions that use the tools</p>	<p><u>Risks:</u> - Lack of financial resources, in particular to translate into relevant languages - Lack of good-quality, affordable and available sub-contractors - Lack of capacity or interest of potential beneficiaries or of opportune circumstances in potential benefiting countries to take advantage of available tools</p>
<p><u>Activities:</u></p> <p>2.1.1 Develop and/ or update substantive tools (e.g. handbooks; training curricula; model laws; guidance notes; guidelines; model action plans) – this includes identifying in-house or sub-contracted drafters; convening expert group meetings to review drafts; editing and formatting drafts to ensure publishable quality</p> <p>2.1.2 Develop (e)training platform – this includes identifying in-house or sub-contracted substantive training developers and IT support providers</p> <p>2.1.3 Develop and/ or update advocacy/ awareness raising tools (e.g. brochures, website, progress reports)</p>			

	<p>2.1.4 Translate tools (substantive, (e)training and advocacy tools) – this includes contracting translators and sub-contractors to format drafts into publishable quality documents</p> <p>2.1.5 Print tools (both substantive and advocacy tools)</p> <p>2.1.6 Disseminate tools/ maintain website with downloadable tools (substantive, (e)training, advocacy tools)</p>		
<p><b>Output 2.2</b> Training programmes are developed and implemented to assist CPCJ practitioners, trainers and UNODC staff.</p>	<p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Number of trainings conducted or supported Baseline: 10 (2008-2011) Target: 28 (2012-2015)</li> <li>- Number of people trained (m/f) Baseline: 30% female (2008-2011) Target: 50% female (2012-2015)</li> </ul>	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>- Training reports and/ or related material (training agenda, participants' lists, test scores etc)</li> </ul>	<p><u>Risks:</u></p> <ul style="list-style-type: none"> <li>- Lack of financial resources</li> <li>- Lack of good-quality, affordable and available sub-contractors</li> <li>- Lack of capacity or interest of potential beneficiaries or of opportune circumstances in potential benefiting countries to take advantage of available training programmes</li> </ul>
	<p><u>Activities:</u></p> <p>2.2.1 Conduct training needs assessments</p> <p>2.2.2 Coordinate (e)training platform &amp; technical support (this implies establishing sustainable maintenance of the platform, both at substantive and IT levels)</p> <p>2.2.3 Conduct trainings for UNODC staff</p> <p>2.2.4 Conduct trainings for CPCJ practitioners, including trainers</p>		

<p><b>Outcome 3: Support to inter-governmental bodies:</b> States develop or update standards and norms with UNODC support.</p>	<p><u>Indicators:</u> - Number of UN CPCJ standards and norms developed or updated with GLOT63 support; Baseline: 4 (2008-2011) Target: 3 (2012-2015)</p>	<p><u>Means of Verification:</u> - Meeting reports and other substantive reports commissioned for secretariat purposes</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of State request for S&amp;N development/ update</p>
<p><b>Output 3.1:</b> States receive normative and/ or secretariat support</p>	<p><u>Indicators:</u> - Number of working groups (IEGM, CCPCJ, Congress) provided with GLOT63 support  Baseline: 2 (2008-2011) Target: 3 (2012-2015)</p>	<p><u>Means of Verification:</u> - Background documents (pre-, in- and post-session documents) and adopted resolutions - Other meeting-related documents (minutes, agenda etc)</p>	<p><u>Risks:</u> - Lack of financial resources - Lack of human resources - Lack of State request for norms or policy development/ update - Lack of consensus by States on norms being developed</p>
<p><u>Activities:</u>  3.1.1 Organise and/ or support working groups (e.g. expert group meetings (EGMs) and inter-governmental EGMs) to develop or update norms or policies/ strategies, or for any purpose other than those related to outcomes 1 and 2 above – activities include drafting related pre/ in/ post session documents, directly or with consultants; identifying participants and panellists; providing for translation and interpretation, providing substantive advice to the EGM</p>			

### **3. Project Management and Implementation**

#### 3.1 Inputs

The main project inputs are staff, in particular all Justice Section staff who contribute to the implementation of activities in the project. Additional inputs are external experts acting as consultants or being called upon at different occasions. For field-based activities field office staff provide an essential contribution. In addition financial resources are necessary to implement the project.

#### 3.2 Staffing, Management and Coordination Arrangements

The project is managed by the Justice Section staff as per below description. The field staff responsible for implementing field segments and field activities report to the project manager within the Justice Section substantively and financially on the implementation of such segments. In addition Justice Section staff are designated as focal points for implementing particular substantive activities within the project, within the administrative and financial activities agreed by the project management team with the Chief of Justice Section. The HQ segment is implemented through IMIS while the field segments are implemented through UNDP or Bank segments depending on the situation of each field office.

While local counterparts may be involved in the implementation of field-based activities, an agreement on their exact role should be reached for each activity depending on the assessment of the situation. In general local counterparts will not be involved in project management.

The mid-term evaluation carried out in November-December 2011 recommended the following: *the post of full-time project manager, with strong administrative powers should be created*. While the recommendation has been accepted the following staff have been assigned to manage the project (each in addition to other tasks):

- 1 existing P4 regular budget staff member with programming & coordinating experience will manage the project, with the assistance of 1 extra budgetary P3 (TORs attached) and 1 P2 staff (regular budget), also with programming & coordinating experience. Currently a G-6 on temporary appointment to the Justice Section supports the programme management team.

In the future a dedicated extra budgetary position of senior project manager could be created if needed and if the volume of resources requires it.

The current project revision includes the following posts in the project:

- 1 Senior Expert (Global Counter-Piracy, Armed Robbery at Sea and Criminal Justice), P-5, (approved by project revision January 2012) (*under recruitment*)
- 2 Expert (Crime Prevention and Criminal Justice Officer (Human Rights), P-4 (*ex-Penal reform post, vacant*))
- 3 Expert (Crime Prevention and Criminal Justice Officer (Justice for Children), P-4 (*NEW*))

- 4 Expert, Crime Prevention and Criminal Justice Reform Officer, P-3 (*approved by project revision January 2012*) (*under recruitment*)
- 5 1 Expert, Crime Prevention and Criminal Justice Reform Officer, P-3 (**NEW**)
- 6 1 G-6, Programme assistant (**NEW**)
- 7 1 G-6, Information Systems Assistant (on loan from ITS for three months)
- 8 7 Experts, Crime Prevention and Criminal Justice (NOB) (National Programme Officer) in selected field offices (**NEW**)

While the new post of expert (P-3) is generic in nature there are needs for additional capacity in the areas of training and learning, violence against women and crime prevention.

### 3.3 Monitoring, Reporting and Project Completion

The project implementation will be monitored by the project management team on a weekly basis. A system to record expenditures at headquarters has already been put in place. It is planned that after the approval of the current project revision, the activity tracker system in ProFi will be used by field and HQ segments, to improve monitoring of the project implementation.

In addition a more detailed evolving workplan including responsible staff for each activity is being used to monitor project implementation internally. As recommended by the 2011 evaluation a regular update on activities and impact will be shared with donors and counterparts through electronic format and regular briefings. Annual and semi-annual project progress reports are being prepared in ProFi.

For tools and training developed under the project a system of feedback and user statistics will be developed within the online training platform to ensure better monitoring and reporting.

### 3.4 Evaluation

A mid-term evaluation was carried out at the end of 2011, and it is planned that a final independent project evaluation takes place with the support of the Independent Evaluation Unit (IEU) in the last 6 months of the project (last half of 2015). IEU will clear the ToR, the recruitment process of the evaluation team/evaluator, the inception report as well as the final evaluation report. In addition, a self-evaluation (in the form of stakeholders' written response) is planned for the end of 2013. A budget of USD 15,000 has currently been put aside for the final evaluation, and will be increased where necessary in 2015. Both the mid-term and the final evaluations will be based on the IEU guidelines.



### 3.5 Risk Management

Risk			Mitigation
Identification	Likelihood	Impact	Risk Mitigation Strategy
Risk 1: Lack of financial resources	Medium	high	A conscious effort at close monitoring of expenditures and project activities and more efficient fund-raising and effective communication with donors is being implemented
Risk 2: Lack of human resources	Medium	High	The current project revision includes several new posts required to implement the full project activities.
Risk 3: Lack of interest of potential beneficiaries or of opportune circumstances in potential benefiting countries	Low	Medium	Given the global nature of the project the risk is considered low, as the global needs will most probably always be more important than the capacity of UNODC to implement
Risk 4: Lack of State request for S&N development/ update	Medium	Low	The advisory role of UNODC will provide opportunities to highlight needs for new standards to Member States. Stronger partnerships with Member States through regular briefings will therefore be helpful to influence such policy.
Risk 5: Lack of interest to enter into/ maintain partnership	Low	Medium	Efforts are being made to strengthen strategic partnerships at headquarters levels and support field office in joint programming. The strategy is to continue producing high quality outputs which show UNODC's relevance to partners.

### 3.6 Sustainability

The 2011 evaluation found both sustainable and not sustainable results in the project activities so far:

*“Successful example of sustainable results provides the application of “Crime Prevention Assessment Tool” or more specifically the “Local Safety Audit” in several municipalities in Colombia. Firstly, sufficient effort has been invested into training the local law enforcement personnel. Secondly, the idea was presented to the entities with decision making power in the region, i.a. the Governor’s Office, to ensure their cooperation. Moreover the crucial aspect of funding, which was provided equally by GLOT63 and the local government, has not been neglected. In effect the audit has been incorporated into the local security policy “Política local de Seguridad, Hábitat y Convivencia”, and the Governor’s Office is planning to extend the geographical scope of the undertaking.*

*The area where GLOT63 did not achieve sustainable results is placement of project staff in South and Central America. Funding for the posts of National Programme Officers (NPOs) in Brazil and El Salvador was initially provided for only a year. The idea of “seed funding” was based on the assumption that financial resources, covering the costs of salaries of local UNODC staff, provided for limited period of time, would not have to be further supplied when their successful activities receive other sources of funding. The idea could have potential positive and sustainable results, however the*

*analysis of situation in both Brazil and El Salvador indicates that several conditions have to be fulfilled in order to make the “seed funding” work well at the field level, with absolutely essential being the aforementioned HQ support at the initial stages of activity.*

*[...] The concept of “seed funding” can potentially encourage significant positive changes in the regions, where it is applied, however the HQ must ensure that competent, motivated staff is recruited. This will require much tighter terms of reference for prospective GLOT63 NPOs which will assist HQ and the Field Offices in ensuring the NPOs roles and responsibilities are fully understood. Additionally sufficient support, guidance and strategic vision along with securing funding for the period of initial stages of local capacity building should be provided from both HQ and the Field Offices.”<sup>6</sup>*

The recommendations above have been incorporated in the terms of reference of the NPOs provided for in this revision and a stronger monitoring system involving the regional representative, the Justice Section and the local counterparts will be put in place for each of the NPOs to be hired.

With regard to outcomes relating to development of tools and provision of training the strategy to move from handbooks to training modules and an on-line training platform is based on a sustainability argument that training tools can be adapted locally and that online training can benefit more beneficiaries directly. In addition a stronger partnership with national training institutions is being sought to ensure sustainability.

With regard to assessment and programming, a stronger involvement of field offices in the planning and implementation of assessment recommendations is being pursued to ensure that assessment feed into programme development. Joint planning of activities on a yearly basis with IPB desks, regional and country offices will be implemented to feed into the regional and national programme cycles.

### 3.7 Legal Context

*Not applicable.*

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<sup>6</sup> Independent evaluation of GLOT63 project Support to Crime Prevention and Criminal Justice Reform, January 2012, pp.15-16

## Annex I: Indicative Costed<sup>7</sup> Workplan<sup>8</sup>

Outcomes & outputs	Activities	MONITORING MILESTONES BY QUARTER/YEAR																Cost per activity (US\$)	Responsibility			
		2012				2013				2014				2015								
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
<b>Outcome 1: Technical assistance: States develop &amp; implement CPCJ policies &amp; strategies based on UNODC assessments, advice, programme support</b>																		<b>2,200,000</b>				
1.1 CJ systems assessment & CPCJ policy/ strategy support	<i>1.1.1 Assessments (e.g. of CPCJ institutional, legislative frameworks)</i>	x	x	x	x	x	x					x	x			x	x			685,000	Justice Section and field offices	
	<b>Funded as of April 2012 (5 area-specific assessments in 6 countries)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>														<b>185,000</b>		
	Unfunded (1 comprehensive assessment/ year at \$40'000 each + 10 area-specific assessment/ year at 13'500 each)					x	x									x	x			500,000		
	1.1.2 Policy and legal advice, incl. mentoring of CPCJ practitioners	<i>1.1.2 Policy and legal advice, incl. mentoring of CPCJ practitioners</i>	x	x	x	x	x	x	x					x	x			x	x		701,000	Justice Section and field offices
		<b>Funded as of April 2012 (1 area-specific advice in 1 region)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>														<b>551,000</b>	
		Unfunded (\$50'000 per year of consultancy & related operations: travel, workshop etc)						x	x					x	x			x	x		150,000	
1.2 CPCJ technical assistance programmes designed & implemented	<i>1.2.1 Develop programmes/ programming assessments, with FOs</i>	x	x	x	x	x		x	x				x	x				x	x	314,000	Justice Section and field offices	
	<b>Funded as of April 2012 (1 area-specific programme assessment in 1 country)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>														<b>164,000</b>		
	Unfunded (\$50'000 per year for further programme assessment/ development)							x	x				x	x				x	x	150,000		
	1.2.2 Direct programme delivery (e.g. seed funding, pilot projects)	<i>1.2.2 Direct programme delivery (e.g. seed funding, pilot projects)</i>				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	500,000	Field offices
		<b>Funded as of April 2012</b>																			<b>0</b>	
		Unfunded (10 projects at US\$80'000 each (average) with some co-funded projects)				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	500,000	

<sup>7</sup> Ensure that the timeframe is aligned to overall project duration, and costs correspond to entire budget

<sup>8</sup> Please indicate in bold which for which funds are currently available

Outcome 2: Tools and training: States develop and implement CPCJ policies and strategies using UNODC tools and trainings														2,518,426						
2.1 Tools developed and available in multiple languages	2.1.1 Develop/ update substantive tools (incl. handbooks (HB) and training curricula (TC))	x	x	x	x	x	x			x	x			x	x			1,070,239	Justice Section	
	<b>Funded as of April 2012 (1 HB + 2 TC)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>												<b>56,239</b>		
	Unfunded (8 tools * 3 yr * \$23'500 consultancy, edit, layout + \$30'000 for EGM * 15 tools)					x	x			x	x			x	x			<b>1,014,000</b>		
	2.1.2 Develop (e)training platform					x	x	x	x									81,858	Justice Section and IT	
	<b>Funded as of April 2012</b>																	<b>0</b>		
	Unfunded (consultancy & IT subcontracting)					x	x	x	x									81,858		
	2.1.3 Develop / update advocacy/ awareness raising tools																x		30,090	Justice Section
	<b>Funded as of April 2012</b>																		<b>0</b>	
	Unfunded (\$10'000 per year)									x							x		30,090	
	2.1.4 Translate tools (substantive, (e)training, advocacy tools)	x	x	x	x	x	x	x							x	x			502,500	Justice Section and field offices
	<b>Funded as of April 2012 (4 publications (ie trans. of 1 tool in 2 lang. = 2 publications))</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>													<b>43,500</b>	
	Unfunded (5 publications per semester * \$20'000 of consultancy + edit, layout)					x		x	x						x	x			<b>483,000</b>	
	2.1.5 Print tools (both substantive and advocacy tools)	x	x	x	x	x												x	175,739	Justice Section, DMU, and field offices
	<b>Funded as of April 2012 (5 publications)</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>													<b>25,739</b>	
Unfunded (15 publications at \$10'000 each)																	x	<b>150,000</b>		
2.1.6 Disseminate tools/ maintain website with downloadable tools					x													70,000	Justice Section and field offices	
<b>Funded as of April 2012</b>					<b>x</b>													<b>5,000</b>		
Unfunded																	x	65,000		
2.2 Training programmes developed and implemented	2.2.1 Conduct training needs assessments	x	x	x	x	x			x									88,000	Justice Section and field offices	
	<b>Funded as of April 2012 (1 assessment)</b>					<b>x</b>												<b>28,000</b>		
	Unfunded assessments (1 *\$20'000 *3 years)									x	x						x	<b>60,000</b>		
	2.2.2 Coordinate (e)training platform+ technical support																	30,000	Justice Section and IT	
	<b>Funded as of April 2012</b>																	<b>0</b>		
	Unfunded									x	x	x	x	x	x	x	x	30,000		
	2.2.3 Conduct trainings for UNODC staff																	x	70,000	Justice Section and field offices
	<b>Funded as of April 2012</b>																		<b>0</b>	
Unfunded ad hoc trainings (2 workshops at \$35'000 each)																	x	70,000		

	2.2.4 Conduct trainings for CPCJ practitioners, including trainers			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	400,000	Justice Section and field offices
	<b>Funded as of April 2012</b>																		0	
	Unfunded (1 session/ quarter at \$25'000 each)			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	400,000	
<b>Outcome 3: States develop or update S&amp;N with UNODC support</b>																			1,260,000	
3.1 Normative/ secretariat support	3.1.1 Support working groups (e.g. EGM) to develop/ update norms, policies...			x	x	x			x	x			x	x				x	1,260,000	Justice Section
	<b>Funded as of April 2012 (activities to support 1 area-specific working group)</b>			x	x														40,000	
	Unfunded (1 IEGM per year at \$300'000 each + 1 EGM per year at \$30'000 each)			x	x	x			x	x			x	x				x	1,220,000	
<b>Personnel Costs</b>																			4,227,394	
	P-5 Senior Expert (Global Counter-Piracy, Armed Robbery at Sea and Criminal Justice)			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	850,944	
	P-4 Expert, Crime Prevention and Criminal Justice Reform (Human Rights)					x	x	x	x	x	x	x	x	x	x	x	x	x	663,000	
	P-4 Expert, Crime Prevention and Criminal Justice Reform (Justice for Children)					x	x	x	x	x	x	x	x	x	x	x	x	x	561,600	
	P-3 Expert, Crime Prevention and Criminal Justice Reform			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	604,560	
	P-3 Expert, Crime Prevention and Criminal Justice Reform					x	x	x	x	x	x	x	x	x	x	x	x	x	453,420	
	NPO Expert, Crime Prevention and Criminal Justice Reform, ROCA					x	x	x	x	x									57,888	
	NPO Expert, Crime Prevention and Criminal Justice Reform, ROSA					x	x	x	x	x									137,340	
	NPO Expert, Crime Prevention and Criminal Justice Reform, ROSEN					x	x	x	x	x									88,362	
	NPO Expert, Crime Prevention and Criminal Justice Reform, ROPER					x	x	x	x	x									92,394	
	NPO Expert, Crime Prevention and Criminal Justice Reform, ROSAF					x	x	x	x	x									158,040	

	NPO	Expert, Crime Prevention and Criminal Justice Reform, ROEA								x	x	x	x	x	x	x	x			85,584	
	NPO	Expert, Crime Prevention and Criminal Justice Reform, ROMENA								x	x	x	x	x	x	x	x			141,120	
	G-6	Programme Assistant			x	x	x	x	x	x	x	x	x	x	x	x	x	x		315,000	
	G-6	Information Systems Assistant			x															18,142	
Evaluation																		x		30,000	
Travel			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	698,100	
Equipment																				0	
Premises			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	5,100	
Reporting																				510,500	
Oper. And mainte. Of equip.																				22,100	
Operating Expenses			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	134,400	
NET PROJECT TOTAL																				<b>11,072,830</b>	
Programme support cost																				<b>1,439,466</b>	
GRAND TOTAL																				<b>12,512,296</b>	

**Grand total indicated in the costed work plan does not include past expenditures from 2008 to 2011.**

Total overall budget of \$ 14,827,526 is the result of recorded expenditures of the project until the end of 2011 (\$ 2,315,230) and the proposed activities covering from January 2012 to December 2015 (\$ 12,512,296).

## Annex II: Budget

Description	Calendar year	Calendar year	Calendar year	Calendar year	Total approved budget (modular budget)	Calendar year	Calendar year	Calendar year	Calendar year	Additional funding needed	Overall budget
	<2011	2011	2012	2013	(1)=sum (a thru e)	2012	2013	2014	2015	(2)	(3)= (1) + (2)
Travel in projects	211,347	39,480	88,100		338,927	147,500	147,500	157,500	157,500	610,000	948,927
<b>15-99 Total Travel</b>	<b>211,347</b>	<b>39,480</b>	<b>88,100</b>	<b>0</b>	<b>338,927</b>	<b>147,500</b>	<b>147,500</b>	<b>157,500</b>	<b>157,500</b>	<b>610,000</b>	<b>948,927</b>
International Experts	152,301	70,476	465,300		688,077		889,410	889,410	889,410	2,668,230	3,356,307
Short-term Intern. Consultants	166,102	62,222	133,800	13,300	375,424	125,000	500,000	470,000	470,000	1,565,000	1,940,424
Admin. Support Personnel	147,798	0	0		147,798	63,142	90,000	90,000	90,000	333,142	480,940
UN Volunteers	0	0	0		-					-	
Other Personnel Costs	41,278	88,577	124,500		254,355	100,000	180,000	180,000	180,000	640,000	894,355
National proj. staff and cons.	54,539	31,203	0		85,742	0	412,691	291,358	56,675	760,724	846,466
<b>19-99 Total Personnel</b>	<b>562,018</b>	<b>252,478</b>	<b>723,600</b>	<b>13,300</b>	<b>1,551,396</b>	<b>288,142</b>	<b>2,072,101</b>	<b>1,920,768</b>	<b>1,686,085</b>	<b>5,967,096</b>	<b>7,518,492</b>
Sub-Contracts	66,101	14,939	56,000		137,040	-	70,000	-	-	70,000	207,040
Grants to institutions	124,034	24,814	30,000		178,848	30,000	30,000	30,000	30,000	120,000	298,848
<b>29-99 Total Subcontracts</b>	<b>190,135</b>	<b>39,753</b>	<b>86,000</b>	<b>0</b>	<b>315,888</b>	<b>30,000</b>	<b>100,000</b>	<b>30,000</b>	<b>30,000</b>	<b>190,000</b>	<b>505,888</b>

Individual fellowships/ Training	12,037	18	0		12,055					-	12,055
Study Tours					-					-	-
In-service training					-					-	-
Group Training	20,192	1,986	30,000		52,178	-	185,000	150,000	185,000	520,000	572,178
Meetings	62,673	291,607	190,800		545,080	271,858	540,000	540,000	610,000	1,961,858	2,506,938
<b>39-99 Total Training</b>	<b>94,902</b>	<b>293,611</b>	<b>220,800</b>	<b>0</b>	<b>609,313</b>	<b>271,858</b>	<b>725,000</b>	<b>690,000</b>	<b>795,000</b>	<b>2,481,858</b>	<b>3,091,171</b>
Expendable equipment	125	0	0		125					-	125
Non-expendable equipment	0	2,217	0		2,217					-	2,217
Premises	0	192	5,100		5,292					-	5,292
<b>49-99 Total Equipments</b>	<b>125</b>	<b>2,409</b>	<b>5,100</b>	<b>0</b>	<b>7,634</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,634</b>
Operation and maint. of equip.	3,249	2,110	2,100		7,459	-	-	5,000	5,000	10,000	17,459
Reporting costs	136,737	125,072	155,500		417,309	25,000	110,000	110,000	110,000	355,000	772,309
Sundries	1,328	177	0		1,505					-	1,505
General Operating Expenses	36,935	22,385	34,400		93,720	10,000	30,000	30,000	30,000	100,000	193,720
Evaluation costs	0	18,819	15,000		33,819				15,000	15,000	48,819
<b>59-99 Total Miscellaneous</b>	<b>178,249</b>	<b>168,563</b>	<b>207,000</b>	<b>0</b>	<b>553,812</b>	<b>35,000</b>	<b>140,000</b>	<b>145,000</b>	<b>160,000</b>	<b>480,000</b>	<b>1,033,812</b>
<b>90-99 Project Subtotal</b>	<b>1,236,776</b>	<b>796,294</b>	<b>1,330,600</b>	<b>13,300</b>	<b>3,376,970</b>	<b>772,500</b>	<b>3,184,601</b>	<b>2,943,268</b>	<b>2,828,585</b>	<b>9,728,954</b>	<b>13,105,924</b>



PSC to Reporting Agency					-						-
PSC to UNODC - UNODC impl.proj	153,600	102,740	172,978	1,700	431,018	100,425	413,998	382,625	367,716	1,264,764	1,695,782
PSC to UNODC on shared proj.					-						-
<b>56-99 Project Support Costs</b>	<b>153,600</b>	<b>102,740</b>	<b>172,978</b>	<b>1,700</b>	<b>431,018</b>	100,425	413,998	382,625	367,716	1,264,764	1,695,782
<b>Gain/Loss</b>		25,820			25,820						<b>25,820</b>
<b>99-99 Project Total</b>	<b>1,390,376</b>	<b>924,854</b>	<b>1,503,578</b>	<b>15,000</b>	<b>3,833,808</b>	<b>872,952</b>	<b>3,598,599</b>	<b>3,325,893</b>	<b>3,196,301</b>	<b>10,993,718</b>	<b>14,827,526</b>

(1) Total approved budget (modular budget) should be equal to the actual funding available

(2) Overall budget shall be the future target figure. It will be reflected in the system as "Proposed overall budget".

Budget lines:

For UNDP-administered projects/segments:

--budget lines 3200, 3300 and 3400 should not be used (should be rolled up to 3100)

--budget lines 1300 and 1700 should only be used for staff with FT contracts.

--Staff under Service Contracts (SC), SSAs, and Individual Contractors (IC) etc. should be budgeted under budget line 1600.

--Please refer to UNDP/UNODC Atlas Guidelines for more details

**Annex III: Staffing Table<sup>9</sup>**

**Funded Portion**

<b>International Staff under Budget Line 1100</b>																		
No	Level	Title	New Post*	Upgrade*	Duty Station	BL	2012			2013			2014			2015		
							W/M	Amounts	Comments	W/M	Amounts	Comm.	W/M	Amounts	Comm.	W/M	Amounts	Comm.
1	P5	Senior Expert (Global Counter-Piracy, Armed Robbery at Sea and Criminal Justice)	N	N	Vienna	1100	12	212,736	Approved by Project Revision of January 2012.									
2	P4	Expert, Crime Prevention and Criminal Justice Officer (Human Rights)	N	N	Vienna	1100	6.5	101,400	Cost-shared with KGZT90									
3	P3	Expert, Crime Prevention and Criminal Justice Reform	N	N	Vienna	1100	12	151,140	Approved by Project Revision of January 2012.									
<b>Total for BL 1100</b>								<b>465,276</b>										
<b>Staff under Budget Line 1300</b>																		
<b>Total for BL 1300</b>																		

<sup>9</sup> All positions should be included in the staffing tables, including national and international, funded and unfunded

<b>Staff under Budget Line 1600</b>													
1		2 National consultants		Bolivia		54,500							
2		2 National consultants		Colombia		40,000							
3		2 National consultants		Peru		30,000							
<b>Total for BL 1600</b>						<b>124,500</b>							
<b>Staff under Budget Line 1700</b>													
<b>Total for BL 1700</b>													
<b>Grand Total</b>						<b>589,776</b>							

**Unfunded Portion**

International Staff under Budget Line 1100																		
No	Level	Title	New Post*	Upgrade*	Duty Station	BL	2012			2013			2014			2015		
							W/M	Amounts	Comm.	W/M	Amounts	Comm.	W/M	Amounts	Comm.	W/M	Amounts	Comm.
1	P-5	Senior Expert (Global Counter-Piracy, Armed Robbery at Sea and Criminal Justice)	N	N	Vienna	1100				12	212,736		12	212,736		12	212,736	
2	P-4	Expert, Crime Prevention and Criminal Justice Officer (Human Rights) (NEW)	N	N	Vienna	1100				12	187,200		12	187,200		12	187,200	
3	P-3	Expert, Crime Prevention and Criminal Justice Reform	N	N	Vienna	1100				12	151,140		12	151,140		12	151,140	
4	P-4	Expert, Crime Prevention and Criminal Justice Reform (Justice for	Y	N	Vienna	1100				12	187,200		12	187,200		12	187,200	

		Children) (NEW)																
5	P-3	Expert, Crime Prevention and Criminal Justice Reform (NEW)	Y	N	Vienna	1100				12	151,140		12	151,140		12	151,140	
<b>Total for BL 1100</b>							-	<b>0</b>		-	<b>889,416</b>		-	<b>889,416</b>		-	<b>889,416</b>	
<b>Staff under Budget Line 1300</b>																		
1	G-6	Programme Assistant	Y	N	Vienna	1300	6	45,000		12	90,000		12	90,000		12	90,000	
2	G-6	Information Systems Assistant	N	N	Vienna	1300	3	18,142	On loan from ITS									
<b>Total for BL 1300</b>							-	<b>63,142</b>		-	<b>90,000</b>		-	<b>90,000</b>		-	<b>90,000</b>	
<b>Staff under Budget Line 1600</b>																		
1		National consultants			TBD			100,000			180,000			180,000			180,000	
<b>Total for BL 1600</b>							-	<b>100,000</b>		-	<b>180,000</b>		-	<b>180,000</b>		-	<b>180,000</b>	
<b>Staff under Budget Line 1700</b>																		
1	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROCA	1700				12	38,592		6	19,296				
2	NPO	Expert, Crime Prevention and Criminal	Y	N	ROSA	1700				12	91,560		6	45,780				

		Justice Reform															
3	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROSEN	1700			12	58,908		6	29,454				
4	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROPER	1700			12	61,596		6	30,798				
5	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROSAF	1700			12	105,360		6	52,680				
6	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROEA	1700			6	21,396		12	42,792		6	21,396	
7	NPO	Expert, Crime Prevention and Criminal Justice Reform	Y	N	ROMEN A	1700			6	35,280		12	70,560		6	35,280	
<b>Total for BL 1700</b>							-	<b>0</b>		-	<b>412,692</b>		-	<b>291,360</b>		-	<b>56,676</b>
<b>Grand Total</b>							-	<b>163,142</b>		-	<b>1,572,108</b>		-	<b>1,450,776</b>		-	<b>1,216,092</b>

## **Annex IV: Terms of Reference for Project Personnel**

**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

### **TERMS OF REFERENCE**

(TOR to be read in conjunction with Generic Job Profile  
of Senior Drug Control and Crime Prevention Officer, P-5)

Functional Title of Post:	Senior Expert (Counter-Piracy, Armed Robbery at Sea and Criminal Justice)
Classified Level of Post:	P-5
Project Title:	Support to Crime Prevention and Criminal Justice Reform
Project Number:	GLOT63
Organizational Location:	Justice Section Division for Operations United Nations Office on Drugs and Crime
Duty Station:	Vienna
Duration:	One year

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**Organizational Setting and Reporting Relationships:** This post is located in the Justice Section, Division for Operations (DO), United Nations Office on Drugs and Crime (UNODC), Vienna. Under the overall guidance and direct supervision of the Chief, Justice Section, the incumbent will be the UNODC focal point on counter-piracy issues, support the development of strategies, policies and programmes in that area and coordinate the work of the Inter-divisional Task Force on counter-piracy.

**Responsibilities:** Within delegated authority, the Senior Expert (Counter-Piracy, Armed Robbery at Sea and Criminal Justice) will be responsible for the following specific duties:

- Coordinate the work of the UNODC Inter-divisional Task Force on counter-piracy;
- Lead the development of the UNODC Counter Piracy Strategy;
- Mobilize and ensure substantive support to the development of the Counter Piracy Strategy, as well as to the field offices operations in the area of Counter Piracy;
- Serve as lead Expert on Counter Piracy issues and handle a wide range of related multi-disciplinary criminal justice matters;
- Provide guidance, policy and strategic advice to UNODC senior management in the area of Counter Piracy;

- Provide expertise and substantive guidance to field offices on design and implementation of counter piracy programmes;
- Provide support on operational matters and programme implementation particularly in areas of Human Resources and Financial Resources Management;
- Coordinate with HQ regional desks on operational matters related to Counter Piracy and monitor progress of programme implementation;
- Act as a focal point for UNODC Counter Piracy work vis-à-vis the Security Council, the Contact Group on Piracy off the Coast of Somalia (CGPCS), global and regional counter-piracy platforms and international organizations, including all relevant UN agencies, as well as UNODC field offices, providing specialized substantive input as well as secretariat services as required and ensuring coordination and synergy of activities;
- Coordinate UNODC cross-thematic response and work in the area of Counter Piracy;
- Develop and keep up to date UNODC counter-piracy papers, keeping abreast of related political and legal developments and assessing their impact on the implementation of counter piracy activities;
- Strengthen awareness of the UNODC Counter Piracy work towards Member States and donors, conduct briefings and consultations, and mobilize additional resources for programme activities;
- Manage relations with donors, development partners and other stakeholders; strengthen awareness of the UNODC Counter Piracy work make project achievements known and identify areas of new assistance, provide briefings to donor countries, funding and co-operating agencies, including UN relevant agencies;
- Serve as Secretary to Working Group II of CGPCS;
- As required, supervise and guide other staff members, mentors, consultants, Associate Experts, and interns in their work;
- Carry out other tasks, as assigned.

**Work implies frequent interaction with:**

Counterparts, senior officers and staff of UNODC units and field offices, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, CGPCS, representatives and officials of national governments, in particular naval forces, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

**Results expected:**

Effectively plans, develops, organizes, coordinates and implements UNODC strategies, policies, programmes and activities in the area of counter-piracy. Provides direction and sound and innovative advice on a wide range of issues, including development of long-term and large-scale strategies and policies. Develops well-reasoned and innovative approaches, provides well-researched and sound analysis and expert advice on counter piracy and criminal justice reform. Organizes and participates in complex technical field missions. Effectively and in a timely manner,



liaises and interacts with colleagues and concerned parties internally and externally. Provides strong partnerships with relevant parties.

### **Competencies:**

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to the criminal justice sector in general and counter-piracy in particular; practical experience in programme/project management and administration in this area. Good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of problems relating to criminal justice issues. Familiarity with and experience in the use of various research methodologies and sources, including electronic sources on the internet, intranet and other databases: ability to apply good judgement in the context of assignment given: ability to plan own work and manage conflicting priorities.
- **Teamwork:** Sound interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.
- **Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks “outside the box”; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.

- **Managerial Competencies**

- **Vision:** Identifies strategic issues, opportunities and risks; clearly communicates links between the Organization’s strategy and the work unit’s goals; generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction; conveys enthusiasm about future possibilities.
- **Judgement/Decision-making:** Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

**Qualifications:**

**Education:** Advanced university degree (Master's degree or equivalent) in international relations, law, political science, business administration, economics, public administration, or related field with adequate focus on international maritime law. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

**Experience:** A minimum of ten years of progressively responsible experience in criminal justice matters, knowledge of judicial and social aspects relating to justice, penal and criminal justice reform, relevant maritime law enforcement and programme management as they relate to counter piracy. Background or work experience in the application of the law of the sea and working with naval or military forces highly desirable.

**Language:** Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is highly desirable. Knowledge of another UN official language is an advantage.

**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**TERMS OF REFERENCE**

(TOR to be read in conjunction with Generic Job Profile of Drug Control and Crime Prevention Officer, P-4, GJPP020 - 51359; may be used as the basis for a Job Opening)

Functional Title of Post: Crime Prevention and Criminal Justice Officer (Human rights)  
Classified Level of Post: P-4  
Organizational Location: Justice Section (JS)  
Division for Operations (DO)  
United Nations Office on Drugs and Crime (UNODC)  
Duty Station: Vienna, Austria  
Duration: One year

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**Organizational Setting and Reporting Relationships:** This post is located in the Justice Section, Division for Operations (DO), United Nations Office on Drugs and Crime (UNODC), Vienna. Under the overall guidance and direct supervision of the Chief, Justice Section, the incumbent will provide specialized substantive and technical expertise for implementing and developing UNODC's criminal justice reform programme and provide overall substantive input and coordination at headquarters for programmes and other activities on criminal justice, in particular on human rights aspects, with respective duty areas as follows:

**Responsibilities:** Within assigned authority, the Crime Prevention and Criminal Justice Officer (Human rights) will be responsible for the following specific duties:

- Serve as lead expert on human rights in the administration of justice related issues and independently handle a wide range of multi-discipline and complex criminal justice matters involving human rights in the administration of justice, including the development of training tools and capacity building packages;
- Conduct assessments in Member States countries including leading team of experts, as invited, to determine needs in the criminal justice sector, in general, especially with respect to the application of UN standards and norms and international human rights instruments; identify and recommend measures for improving criminal justice systems; keep abreast of related substantive, political and administrative developments and assess their impact on the implementation of programme activities;
- Provide specialized substantive input as well as prepare and organize training material (manuals) seminars, workshops, study tours and other activities in the broad area of human rights and criminal justice reform; conduct training activities or segments thereof;

- Monitor progress of implementation with regard to the lead area, as well as other areas of criminal justice and programmes assigned;
- Ensure coordination and synergy of activities with relevant international organizations active in the field; consult and advise on programme components with national counterparts for justice sector reform, and relevant international organizations; exchange programmatic information; identify and undertake measures for complementarity of activities;
- Mobilize additional resources for programme activities, especially by presenting and coordinating substantive information to donor agencies;
- Elaborate and draft new programme ideas and documents on human rights and criminal justice reform issues;
- Provide expert substantive input and guidance to field offices on design and implementation of criminal justice reform programmes, in particular with a focus on improving human rights;
- Give substantive input to technical consultations with donors and other actors, identify technical assistance strategies of interest to donors; Undertake related negotiations and consultations with relevant international governmental and non-governmental organizations;
- Provide substantive/technical presentations on behalf of UNODC on human rights and criminal justice reform issues; Carry out briefings and presentations on broad human rights and criminal justice reform matters to donors and various forums;
- Carry out activities to promote support and funding for activities related to human rights and criminal justice reform, by developing substantive information material;
- As required, supervise and guide other staff members, mentors, consultants, Associate Experts, and interns in their work;
- Carry out other tasks, as assigned.

**Work implies frequent interaction with:**

UNODC staff at all levels; staff of other entities of the UN system, senior officials of the executing agencies, senior government officials, representatives of donor countries, national and regional institutions (IGOs, NGOs).

**Results expected:**

Effective coordination of development, implementation, monitoring and evaluation of assigned activities and programmes. Efficient use of resources. Effective and timely liaison with colleagues and concerned parties internally and externally.

**Competencies:**

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to the human rights in the administration of justice; practical experience in programme/project management and administration in this area. Good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of problems relating to human rights and criminal justice issues. Familiarity with and experience in the use of various research methodologies and sources, including electronic sources on the internet, intranet and other databases: ability to apply good

judgement in the context of assignment given: ability to plan own work and manage conflicting priorities. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

- **Communications:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- **Teamwork:** Sound Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Other competencies:** *Please refer to the Generic Job Profile of Drug Control and Crime Prevention Officer, P-4.*

#### **Qualifications:**

**Education:** Advanced university degree (Master's degree or equivalent) in human rights, law, criminology or relevant social or political areas. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university.

**Experience:** Minimum of 7 years professional experience in crime prevention and criminal justice matters. In-depth knowledge of international human rights standards and approaches and how they relate to the criminal justice system, and political and cultural sensitivity. Work experience in the United Nations system as well as, a broad understanding of the situation in developing, transitional or post-conflict countries in matters related to human rights in the administration of justice. Willingness to travel to support field offices in developing and post-conflict countries.

**Languages:** Fluency in English, with excellent drafting and communication skills. Knowledge of French or Spanish is highly desirable and of other United Nations official languages is an advantage.

**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**TERMS OF REFERENCE**

(TOR to be read in conjunction with Generic Job Profile of Drug Control and Crime Prevention Officer, P-4, GJPP020 - 51359; may be used as the basis for a Job Opening)

Functional Title of Post: Crime Prevention and Criminal Justice Officer (Justice for children)  
Classified Level of Post: P-4  
Organizational Location: Justice Section (JS)  
Division for Operations (DO)  
United Nations Office on Drugs and Crime (UNODC)  
Duty Station: Vienna, Austria  
Duration: One year

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**Organizational Setting and Reporting Relationships:** This post is located in the Justice Section, Division for Operations (DO), United Nations Office on Drugs and Crime (UNODC), Vienna. Under the overall guidance and direct supervision of the Chief, Justice Section, the incumbent will provide specialized substantive and technical expertise for implementing and developing UNODC's justice for children programme and provide overall substantive input and coordination at headquarters for programmes and other activities on criminal justice, in particular on justice for children, with respective duty areas as follows:

**Responsibilities:** Within assigned authority, the Crime Prevention and Criminal Justice Officer (justice for children) will be responsible for the following specific duties:

- Serve as lead expert on justice for children related issues and independently handle a wide range of multi-discipline and complex crime prevention and criminal justice matters involving children, including the development of training tools and capacity building packages;
- Conduct assessments in Member States countries including leading team of experts, as invited, to determine needs in the criminal justice sector, in general, especially with respect to the application of UN standards and norms and international human rights instruments relating to children; identify and recommend measures for improving child justice systems; keep abreast of related substantive, political and administrative developments and assess their impact on the implementation of programme activities;
- Provide specialized substantive input as well as prepare and organize training material (manuals) seminars, workshops, study tours and other activities in the broad area of justice for children; conduct training activities or segments thereof;

- Monitor progress of implementation with regard to the lead area, as well as other areas of criminal justice and programmes assigned;
- Ensure coordination and synergy of activities with relevant international organizations active in the field; consult and advise on programme components with national counterparts for justice sector reform, and relevant international organizations; exchange programmatic information; identify and undertake measures for complementarity of activities;
- Mobilize additional resources for programme activities, especially by presenting and coordinating substantive information to donor agencies;
- Elaborate and draft new programme ideas and documents on justice for children issues;
- Provide expert substantive input and guidance to field offices on design and implementation of regional and country programmes and projects, in the area of justice for children;
- Give substantive input to technical consultations with donors and other actors, identify technical assistance strategies of interest to donors; Undertake related negotiations and consultations with relevant international governmental and non-governmental organizations;
- Hold technical presentations of activities; make substantive presentations on behalf of UNODC justice for children; Carry out briefings and presentations on broad justice for children matters to donors and various forums;
- Carry out activities to promote support and funding for activities related to justice for children, by developing substantive information material;
- As required, supervise and guide other staff members, mentors, consultants, Associate Experts, and interns in their work;
- Carry out other tasks, as assigned.

**Work implies frequent interaction with:**

UNODC staff at all levels; staff of other entities of the UN system, senior officials of the executing agencies, senior government officials, representatives of donor countries, national and regional institutions (IGOs, NGOs).

**Results expected:**

Effective coordination of development, implementation, monitoring and evaluation of assigned activities and programmes. Efficient use of resources. Effective and timely liaison with colleagues and concerned parties internally and externally.

**Competencies:**

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant justice for children; practical experience in programme/project management and administration in this area. Good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of problems relating to human rights and criminal justice issues. Familiarity with and experience in the use of various research methodologies and sources, including electronic sources on the internet, intranet and other databases: ability to apply good judgement in the

context of assignment given: ability to plan own work and manage conflicting priorities. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

- **Communications:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Other competencies:** *Please refer to the Generic Job Profile of Drug Control and Crime Prevention Officer, P-4.*

#### **Qualifications:**

**Education:** Advanced university degree (Master's degree or equivalent) in human rights, law, criminology or relevant social or political areas. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university. Specialisation in children's rights an advantage.

**Experience:** Minimum of 7 years professional experience in crime prevention and criminal justice matters. In-depth knowledge of justice for children mandates, approaches and programmes, and political and cultural sensitivity. Work experience in the United Nations system as well as a broad understanding of the situation in developing, transitional or post-conflict countries in matters related to justice for children. Willingness to travel to support field offices in developing and post-conflict countries.

**Languages:** Fluency in English, with excellent drafting and communication skills. Knowledge of French or Spanish is highly desirable and of other United Nations official languages is an advantage.



**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**TERMS OF REFERENCE**

(TOR to be read in conjunction with the Generic Job Profile of Crime Prevention and Criminal Justice Officer , P-3, GJPP043 – 51533)

Functional Title of Post: Crime Prevention and Criminal Justice Officer  
Classified Level of Post: P-3

Organizational Location: Justice Section (JS)  
Division for Operations (DO)  
United Nations Office on Drugs and Crime (UNODC)

Duty Station: Vienna, Austria

Duration: One year

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**Organizational Setting and Reporting Relationships:** This position is located within the Justice Section (JS), Division for Operations (DO), United Nations Office on Drugs and Crime (UNODC) in Vienna. The Crime Prevention and Criminal Justice Officer reports to the Chief of the Justice Section, Division for Operations.

**Responsibilities:** Under the supervision and substantive guidance of the Chief of the Justice Section, the incumbent will be responsible for the following tasks:

- Participate in the development, implementation and evaluation of project GLOT63; prepare / assess draft programme and project ideas and documents for technical assistance in the area of crime prevention and criminal justice reform; identify problems and issues to be addressed and propose corrective actions; liaise with relevant parties; identify and track follow-up actions;
- Assists in policy development, including the review and analysis of issues and trends, preparation of evaluations or other research activities and studies;
- Provide technical expertise and guidance to national and regional counterparts, field offices and project staff on the implementation of technical assistance projects, programmes and activities;
- Undertake fund-raising activities;
- Participate in needs assessment and other technical missions, where necessary, to evaluate and elaborate technical assistance projects, programmes and activities;
- Prepare various written outputs, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications;
- Coordinates activities related to budget and funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and prepares related documents/reports (pledging, work programme, programme budget, etc.);
- Provide inputs to the substantive and programmatic reports of the Commission on Crime Prevention and Criminal Justice, ECOSOC, General Assembly and other legislative and technical bodies as well as their subsidiary bodies, in areas of to crime prevention and criminal justice reform;

- Prepare/draft a variety of written outputs, such as background papers, correspondence with governments, working papers, mission reports, analyses, briefings, presentations, policy proposals and documents, including parts of regular and ad hoc reports, studies, summary reports, manuals, guides and toolkits;
- Performs other duties as required.

**Work implies frequent interaction with the following:**

- Counterparts, senior officers and technical staff in JS, UNODC, including Field office network, and other UN agencies;
- Representatives and officials in national governments, international organizations, consultants.

**Results Expected:**

- Develops, implements, monitors and evaluates assigned programme/projects. Provides thorough, well reasoned written contributions, e.g., background papers, analysis, sections of reports and studies, inputs to publications, etc. Develops and maintains effective working relationships. Promulgates coherent policies, and ensures consistent adherence to these by clients. Efficiently uses resources.

*Please refer to Generic Job Profile*

**Competencies:**

**Professionalism** – Good knowledge and understanding of concepts, practices and approaches relevant to all areas of crime prevention and criminal justice reform, including access to justice, penal reform, juvenile justice, and violence against women; very good analytical and problem-solving skills, including ability to identify and contribute to the solution of problems/issues; sound judgment. Knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations conventions.

**Planning and Organizing** - ability to plan own work, manage conflicting priorities and to use time efficiently; ability to organize and implement activities and outputs; ability to monitor progress against milestones and deadlines.

**Teamwork** - Good interpersonal skills and ability to establish and maintain effective partnership and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity and gender

**Qualifications:**

**Education:** Advanced university degree (Master’s degree or equivalent) in international relations, human rights, political science, law or other related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

**Experience:** A minimum of five years of professional experience in criminal justice matters, with at least two years of international experience in providing technical assistance in the area of rule of law and crime prevention or related area. Knowledge of issues related to crime prevention and criminal justice reform. Work experience in the United Nations system and knowledge of the UN criminal justice related standards and norms and of other substantive areas of work of UNODC highly desirable, as well as, a broad understanding of the situation in developing, transitional or post-conflict countries in matters related to criminal justice. Sound skills in preparing policy and programmatic reports. Ability to analyze expeditiously extensive substantive documentation and prepare comprehensive reports, summaries and policy briefs.

**Language:** Excellent knowledge of English, including good drafting ability; Good working knowledge of another official UN language is an advantage.

**GENERIC JOB PROFILE**

**Functional Title: Crime Prevention and Criminal Justice Officer – P-3**

**(GJP of Drug Control and Crime Prevention Officer – P-3)**

**Organizational Setting and Reporting Relationships:** These posts are located in various organizational units of the United Nations Office on Drugs and Crime, both at the UNODC Headquarters in Vienna and in its field offices. The Drug Control and Crime Prevention Officer typically reports to the Head of a Unit/Section/Branch or to UNODC Representative but may also report to other officials of the UNODC. The focus of these jobs is to carry out and/or backstop the implementation of the UNODC strategies, policies and programme activities in the assigned substantive and functional areas and/or countries and regions.

**Responsibilities:** Within limits of delegated authority, the Drug Control and Crime Prevention Officer may be responsible for the following duties: *(These duties are generic, and may not be performed by all Drug Control and Crime Prevention Officers.)*

- Carries out the ongoing review, monitoring and analysis of social, economic and political developments and trends in the assigned drugs, crime and/or terrorism-related areas at the national, regional and/or global level;
- Organizes and implements a variety of programme activities aimed at enhancing the institutional knowledge and understanding of the Governments, civil society and UN agencies of the nature and extent of the drugs, crime and or terrorism-related issues and at improving national, governmental and inter-governmental drug control, crime and terrorism prevention policies, strategies, plans and cooperation;
- Assists in the organization and/or delivery of a variety of specialized technical services for governments, e.g. legal advisory services, expert group meetings, training seminars, etc., in order to assist them in the ratification and/or implementation of the international conventions and other international legal instruments related to drugs, crime and/or terrorism; backstops mentors and regional advisers;
- Monitors and reviews best practices, methodologies and programmes in areas related to drugs, crime and/or terrorism and contributes to their promotion among Member States; pilot-tests promising practices through the design and implementation of special programmes and projects; summarizes experience from pilot projects;
- Provides substantive inputs and/or prepares the substantive and programmatic reports to the Commission on Narcotic Drugs (CND), the Commission on Crime Prevention and Criminal Justice (CCPCJ), Economic and Social Council (ECOSOC), General Assembly (GA) and other legislative and technical bodies as well as their subsidiary bodies. Participates and assists in the substantive and administrative servicing of the meetings of those bodies;

- Prepares/drafts a variety of written outputs, such as background papers, correspondence with governments, working papers, mission reports, analyses, briefings, presentations, policy proposals and documents, regular and ad hoc reports, studies, summary reports, manuals, guides, toolkits, etc.
  - Participates in programming, needs assessment and other technical missions, where necessary, to evaluate and elaborate technical assistance proposals with cooperating governments, international funding institutions (IFIs), UN agencies, non-governmental and/or civil society organizations (NGOs/CSOs);
  - In collaboration with others, prepares the Country Profiles and Strategic Programme Frameworks; contributes to their finalization for submission to the UNODC Executive Committee and Programme and Project Committee;
  - Prepares and/or assesses draft programme and project ideas and documents for technical assistance in the assigned countries, regions or functional areas; reviews, finalizes and submits to Co-financing Section project progress reports;
  - Prepares, reviews and appraises memoranda of understanding (MOU); monitors and assesses the implementation of regional agreements establishing frameworks for regional cooperation in drugs, crime and terrorism-related matters;
  - Participates and carries out periodic assessments of the programme performance of field offices; participates in selected tripartite reviews and evaluations of programme and projects; prepares, reviews and assesses reports of field offices on the status of programme implementation;
  - Contributes to fund-raising in relation to crime, drugs and terrorism-related projects and programmes by preparing the materials and participating in donor meetings and fund-raising missions; building support for cost-sharing contributions from the Governments, and identifying other local funding sources for UNODC projects and activities, etc.
  - Contributes to the development and management of integrated and relational databases with the information on various aspects of drug control, crime and/or terrorism prevention; participates in technical cooperation assistance activities aimed at developing, maintaining and/or operating national/regional databases, systems and networks on such issues;
  - Explains and clarifies to governments, civil society organizations, UN agencies, their officials and representatives as well as to the public in general UNODC programme of work, policies and strategies in the assigned substantive/functional areas and/or regions;
  - As requested, attends policy-making and technical meetings to monitor and analyze events and discussions;
  - When requested, assists in the recruitment of personnel for the Unit/Section/Branch/Office by coordinating/conducting panel interviews, by evaluating candidates' applications and qualifications, by drafting substantive recommendations and reports for submission to HRMS and/or Central Review bodies, by drafting terms of reference/job descriptions, etc.
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- Liaises on substantive issues with counterparts in UN and UNODC, both in Vienna and in the field, officials of other organizations and specialized agencies;

follows up on the UNODC decisions, issues and documentation with their officials;

- Monitors the expenditures and utilization of funds in the assigned areas of responsibility; drafts parts of or contribute to the preparation of the necessary programme or project documents and reports, such as progress reports, work plans, programme budget, programme performance reports, etc.
- As required, supervises support staff members; mentors and guides interns and Associate Experts in their work;
- Performs other duties as required.

**Work implies frequent interaction with the following:**

Counterparts, officers and technical staff of UNODC units and field offices, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes. Representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

**Results Expected:**

Provides well-researched and sound analysis and advice on drug, crime and terrorism-related developments in countries and regions and/or in the required specialized substantive and/or functional areas; delivers outputs in a timely manner; effectively implements and/or supports of programme activities; effectively disseminates best practices and methodologies. Organizes and participates in field missions. Delivers effective substantive and technical assistance in the organization and delivery of training for national drug and crime control administrators. Liaises effectively and in a timely manner and interacts with colleagues and concerned parties internally and externally.

**Competencies:**

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to crime, drug and/or terrorism related issues. Knowledge of policies and practices in international drug control, as well as the mandates of the United Nations Office on Drugs and Crime. Knowledge of and specialization in substantive and functional areas with very good research and analytical skills. Ability to identify and contribute to the solution of problems/issues. Knowledge of various research methodologies and sources, including electronic sources on the internet, intranet and other databases. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks

questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.

- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning & Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.
- **Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks "outside the box"; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.
- **Client Orientation:** Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients' needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.
- **Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.
- **Technological Awareness:** Keeps abreast of available technology; understands applicability and limitation of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

**Qualifications:**

**Education:** Advanced university degree (Master's degree or equivalent) in business administration, economics, international relations, law, political science, statistics, public administration, pharmacology, pharmacy or related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

**Experience:** A minimum of five years of progressively responsible experience in drug control activities, crime and/or terrorism prevention, law enforcement, prosecution, criminal justice, international relations or related area.

**Language:** Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

**Other:** (To be determined and specified by Programme Manager, as required or desirable, at the time of building a specific vacancy announcement. Qualifications listed in this part should be of a technical nature and not related to education, experience and language as indicated above.)



**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**Terms of Reference**  
**Crime Prevention and Criminal Justice Expert**  
(National Programme Officer)  
(7 posts)

Functional Title: Expert, Crime Prevention and Criminal Justice Reform

Classified Level of Post: National Programme Officer (NOB)

Organizational Location: Justice Section (JS)  
Division for Operations (DO)  
United Nations Office on Drugs and Crime (UNODC)

Duty Station: UNODC Regional Office [XXXXXX]

Duration: 1 year

**Organizational Setting:**

The Crime Prevention and Criminal Justice Expert will work at the UNODC Regional Office in [XXXX] [or alternatively Country office/project office] under the overall guidance and coordination of the UNODC Regional Representative for [XXXXX], and in close collaboration with the Chief and staff of the Justice Section, UNODC Headquarters, Vienna.

**Duties And Responsibilities:**

The Crime Prevention Expert will function to forge effective working relations with relevant UN agencies, donor agencies, and other providers of technical assistance, to identify and solicit opportunities for programming in the area of crime prevention and criminal justice as well as provide advise to national counterparts on crime prevention and criminal justice reforms, strategies and programmes. In particular, within delegated authority, the incumbent will undertake the following tasks:

- Provide technical expertise and guidance to national and regional counterparts, field offices and project staff in the implementation of technical assistance programmes, projects and activities in the area of crime prevention and criminal justice and that are carried out within the framework of the Thematic Programme on Crime Prevention and Criminal Justice Reform 2012-2015, the Regional Programme for [XXXXXX] and/or country programmes;
- Review and/or draft project/programme proposals that are being developed on crime prevention and criminal justice;
- Advise other UN entities on issues related to crime prevention and criminal justice reform;
- Establish and maintain effective working relationships with resident donor agencies, including the identification and follow-up on funding opportunities for technical assistance programmes, projects and activities of UNODC in the areas of crime prevention and criminal justice reform;

- Establish and maintain effective working relationships with governments in the region, including the identification and follow-up of programming opportunities in the above-mentioned areas;
- Support the outreach and awareness raising activities of UNODC in the areas of crime prevention and criminal justice reform;
- Promote the implementation of relevant UN standards and norms in the areas of criminal justice and crime prevention with governments in the region;
- Promote both with government counterparts and international donors, the use of UNODC manuals, handbooks, guides and other tools in the context of technical assistance programmes, projects and activities;
- Enhance the collaboration with other international, bi-lateral and nongovernmental organizations active in the areas of criminal justice reform, including penal reform, violence and crime prevention;
- Serve as a focal point and exchange information between the regional/country office and the Justice Section;
- Carry out other assignments, as required by the Justice Section.

**Language:** English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Knowledge of another official United Nations language is an advantage [as appropriate to the region a particular language might be required].

**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**GENERIC JOB PROFILE**  
**Programme Assistant – GS-6**

**Organizational Setting and Reporting Relationships:**

Organizational Location: Justice Section (JS)  
Division for Operations (DO)  
United Nations Office on Drugs and Crime (UNODC)

Duty Station: Vienna, Austria

The Programme Assistant will work under the general direction and supervision of the Chief of the Justice Section, Division for Operations.

**Responsibilities:** Within limits of delegated authority, the Programme Assistant is responsible for the following duties:

- Provides assistance in support of planning and implementation of crime prevention and criminal justice activities;
- Researches, compiles, analyses, summarizes, and presents basic information/data on specific programmes/project and related topics;
- Assists in the coordination of programme/project planning and preparation; monitors status of programme/project proposals; takes necessary action to ensure project documents are completed and submitted to relevant parties for approval;
- Assists in the preparation and analysis of programme/project budget proposals; provides assistance in the interpretation of budget guidelines; reviews and coordinates submissions of programme proposals and budget estimates, ensuring that requisite information is included and justified in terms of proposed activities; propose adjustments as necessary; prepares reports and ensures that outputs/services are properly categorized;
- Assists in the monitoring and evaluation of programmes/projects; categorizes, updates, tracks and analyses data related to programmes/projects, e.g. accounting records, outputs, resources utilized, deviations/revisions, etc.; carries out periodic status reviews, identifies issues and initiates requisite follow-up actions; prepares revised budget estimates; reports on budget revisions, expenditures and obligations, verifies availability of funds; ensures necessary approval and entry in computerized budget system; initiates financial authorizations for expenditures;
- Assists in the preparations of (intergovernmental) expert group meetings and relevant meetings and side-events of intergovernmental bodies;
- Collaborates with programme/project managers on performance reporting; liaises with relevant parties on the interpretation of the activities/services scheduled in the PB and various planning instruments such as the medium-term plan and internal work plans; provides assistance on reporting requirements, guidelines, rules and procedures and ensures completeness and accuracy of data submitted;

- Drafts programme/project summaries, coordinates review and clearance process, and coordinates with editor, translation services, etc. on finalization and publication of report multiple languages;
- Serves as focal point for coordination, monitoring and expedition of programme/project implementation activities, involving extensive liaison with a diverse organisational units to initiate requests, prepare standard terms of reference against programme/project objectives, obtain necessary clearances, process and follow-up on administrative actions and resolve issues related to project implementation, e.g. recruitment and appointment of personnel, travel arrangements, organisation of and participation in training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, etc;
- Prepares, maintains and updates files (electronic and paper) and internal databases; designs and generates a variety of periodic and ad hoc reports, statistical tables, graphic content, and other background materials/notes to facilitate inspection and other reviews;
- Drafts correspondence and communications related to all aspects of programme/project administration, including work plan and budgets, revisions and other related issues, as well as prepares unit contributions for a variety of periodic reports;
- Provides guidance and training to new/junior staff;
- Performs other duties as assigned.

**Work implies frequent interaction with the following:**

Programme, Economic Affairs, Fund and other Officers/Managers associated with assigned programmes/projects. Staff in coordinating units across the institution, e.g. Procurement, Administration/Finance/Budget, Translation, Human Resources, etc. Officials in field offices, implementing agencies, etc., including Resident Representatives, National /Programme Coordinators, etc.

**Results Expected:** Provides reliable assistance in the coordination of programme/project planning and implementation activities and basic research support. Demonstrates understanding of the context of programmes/projects and issues in assigned area, and uses increasing independence in processing of work and follow-up actions. Demonstrates initiative in the identification and resolution of issues/problems. Is well organised, produces accurate reports, records and/or data, put together with only general guidance. Consistently applies appropriate policies, guidelines and procedures. Effectively, and in timely manner, liaises and interacts with colleagues and concerned parties internally and externally.

**Competencies:**

- **Professionalism:** Knowledge of internal policies, processes and procedures generally and in particular those related to programme/project administration, implementation and evaluation, technical cooperation, programming and budgeting. Understanding of the functions and organization of the work unit and of the organizational structure and respective roles of related units. Ability to identify and resolve a range of issues/problems and to work well with figures, undertake basic research and gather information from standard sources.

Demonstrated ability to apply good judgment in the context of assignments given. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning & Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

**Qualifications:**

**Education:** High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (ASAT) at Headquarters or an equivalent locally-administered test at Offices Away.

**Experience:** Several years of experience in programme or project administration, technical cooperation or related area.

**Language:** English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Knowledge of another official United Nations language is an advantage.

**CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY**

**GENERIC JOB PROFILE**  
**Information Systems Assistant – GS-6**

Organizational Location: Information Technology Services (ITS)  
Division for Management (DM)  
United Nations Office on Drugs and Crime (UNODC)

Duty Station: Vienna, Austria

The Information Systems Assistant will work under the general direction and supervision of the Chief of the Information Technology Services (ITS), Division for Management.

**Responsibilities:** Within delegated authority, the Information Systems Assistant will be responsible for the following duties: *(These duties are not all inclusive nor are all duties carried out by all Information Systems Assistants.)*

- Participates in the development, programming, testing, debugging and implementation of new application systems releases, modules and functionalities;
- Develops, tests and implements simple computer application systems and programs using UN established standards for IT technologies, programming languages and tools;
- Serves as team member in the planning, specification, design, development, implementation and support of computer application systems; independently liaises with users to define and specify requirements;
- Installs computer application systems software and hardware according to specifications; monitors computer applications systems using appropriate monitoring tools and produces monitoring reports;
- Prepares technical and user documentation for deployed computer application systems, as well as training materials and conducts technical presentations.
- Maintains functional specifications for computer application systems, programs and procedures developed and/or modified;
- Provides support for deployed computer application systems including version management, data recovery and deployment to users' offices; performs ongoing reviews with users and developers and responds to users requests;
- Drafts correspondence and communications, including work plan revisions and other related issues, as well as prepares unit contributions for a variety of periodic reports;

- Serves as focal point for coordination, monitoring and expedition of computer application systems development projects, involving extensive liaison with diverse organizational units to initiate requests; prepares standard terms of reference; processes and follows-up on administrative actions and resolves issues related to project implementation, e.g. organization of and participation in training, procurement of equipment and services, etc.
- Keeps abreast of developments in the field; performs benchmarking and proposes new acquisitions;
- Provides guidance to new/junior staff;
- Performs other duties as assigned.

**Work implies frequent interaction with the following:**

Information Systems Officers and other IT specialists throughout the United Nations, Senior administrative staff and focal points in user offices. Sales and technical personnel of hardware/software vendors and contractors.

**Results Expected:** Provides effective computer application systems support and contributes to the development, implementation and maintenance of computer application systems. Processes work and initiates appropriate follow-up actions under minimal supervision. Demonstrate initiative in the identification and resolution of issues/problems. Is well-organized and produces accurate reports, records and/or data, completed with only general guidance. Consistently applies appropriate policies, guidelines and procedures. Effectively and in a timely manner liaises and interacts with colleagues, user groups and other concerned parties internally and externally.

**Competencies:**

- **Professionalism:** Knowledge of organizational information infrastructure, including hardware, software and application systems. Knowledge of relevant programming language(s) and ability to use programming skills to develop information systems. Knowledge of system development workflow and document flow processes, ability to conduct research and gather information from a wide variety of standard and non-standard sources. Ability to respond to changing requirements and assignments, ability to apply good judgment in the context of assignments given. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Commitment to implementing the goal of gender equality by ensuring the equal participation and full involvement of women and men in all aspects of work.
- **Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.

- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning & Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.
- **Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks "outside the box"; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.
- **Client Orientation:** Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients' needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.
- **Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.
- **Technological Awareness:** Keeps abreast of available technology; understands applicability and limitation of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

### **Qualifications:**

**Education:** High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (ASAT) at Headquarters or an equivalent locally-administered test at Offices Away.

**Experience:** Several years of experience in information systems analysis and programming, systems administration and maintenance, software development, technical writing or related area.



**Language:** English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Knowledge of another official United Nations language is an advantage.

**Other:** (To be determined and specified by Programme Manager, as required or desirable, at the time of building a specific vacancy announcement. Qualifications listed in this part should be of a technical nature and not related to education, experience and language as indicated above.)

**Annex V: Standard Basic Assistance Agreement (SBAA)**

*(For those countries not signatories of an SBAA with UNDP)*