

Triennial Review of the Implementation of Recommendations on the Programme Evaluation of UNODC

29 July 2024

Assignment No: IED-24-015



INSPECTION AND EVALUATION DIVISION

Function *“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;”* ([General Assembly Resolution 48/218 B](#)).

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Contents

Summary 4
I. Introduction 5
II. Results 5
III. Conclusion.....15
Annex: Comments received by UNODC.....16

Summary

The present triennial review report of the Office of Internal Oversight Services (OIOS), Inspection and Evaluation Division (IED), determines the extent to which the recommendations emanating from the OIOS evaluation of the United Nations Office on Drugs and Crime ([E/AC.51/2021/6](#)) were implemented.

The triennial review has determined that all three recommendations of the OIOS report were implemented by UNODC, and there was some evidence of positive outcomes resulting from their implementation.

Recommendation 1 addressed the need for Strategic Planning, including a resource mobilization plan, a results framework, and an organizational monitoring system. UNODC released its strategic plan in November 2020, and listed five thematic areas which would remain the focus of the office until 2025. UNODC consistently applied Management Instructions, templates for fundraising proposals, and an online Donor Dashboard to ensure greater thematic coherence and improved dovetailing between global, regional and country programmes. OIOS considered this recommendation implemented.

Recommendation 2 called for integration across themes and global, regional and country programmes, to address national and cross-border needs, while incorporating gender and human rights considerations. In response to this recommendation, the evaluation found ample evidence of sound research underpinning the development of programmatic interventions, evidence of thematic integration and dovetailing, and systematic incorporation of gender and human rights into programme design. Furthermore, the appointment of a Human Rights Focal Point allowed for human rights to be systematically integrated across the work of the Office. OIOS considered this recommendation implemented.

Recommendation 3 focused on external coherence, seeking a road map for collaboration with UN entities and other organisations, building on each other's comparative advantage to contribute to the SDGs. In response to this recommendation, UNODC shared ample evidence of thematic, financial and programmatic partnerships of HQ and field offices with other UN entities, particularly UNAIDS, IOM, UNDP, and OHCHR. MPTF contributions increased significantly between 2021 and 2023 and in some cases, UNODC partnered with non-UN entities for specific activities. Most importantly, clear guidelines from HQ had provided guidance to adopt a consistent approach to the role of the UNODC field representative on the UNCT, in line with the comparative advantage of the Office and in support of the Resident Coordinator and national and cross-border priorities as defined in the UNSDCF. OIOS considered this recommendation implemented.

I. Introduction

1. At its sixty-first session in 2021, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS), Inspection and Evaluation Division, on the programme evaluation of the United Nations Office on Drugs and Crime (UNODC) ([E/AC.51/2021/6](#)).¹
2. In the present triennial review, OIOS examined the status of the implementation of the three recommendations contained in the evaluation which were endorsed by the Committee. The review also addressed, where possible, the extent to which implementation of the recommendations contributed to programme changes.
3. The methodology for the triennial review included:
 - (a) Review and analysis of the biennial progress reports on the status of recommendations, which are monitored through the OIOS recommendation's database;
 - (b) Analysis of relevant information, documents and reports obtained from UNODC related to the recommendations;
 - (c) Interviews conducted with a purposive sample of 8 UNODC staff.
4. The report incorporates comments received from UNODC during the drafting process. A final draft was shared with UNODC for its formal comments, which are contained in the annex. OIOS expresses its appreciation to UNODC for the cooperation it extended in the preparation of this report.

II. Results

Recommendation 1 Strategic Planning

5. UNODC should develop a strategic plan with concrete results (outputs, outcomes, impact) to be achieved in contributing towards the attainment of the Sustainable Development Goals. The strategic plan should contain a results framework depicting the organization's theory of change and the organizational change strategies and enablers to drive results (including a streamlined fundraising strategy and optimal staffing patterns between Headquarters and field offices).

Indicators of achievement:

- (a) a strategic plan, including a resource mobilization plan and a collaborative road map for fundraising between Headquarters, regional offices and country offices;
- (b) a results framework encompassing theory of change, specific outcome and impact indicators and contributions to the Sustainable Development Goals;

¹ The evaluation report and its recommendations were finalized and issued as Programme Manager's report IED-19-016 in May 2020. It was subsequently submitted to Department for General Assembly and Conference Management for preparation for the CPC in March 2021.

(c) a robust organizational monitoring system tracking results at the output, outcome and impact levels.

6. Addressing the first part of the recommendation, the UNODC Strategy for 2021-2025 was launched in November 2020.² The Strategy highlighted the existing capacity of UNODC, including: the skills and knowledge of its staff in Headquarters and in the field; its experience building strong national institutions and regional networks; its support to the development of tailored legislative and policy frameworks; multidisciplinary partnerships; and community engagement.

7. The Strategy identified five main thematic areas around which UNODC work would be clustered.³ The results framework articulated in the Strategy included outcomes and outputs for each thematic area and elaborated on the “enablers” facilitating its implementation, including a review of its organizational structure, stronger research, better communication, a high-level resource mobilization plan, and checklists for ensuring that cross-cutting commitments were met.

8. The roll-out of the Strategic Plan for 2021-2025 was supported by the issuance of management instructions for the Development, Approval and Revision Process for Global Programmes (UNODC/MI/GP/2021) and Regional and Country Programmes (UNODC/MI/RCP/2021) which facilitate the integration envisioned in the Strategic Plan. These instructions helped to standardize and facilitate the processes for approval and revision of Global, Regional and Country programmes, and make Interdivisional Task Teams (IDTT), the Executive Committee (ExCom) and Programme Review Committee (PRC) responsible for ensuring complementarity and minimising overlaps across programmes.

9. Several newer UNODC programmes, developed in line with the management instructions, were synchronized across substantive themes and country/regional programmes.⁴ For example, the new Global Programme “UNODC Action against Human Trafficking and Migrant Smuggling” (GLOTS3), launched in January 2024, consolidated work under three global programmes being implemented by the Organised Crime and Illicit Trafficking Branch of the Division of Treaty Affairs (DTA).⁵ This new programme aimed to, “reduce the administrative burden of managing three separate and often overlapping programmes and to create new opportunities for growth and improved management of donor funding.”⁶ Likewise, the new Regional Programme for South Asia (2024-2028) was endorsed by Programme Review Committee before being approved by the Executive Director in December 2023.

10. The absence of a clear roadmap for fundraising remained a concern, despite several steps taken to introduce harmonization.⁷ For example, the Corporate Fund-Raising Plan (2021-2025) was issued to bolster financial multi-year commitments for the 2021-2025 Strategy by expanding and diversifying the partnership base and identifying new avenues for funding. Templates for fundraising proposals and fundraising plans were provided to support the management instructions. The publication of an online

² E/CN.7/2020/CRP.22-E/CN.15/2020/CRP.3 Also available at <https://www.unodc.org/unodc/en/strategy/full-strategy.html>

³ UNODC thematic areas are: 1. Addressing and countering the world drug problem; 2. Preventing and countering organized crime; 3. Preventing and countering corruption and economic crime; 4. Preventing and countering terrorism; and 5. Crime prevention and criminal justice.

⁴ UNODC/MI/GP/2021 and UNODC/MI/RCP/2021

⁵ These are: GLOT59 - Global Programme against Trafficking in Persons, GLOT92 - Global Programme against the Smuggling of Migrants, and GLOZ67 - Global Action to prevent and address trafficking in persons and the smuggling of migrants.

⁶ Inter-Office Memo from Mr. John Brandolino, Director, Division for Treaty Affairs, to Mr. Jean-uc Lemanhieu, Chairperson, Programme Review Committee, Dated 18 October 2023, Ref: GLOTS3.

⁷ Internal interviews undertaken during the triennial review.

Donor Dashboard provided real time information to donors and other stakeholders about funding sources, project costs and other data.⁸ However these measures fell short of ensuring full coordination in fundraising across the different parts of the Office.

11. The lack of coordination in fundraising was primarily attributed to the complex and fragmented nature of the UNODC funding portfolio, the scarcity of available funds, the Office’s reliance on tightly earmarked, extra-budgetary funding, and high programme support costs. These factors made UNODC less competitive than other United Nations agencies.

12. In addressing the second part of the recommendation, key outcomes and outputs expressed in the 2021-2025 Strategic Plan provided a framework of 28 outcome indicators and 81 output indicators across the five thematic areas of UNODC work, as shown in Table 1.

Table 1. Key outcomes and outputs for Thematic Area 1. Addressing and countering the World Drug Problem

Outcome 1	Improved monitoring and analysis of the world drug problem
1.1	Increased access to and use of relevant, reliable data and analysis at the global, regional and national levels, including through timely production of the World Drug Report and other context-specific analyses.
1.2	The renewed annual report questionnaires and innovative tools are used to provide more up-to-date data.
Outcome 2	Improved quality and coverage of drug prevention treatment, care and rehabilitation services, with a focus on youth, women and people in vulnerable circumstances
2.1	Increased access to evidence-based prevention programmes, particularly for families, schools and youth.
2.2	Increased access to quality evidence-based treatment, care and rehabilitation services for people with drug use disorders.
Outcome 3	Improved access to and use of controlled drugs for medical purposes, and prevention of diversion for nonmedical use
3.1	More secure and targeted supply chains of controlled drugs for medical purposes, and capacity of the health sector to ensure implementation of the regulatory framework on access to controlled drugs for medical purposes.
3.2	Stronger visibility and partnerships on access to controlled drugs for medical purposes.
Outcome 4	Enhanced forensic capacities and early warning systems, especially those related to new psychoactive substances, in place
4.1	Increased and wider support to national forensic services to guide policy and programming on drug related issues.
4.2	Delivery of assistance packages for creation of early warning systems, especially for new psychoactive substances.
Outcome 5	Improved coverage of comprehensive evidence-based HIV prevention, treatment and care services for people who use drugs and for people in prisons and other closed settings
5.1	Increased access to comprehensive HIV prevention treatment and care services for people who use drugs.
5.2	Increased access to comprehensive HIV prevention treatment and care services for people in prisons and other closed settings.
Outcome 6	Implementation of improved and better targeted alternative development programmes
6.1	Increased partnerships with civil society and the private sector for increased market access for products of alternative development activities.
6.2	Increased support for development of national and regional alternative development and sustainable livelihoods plans, including a special focus on marginalized and vulnerable communities.

⁸ Donor Dashboard is available at <https://www.unodc.org/unodc/en/donors/grants-opendata.html>

Outcome 7	More effective criminal justice responses to counter drug trafficking and laundering of related proceeds
7.1	Strengthened national legal frameworks related to drug control and drug trafficking.
7.2	Enhanced operational responses to identify and dismantle drug and precursor trafficking networks, including through strengthened maritime, air and land border control.
7.3	Increased international cooperation and exchange of information on operational and legal assistance matters related to prevention of the supply of illicit drugs.
7.4	Increased capacity to undertake financial investigations to support targeting of drug trafficking, proceeds of crime and money laundering.
7.5	Strengthened capacity of law enforcement, prosecution services and the judiciary to investigate, prosecute and adjudicate drug trafficking.
Outcome 8	The Commission on Narcotic Drugs and its subsidiary bodies enhance international cooperation to discharge its normative functions under the three international drug control conventions
8.1	Inclusive participation of interested stakeholders, including civil society, in the work of the Commission, including through remote participation modalities, is facilitated.
8.2	Exchange of information and knowledge among States and the treaty-based bodies (World Health Organization, International Narcotics Control Board) on international policy commitments and the scheduling of substances under the three international drug control conventions facilitated within the Commission.

Source: UNODC Strategy, 2021-2025:18

13. In addition, theories of change were defined for each country, regional and global programme, in their respective programme documents. All project and programmes were linked to the Sustainable Development Goals (SDGs) in the UN Secretariat’s Project Management and Reporting tool (Umoja/ IPMR) through a tagging mechanism. These links are also reflected in the IPMR Project Manager Dashboard. UNODC’s contributions to the SDGs are also reflected in the annual Results-Based Progress Report on the Implementation of the UNODC Strategy, as discussed in para 15.

14. Related to the monitoring systems, the IPMR solution in the Umoja strategic management application served as the primary organizational monitoring system, tracking results and performance indicators. SPIA provided extensive guidance and support to facilitate and standardize the use of IPMR, including online clinics, templates, trainings and trouble shooting.

15. Annual Project Progress Reports (APPRs), exported from Umoja/IPMR, were produced yearly for all UNODC projects and programmes. These constituted the primary reporting mechanism for outcome and output level indicators from the Strategic Plan. The Results-Based Progress Report on the Implementation of the UNODC Strategy (Strategy Report) provided narrative updates at the thematic and institutional levels, providing 2-3 result examples per expected outcome as per the UNODC Strategy. As exporting functions in Umoja/ IPMR are limited, information collected on the project/ programme level cannot be easily used for the annual Strategy Report. Moreover, IPMR is not synchronized with UN Info – the online platform that digitizes UN Country Teams’ results frameworks. This has led to duplication of effort and challenges for programme managers.⁹

16. Several strategic documents, including the Strategic Vision for Africa, the Strategic Vision for Latin America and the Caribbean (LAC), the Strategic Vision for Nigeria, and the Regional Framework for the Arab States, emerged as a direct result of the UNODC Strategy 2021-2025. These documents facilitate stronger cooperation with regional partners, and more precise resource allocation by focusing on specific geographical and socio-political contexts.

⁹ Interviews undertaken during the triennial review.

17. Institutional coherence improved through the consolidation of thematic areas of work under functional divisions; for example, the drug portfolio was consolidated under the Division for Policy Analysis and Public Affairs while work on criminal justice and crime prevention was brought together under DTA. The momentum on strategic planning and organizational restructuring of UNODC was enhanced as a result of the implementation of the OIOS recommendation.

18. Addressing the recommendation also contributed toward optimization of staffing patterns across Headquarters and field offices and streamlining administrative financial procedures and capacities within field offices to support programme implementation. The Office also took steps to strengthen internal cooperation and further developed synergies between global, regional and country programmes and projects, thus maximizing available resources and expanding its footprint on the ground.

19. Based on the above, OIOS considers this recommendation implemented.

Recommendation 2 Thematic and geographic integration

20. UNODC should ensure that its strategic plan incorporates full integration across themes, and regional, global and country programmes, to address national and cross-border needs and donor priorities while systematically incorporating gender and human rights considerations.

Indicators of achievement:

- (a) Evidence of sound research underpinning the various programmes;
- (b) Evidence of thematic integration and dovetailing with global, regional and country programmes;
- (c) Evidence of systematic incorporation of gender and human rights considerations into programme design, implementation and reporting.

21. Addressing the recommendation, and as noted in RBPR (2022), research became better integrated with programme development.¹⁰ Efforts were also made to improve the quality of data used in UNODC products. For example, that year, the Office organized five webinars with 343 participants from 111 countries on data collection for the Annual Reporting Questionnaire and Individual Drug Seizure tool, which contribute to the World Drug Report.

22. The examples below serve to demonstrate that stronger research and analysis were used to enable the implementation of the UNODC Strategic Plan for 2021-2025.

- The World Drug Report highlighted the multifaceted global opioid crisis, the growing market for new psychoactive substances, and the non-medical use of pharmaceutical drugs. In response to these findings, UNODC enhanced its online Drugs Monitoring Platform, building on the data available and adding multiple dashboards, thereby complementing other monitoring systems, in order to increase timeliness and usability of drug seizure data. These

¹⁰ A 2022 meta-synthesis of evaluation reports published between 2019-2021 by UNODC, found that stronger research, evidence-based policy and data analysis were mentioned in only five per cent of all references. This underscored the need for the OIOS recommendation. Subsequently, the RBBR (2022) reported, "UNODC continued to develop capacities in the field and headquarters to produce high-quality research that supports States in developing evidence-based policies and programmes and helps ensure that UNODC can deliver and communicate effectively for maximum impact."

efforts resulted in an increased number of users of the Platform and generated prompt and timely responses based on improved detection of drug trafficking trends and threats.

- A background paper on preventing and countering radicalization in prisons helped UNODC reinforce the capacities of the national research centre on preventing violent extremism in Tunisia.¹¹
- Publications such as the 2023 ‘Global progress report on Sustainable Development Goal 16 indicators: A wake-up call for action on peace, justice and inclusion’ identified key policy implications related to the data observed in relation to specific targets for SDG 16. For example, with respect to target 16.3, the report noted that unsentenced detainees as a proportion of the overall prison population increased by roughly 3 percentage points between 2019 and 2021, and that, “Future policy alternatives aimed at containing the growing share of unsentenced prisoners, should consider potential structural inequalities within the justice system that could be contributing to this concerning trend.”¹² As a result, UNODC continued to draw attention to persisting systemic deficiencies, supporting the establishment and effective operation of probation services as well as tailored communication strategies on evidence-based offender management to foster policy and public buy-in.¹³

23. Several examples of thematic integration across the Office were evident.

- Cooperation between the Organized Crime and Illicit Trafficking Branch and the Corruption and Economic Crime Branch produced a paper, “Linkages between Trafficking in Persons and Corruption”, which highlighted UNODC work on human trafficking. The paper was presented at the Working Group on Trafficking in Persons during the Conference of the Parties to the United Nations Convention Against Organized Crime in Vienna in October 2023. This joint effort led to the launch of new global research on this topic at the Conference of the State Parties to the UN Convention Against Corruption in December, 2023. Finally, the teams liaised with the Regional Office for Central America and the Caribbean for the development of a Digest for the Latin American region, illustrating cases where Trafficking in Person was facilitated by Corruption.
- Joint efforts between Global Programme on Wildlife and Forest Crime and the Global Programme for Container Control produced several publications, such as, “Rotten Fish: A guide on Addressing Corruption in the Fisheries Sector” (2019) and “Rooting out Corruption: An introduction to addressing the Corruption Fuelling Forest Loss” (2023).
- Global Programme on Cybercrime and the Laboratory and Scientific Service jointly published the study, “The Online Trafficking of Synthetic Drugs and Synthetic Opioids in Latin America and the Caribbean” (2022). The study provided a picture of the threat of online trafficking of synthetic drugs and linkages with transnational organized criminal groups in the context of the Latin American and Caribbean region.

¹¹ 2022 RBPR

¹² SDG 16, 2023:15 Available at https://www.unodc.org/documents/data-and-analysis/sdgs/SDG16_2023.pdf

¹³ 2022 RBPR: 78.

- In 2022, staff from the Crime Prevention and Criminal Justice Section and the Prevention, Treatment and Rehabilitation Section jointly organized two side events at the annual sessions of the Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice. They also collaborated on two informal preparatory consultations on trial and post-trial stage diversion options for people with drug use disorders. In the process, they regularly convened coordination meetings with field-based colleagues working on drug treatment projects and criminal justice reform projects. Further, the two Sections jointly supported all five subsidiary bodies of the CND, bringing together the Heads of National Drug Law Enforcement Agencies for working group meetings on alternatives to conviction or punishment for drug-related offences. These initiatives resulted in increased coherence and synergies in the support to Member States on the use of non-custodial measures for offenders with drug use disorders.

24. In several cases, organisational structures were rationalised to ensure better complementarity across global, regional and country programmes.

- For example, the Border Management Branch was established to help reduce the number of global programmes from 9 to 5 and bring substantive and geographic expertise closer together.
- The Regional Office for Central Asia (ROCA) expanded to include programmes in Azerbaijan, Armenia and Georgia, in addition to already existing offices in Uzbekistan, Kyrgyzstan, Tajikistan and Kazakhstan. The singular leadership offered by the ROCA enhanced communication across these programmes, contributing to increased coherence.

25. Finally, steps taken in response to the management instructions (UNODC/MI/GP/2021 and UNODC/MI/RCP/2021) helped support integration across global, regional and country programmes, as noted below.

- IDTTs were organized periodically by relevant managers prior to the development/merging or revisions of programmes, bringing together colleagues from different UNODC substantive areas from the field and Headquarters to facilitate coordination and synergy and to minimize the risk of duplication among programmes.
- Regional and thematic coordination meetings, under the lead of DTA and involving all UNODC substantive divisions were organized annually in various field locations to further strengthen field office/head office collaboration and to identify opportunities for joint programming and cross-thematic fertilization, most recently at the Regional Office for Central America and the Caribbean, in Panama. Such meetings were designed to ensure strong coordination and synergies among various teams and thematic areas, depending on priorities in the region.
- Mandatory checklists were created to help programme managers in ensuring that human rights, gender and disability inclusion were appropriately highlighted at the programme design stage as well as consistently throughout the programming cycle. These checklists are a prerequisite for the approval of any new programme and programme revision.¹⁴ The

¹⁴ For example, the checklists comprised part of the programme documents for in the programme documents for the new Regional Framework for the Arab States (2023-2028) and Regional Programme for South Asia (2024-2028).

checklists make it mandatory for programme managers to address cross-cutting issues and contribute to thematic and institutional coherence.

26. Furthermore, with regard specifically to human rights mainstreaming, UNODC developed a toolkit for mainstreaming Human Rights and Gender Equality into Criminal Justice interventions to address and prevent Trafficking in Persons and Smuggling of Migrants which ultimately informed programme design and implementation in the area. The newly appointed Human Rights Focal Point serves as the Secretary of the Human Rights Advisory Group, which is an internal group of Directors and senior managers reporting directly to the Executive Director. The responsibilities of this focal point include: ensuring that human rights are mainstreamed throughout the organization; providing guidance for staff through capacity building and access to networks; and supporting staff who require technical assistance in integrating human rights in their respective projects and programmes.

27. As a result of internal reforms taking place under the 2021-2025 Strategic Plan that address this recommendation, steps have been taken and changes identified to ensure greater institutional coherence through cross thematic fertilization and collaboration across Headquarters and field offices as well as between global, regional and country programmes. These include, for example, IDTT meetings, consolidation of global programmes, and jointly implemented activities, as discussed above.

28. Based on the above, OIOS considers this recommendation implemented.

Recommendation 3: External coordination

29. UNODC should establish a clear road map of collaboration with United Nations agencies and other international organizations, in accordance with their respective mandates, that builds on each other's strengths and comparative advantage to jointly contribute to the implementation of the Sustainable Development Goals at the country level and in line with national development plans (or the United Nations Sustainable Development Cooperation Framework, where available).

Indicators of achievement:

Evidence of partnerships, joint activities and joint financing with other United Nations agencies and international organizations in the field, disaggregated by SDG.

30. In addressing this recommendation, UNODC took several steps to ensure closer collaboration with UN and non-UN partners and create greater efficiencies in financing and implementation of projects. This occurred in field offices and Headquarters, through inter-agency task teams and UNDS, and as a consequence of increased pooled resources.

31. Examples of projects implemented jointly between UNODC, and other UN entities included:

- In Somalia (June 2019 – December 2022), a Joint Corrections Programme with United Nations Office for Project Services (UNOPS) and United Nations Industrial Development Organisation (UNIDO), totalling USD 2,888,542.
- In Fiji (October 2022 – August 2024), a joint programme on building community resilience and fostering economic diversification, implemented through the Joint SDG Fund in partnership with International Labour Organisation (ILO), International Telecommunication

Union, United Nations Education and Social Organisation, United Nations Office of the Human Rights Commissioner (OHCHR) and UNOPS, totalling USD 250,000;

- In Guinea-Bissau (January 2020 – February 2025), a project for strengthening justice and security sector response to drug trafficking and transnational organized crime in partnership with International Office for Migration (IOM), and United Nations Development Programme (UNDP), totalling USD 1,791,750.

32. Similar collaborations took place at Headquarters, where UNODC has been partnering with other programmes and entities. Some examples include the following:

- OHCHR and IOM to strengthen implementation of the Human Rights Due Diligence Policy;
- UNIDO and the Permanent Missions of Finland, Norway and Sweden to organize the annual Vienna Discussion Forum on Gender;
- UNDP and OHCHR to collaborate on the Global SDG16 report;
- UN Women to produce annual estimates and analysis on femicide; and
- IOM and ILO to develop international standards on Trafficking in Persons statistics.
- Partnerships were also in place with Organization for Security and Co-operation in Europe, International Atomic Energy Agency and UNIDO, on corruption, nuclear security and food fraud respectively.
- UNODC convened the UN Task team on drug related matters with 10 UN entities as members – Executive Office of the Secretary-General (EOSG), International Maritime Organization (IMO), OHCHR, Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, UNESCO, Universal Postal Union (UPU), World Health Organisation (WHO) and UNODC, and served as Chair of the UNAIDS Committee of Cosponsoring Organizations. Likewise, the Office serves as the Secretariat of the UN Inter-Agency Task Force on Policing.
- Through the joint Stolen Asset Recovery Initiative with the World Bank, UNODC continued to support countries with their asset recovery efforts, by facilitating and organizing meetings between key officials and practitioners of requesting and requested jurisdictions. UNODC also worked closely with other UN entities through its active contribution to the UN Global Counter-Terrorism Coordination Compact and its eight Working Groups.¹⁵

33. Furthermore, UNODC has engaged extensively with respective UN country teams and regional Development Coordination Offices. In 2023, UNODC participated in the development of 11 UN Sustainable Development Cooperation Frameworks for a total of 81 Cooperation Frameworks since 2020. UNODC also participated in all Development Coordination -led Efficiency Reform streams including Business Operations Strategies, Common Back Offices/Local Shared Services Centres, Global Services Centres and Common Premises. Forty-seven per cent of UNODC field offices are on common premises and 16 per cent of field offices are partially in common premises.

34. The Management and Accountability Framework, endorsed by the UN Sustainable Development Group, was circulated by the UNODC Executive Director who encouraged its active implementation to

¹⁵ The following eight working groups contribute to the work of the Compact: 1. Preventing and countering violent extremism conducive to terrorism; 2. Border management and law enforcement relating to counter-terrorism; 3. Emerging threats and critical infrastructure protection; 4. Criminal justice legal responses and countering the financing of terrorism; 5. Resource mobilization, monitoring and evaluation; 6. National and Regional counter-terrorism strategies; 7. Promoting and protecting human rights and the rule of law while countering terrorism and supporting victims of terrorism; 8. Adopting a gender sensitive approach to preventing and countering violence extremism. Further details are available at <https://www.un.org/counterterrorism/global-ct-compact>

ensure a consistent approach to the repositioning of the United Nations Development System (UNDS). An internal document on ‘Field Office Network Typologies, Scope and Functions’ supported the implementation of the Framework, which stipulated that UNODC field representatives must support UNDS reform by contributing to strategic regional and subregional guidance and decision-making around normative issues. UNODC field representatives’ and field offices’ workplans mandatorily include references to the UN Sustainable Development Group, UN Country Teams (RCP), Our Common Agenda and Resident Coordinator reporting, including by embedding key result areas linked to a UNCT collective result. In most cases, UNODC field representatives give and receive feedback within the performance review system to/from the respective Resident Coordinators.

35. UNODC played a significant role in the context of the Regional Collaborative Platforms (RCP) by undertaking a lead role in several issue-based coalitions (IBCs).¹⁶ For example, in Latin America & the Caribbean, UNODC co-chaired IBCs on Crime and Violence and Governance and Institutions, while in West and Central Africa, UNODC co-convened IBC 6, “Towards peace, security, and the respect of human rights”.

36. Additionally, the UNODC role in the Multi-Partner Trust Fund (MPTF) has strengthened.¹⁷ As noted in Table 2, contributions from the MPTF in 2023 doubled from the previous year, suggesting successful fundraising and relationship management in both HQ and field offices. This increase was largely attributed to UNODC participation in UNCTs.¹⁸

Table 2. Contributions from Multi Partner Trust Fund to UNODC from 2021 to 2023

Year	Amount (USD)
2021	10,871,677.89
2022	9,764,036.91
2023	21,097,449.91
Grand total	41,733,164.71

Source: UNODC – Division for Policy Analysis and Public Affairs

37. With respect to UN-to-UN funding, UNODC secured approximately USD \$48.6 million in funds from 44 UN entities between 2021 and 2023 as shown in table 3. The top contributors included UNAIDS (approximately \$17.75 million) that alone accounted for approximately 36.5% of total funding from UN entities 2021-2023. As evidenced in table 3, there was a significant increase in UN contributions over this period, from \$6.5 million in 2021 to approximately \$21.37 million in 2022 and \$20.72 million, in 2023, reflecting growing financial support for UNODC programs.

Table 3: Contributions from UN entities to UNODC from 2021 to 2023

Year	Amount (USD)
2021	6,504,324.73
2022	21,373,185.85
2023	20,718,705.87
Grand total	48,596,216.45

Source: UNODC – Division for Policy Analysis and Public Affairs

¹⁶ RCPs unite all UN entities working on sustainable development to ensure full coordination of UN regional assets in addressing key challenges that transcend country borders. The work of RCPs is fed and operationalized by dynamic Opportunity/Issues-Based Coalitions (O/IBCs), chaired by entities with relevant mandate and expertise.

¹⁷ The MPTF is a pooled fund mechanism used to receive contributions from multiple financial partners and operate in a wide range of geopolitical scales and contexts.

¹⁸ Based on document review

38. Staff in the Division of Operations reported significant gains in efficiency brought about by reducing duplication and strengthening joint project implementation with other UN entities. This included: joint implementation of projects with UN and non-UN partners at Headquarters and in field offices; participation in joint task forces; support to UNDS and UNCTs; and participation in MPTF and joint UN-to-UN funding.

39. Based on the above, OIOS considers this recommendation implemented.

III. Conclusion

40. The Office undertook several important steps to implement the three recommendations in the OIOS evaluation, which led to several positive outcomes. Strengthened strategic planning was operationalised through clear management instructions, improved fundraising mechanisms and a results framework that led to a consistent thematic orientation on results. Monitoring was strengthened and results were consistently shared through APPRs and RBPRs. There was also evidence of programmatic interventions having a strong research base, particularly with respect to the thematic areas on drugs, criminal justice and terrorism. Partnerships between thematic areas were frequent, and there were examples of dovetailing across global, regional and country programmes. Checklists on cross-cutting priorities ensured that gender, human rights and disability inclusion were systematically addressed in all UNODC programmes, and the appointment of a human rights focal point allowed for the integration of a rights-based approach throughout the work of the Office. Furthermore, external coordination improved through partnerships with UN and non-UN entities, and MPTF to the Office more than doubled between 2022 and 2023. Finally, UNODC took steps to ensure that it adopted a consistent and proactive role in the UNCT, which allowed for a clearer articulation of its contribution to the SDGs.

Annex: Comments received from UNODC

Triennial Review of the Implementation of Recommendations on the Programme Evaluation of UNODC

UNODC Management Response

The United Nations Office on Drugs and Crime (UNODC) would like to extend its gratitude to the Office of Internal Oversight Services (OIOS) for the opportunity to provide comments on the above-mentioned report. UNODC fully acknowledges the importance of this review and values the consultative and transparent approach throughout the review process.

UNODC values the findings and recommendations made as part of the OIOS Evaluation of UNODC as well as the current review of the implementation of those recommendations. UNODC acknowledges with appreciation the robust and thorough process undertaken to review the implementation of these recommendations.

UNODC has fully reviewed the report and notes with appreciation that OIOS has found all recommendations from the above evaluation to have been successfully and fully implemented. The recommendations and subsequent implementation have further strengthened the institutional framework and accountability of the organization.

Recommendation 1: UNODC appreciates the acknowledgement of the significant achievements in the development and implementation of the UNODC Strategic Plan (2021-25) and all of the associated supporting processes including Management Instructions, fundraising mechanisms and results orientation. UNODC will continue to ensure these strategic efforts guide the work of the organization in making the world safer from drugs, crime, corruption and terrorism.

Recommendation 2: UNODC is grateful for the recognition of the increased role of research and evidence to support the implementation of the UNODC Strategy as well a programming. UNODC further notes with appreciation the acknowledgement of the significant work undertaken to ensure thematic integration and complementarity across global, regional and country programming. Importantly, UNODC appreciates the results of the review showing the considerable undertaking of the organization in ensuring the mainstreaming of human rights and gender equality. These efforts to implement this recommendation have ensured UNODC's ability to meet the needs and priorities of Member States.

Recommendation 3: UNODC acknowledges with appreciation the recognition of the work done to enhance external coordination and partnerships, including with UN and non-UN entities. UNODC appreciates the recognition of the role of clear guidance and a consistent approach from leadership at both HQ and Field Offices were imperative to the success of these partnerships. UNODC will continue to ensure united and consistent leadership in partnering for the achievement of the SDGs.

With sincere thanks and appreciation, UNODC acknowledges the results of this Triennial Review and looks forward to future collaboration with OIOS.