

# **UNITED NATIONS *OFFICE ON DRUGS AND CRIME***

## **TERMS OF REFERENCE**

### **1. Office of the Director-General and Executive Director**

#### Organization

The office is headed by a Chief who reports to the Executive Director.

#### Objectives

To provide quality support to the Director-General/Executive Director in the executive direction and management of UNOV and UNODC and coordinate activities among the various divisions.

To provide legal advisory and protocol services to Secretariat entities located in Vienna

#### Functions

The main functions of the office are to:

- (a) Coordinate the DG/ED's schedule and ensure he is provided with quality background materials and speaking notes for meetings and missions;
- (b) Act as secretariat to the Executive Committee and Senior Staff Meetings and ensure the timely implementation of decisions;
- (c) Ensure the timely preparation of correspondence to be signed by the DG/ED
- (d) Respond to requests from the Executive Office of the Secretary-General for briefing materials and draft statements on substantive issues related to the mandates of UNODC and UNOV, and assist EOSG in the planning of SG's visits to Vienna;
- (e) Monitor the implementation of the host country agreement and ensure that the United Nations interests are defended;
- (f) Prepare and review memoranda of understanding and other legal agreements to be concluded with Member States and other organizations;
- (g) Provide advice on legal issues to United Nations Secretariat entities as well as to United Nations conferences and bodies that meet in Vienna.
- (h) Provide services for the accreditation to the United Nations, Vienna of staff of Permanent Missions to the United Nations and for representatives of Non-Governmental Organizations.
- (i) Provide protocol services for ceremonies, special events, and visits by high-level dignitaries.

## **2. Division for Policy Analysis and Public Affairs**

### Organization

The Division for Policy Analysis and Public Affairs (DPA) is one of four divisions of the United Office on Drugs and Crime (UNODC). It is headed by a Director, who reports to the Executive Director. The Division consists of two branches, the Policy Analysis and Research Branch (PARB) and the Public Affairs and Inter-agency Branch (PAIB).

### Objective

To undertake research and strategic analysis as a basis for developing policy options and drug and crime control measures; to provide scientific advice and support for national, regional, international and UNODC activities; to evaluate UNODC's programmes and projects and maintain the objectivity of evaluation by separating it from programme/project line management; and to promote the image and work of UNODC, including partnerships with donor countries, the private sector, NGOs, United Nations system organizations and the International Financial Institutions.

### **Policy Analysis and Research Branch**

#### Organization

The Branch is headed by a Chief, who is accountable to the Director, Division for Policy Analysis and Public Affairs. The Branch has two Sections and two Units: the Laboratory and Scientific Section (LSS), the Research and Analysis Section (RAS), the Independent Evaluation Unit (ES) and the Strategic Planning Unit (SPU).

#### Objectives

- (a) To promote knowledge-based drug control, crime prevention and criminal justice;
- (b) To formulate UNODC's evidence-based policy response through empirically-based qualitative and quantitative research and analysis;
- (c) To integrate UNODC's data collection, management and analysis;
- (d) To provide technical services to enhance the substantive quality of operational activities and contribute to the development of adequate national service and technical support capacity in the Division's substantive areas.
- (e) To evaluate and learn lessons from programmatic activities and to develop strategic policy options for UNODC.

#### Functions

The main functions of the Branch can be grouped under four headings: Laboratory and Scientific Services, Research and Analysis, Evaluation and Strategic Planning.

#### **Laboratory and Scientific Services**

- a) Strengthen Member States' capacity to provide drug testing and other expert scientific support services to support national drug and crime control activities;

- b) Identify and develop laboratory standards, working procedures and “best practices” for drug testing and analysis;
- c) Assess and improve the performance of forensic laboratories to meet internationally accepted standards;
- d) Serve as an international focal point for national forensic laboratories and scientific advice and support related to drug control;
- e) Coordinate and conduct applied scientific research;
- f) Facilitate integration of laboratory services and scientific expertise into national drug control frameworks, and promote the systematic use of scientific findings for operational purposes, trend analysis, and policy development.

### **Research and Analysis**

- a) Ensure that objective, empirically-based, and timely analyses and assessments of the global drug and crime problems are produced for the use of Member States;
- b) Collect and analyze data on the world illicit drugs and crime situation (management of UNODC monitoring/survey programmes on illicit drug crops, crime trends and victims of crime; compilation of data and information from government reports and other sources);
- c) Develop UNODC drugs and crime data and information management system;
- d) Produce annual estimates and trend analysis of world illicit drugs and crime situation;
- e) Undertake research and analytical studies on subjects given priority by UNODC;
- f) Publish reports/studies on the world drugs and crime situation (*World Drug Report/Trends*; illicit crop survey reports; crime trends and crime victims survey reports; *Bulletin on Narcotics*; monographs).

### **Evaluation**

- a) Develop, manage and execute UNODC’s evaluation programme as well as lead in-depth evaluations and other management studies; undertakes operational reviews of field offices on institutional and managerial arrangements that have an impact on programme delivery as well as guide and assist the process of performance monitoring.
- b) Prepare evaluation policies, standards, criteria, guidelines, tools and procedures; and train, advise and guide staff in programme/project evaluations and performance measurement;

- c) Identify best practices and lessons learned from analysis of evaluation findings and ensure, in cooperation with appropriate sections/units, that these are integrated into future projects and programmes;
- d) Establish a dissemination and feedback mechanism that communicates evaluation results within UNODC as well as to Member States.
- e) Monitor implementation of evaluation recommendations, and submit an annual report to the governing bodies synthesizing all UNODC evaluation activities;
- f) Guide, coordinate and assist in the process of UNODC's Programme Performance evaluation, monitoring and reporting.

### **Strategic Planning**

- a) Develop, through an in-house consultative process, UNODC strategy, priorities, policy and operational response to changes and challenges in the international context and decisions and resolutions of governing bodies;
- b) Formulate clear strategic and time bound objectives and establish clear relationships between strategy, priorities and programme/project development;
- c) Manage the secretariat of the Programme and Projects Committee and document its work;
- d) Oversee all planning activities in UNODC, including the United Nations Strategic Framework on drug control and crime prevention, the Programme Management Plan, the budget and work-plans;
- e) Produce reports and briefings addressing substantive areas which may soon become policy concerns for UNODC and Member States;
- f) Develop a context map for partnerships, identifying a range of partners and collaborators, and the roles and respective contributions of both the particular partners as well UNODC.

### **Public Affairs and Inter-Agency Branch**

#### Organization

The Public Affairs and Inter-Agency Branch (PAIB) is headed by a Chief, who reports to the Director, Division for Policy Analysis and Public Affairs. The Branch is comprised of the Advocacy Section (AS), the Co-financing and Partnership Section (CFPS), and the UNODC Liaison Office in New York (NYLO).

#### Objectives

- (a) To generate awareness of and enlist support for international drug control and crime prevention, promoting UNODC cooperation with other multilateral entities, agencies and programmes of the United Nations system, and civil society.
- (b) Develop and implement fund-raising strategies and maintain required services to donors.

## Functions

The main functions of the Branch can be grouped under three headings – Advocacy, Partnership, and Resource Mobilization. They are to:

### **Advocacy**

- (a) Coordinate public affairs activities, including the design, printing and distribution of public information materials, the daily management of a video library and electronic photo database, and provide public information support to field offices;
- (b) Promote UNODC's mission and objectives to decision and opinion makers;
- (c) Maintain, in cooperation with other sections, a web site that provides a centralized location containing information covering all UNODC's activities;
- (d) Produce and distribute radio and television public service spots with messages that pertain to UNODC's mandates and activities targeting free media time on private and public international, national and local broadcasting stations;
- (e) Plan, organize and manage the United Nations Vienna Civil Society Award, international parliamentarians' meetings and the International Day against Drug Abuse and Illicit Trafficking campaign; coordinate and set up exhibits at conferences and events to promote the work of UNODC.

### **Partnership**

- (f) Assist UNODC to foster partnerships with other entities of the United Nations system, the international financial institutions and regional development banks and other international organizations, pursuing a strategic and policy dialogue and ensuring implementation of agreements and decisions;
- (g) Assist the Executive Director at meetings of the Chief Executives Board (CEB); participate in the CEB's High-Level Committee on Programmes (HLCP) and coordinates UNODC participation in meetings of informal subsidiary groups; in consultation with other sections, prepare papers reflecting UNODC's position on subjects discussed at such meetings;
- (h) Liaise with other inter-agency bodies such as UNDG, ECPS and UN Secretariat departments **with a view to having** drug-, crime- and terrorism-related issues taken into account in the wider contexts of development, peace and security; assist in establishing and keeping updated an inventory of potential cooperation areas between UNODC, other UN agencies and other US-based entities;
- (i) Contribute to the preparation of reports on the implementation by UNODC of relevant UN resolutions and decisions, e.g. GA, ECOSOC; analyse UN policy notes and reports, and provide guidance to concerned branches, sections and field offices;

- (j) Coordinate UNODC cooperation with non-governmental organizations, institutions and civil society; maintain database of NGOs working in crime prevention and drug demand reduction;

### **Resource Mobilization**

- (k) Develop and coordinate the implementation of fund-raising strategies; undertake fundraising with donor governments, foundations, the private sector and NGOs; support the building up of financial partnerships with inter-governmental organizations and international financial institutions;
- (l) Analyze current and potential donors' development aid policies and practices relating to drugs and crime and trends in multilateral assistance in general; review periodically UNODC funding priorities and the funding status of projects;
- (m) Act as Secretariat and coordinates meetings of the Major Donor Group;
- (n) Coordinate fund raising and partnership activities with, for example, the United Nations Fund for International Partnerships (UNFIP), the Japanese Human Security Fund, and international, regional and theme groups such as the Global Compact;
- (o) Arrange fund raising missions and visits to capitals in cooperation with the Division for Operations and the field offices;
- (p) Transmit project progress reports to donors;
- (q) Provides briefs for the Executive Director and senior management for visits to donor capitals and meeting;
- (r) Contributes to the review of project proposals prior to their submission to the Programme and Project Committee, indicating potential sources of funding;
- (s) Act as focal point for the negotiation and conclusion of funding agreements.

### **3. Division for Treaty Affairs**

#### Organization

The Division for Treaty Affairs (DTA) is one of four divisions of the United Nations Office on Drugs and Crime (UNODC). The Division is headed by a Director, who reports to the Executive Director of UNODC. The work of the Division for Treaty Affairs is organized in the following sub-entities: Treaty and Legal Affairs Branch, Terrorism Prevention Branch, Commissions Secretariat Section, and the Secretariat of the International Narcotics Control Board.

#### Objectives

- (a) To fulfill, on behalf of the Executive Director, the responsibilities devolving upon the Secretary-General under the treaties, conventions, other instruments and intergovernmental decisions and resolutions on drug control, crime prevention, criminal justice and terrorism;
- (b) To provide advice and assistance to Member States on the implementation of treaties, conventions, other instruments and intergovernmental decisions and resolutions on drug control, crime prevention, criminal justice and terrorism;
- (c) To promote the ratification and implementation of and adherence to the international treaties on drug control, crime prevention and terrorism by Member States and provide the necessary legal and institutional capacity building support services, in close collaboration with other Divisions of UNODC;
- (d) To provide substantive and secretariat services to the policy making and other relevant bodies on drug and crime and to the Conferences of Parties of relevant conventions;
- (e) To serve as the UNODC focal point for fostering collaboration and coordination with the United Nations Interregional Crime and Justice Research Institute and the regional and affiliated crime prevention and criminal justice institutes.

#### **Treaty and Legal Affairs Branch**

#### Organization

The Treaty and Legal Affairs Branch (TLAB) is headed by a Chief, who reports to the Director, Division for Treaty Affairs. The Branch is composed of the Crime Conventions Section (CCS) and the Legal Advisory Section (LAS).

#### Objectives

- (a) To promote the ratification and implementation of and adherence to the international treaties on drug control and crime prevention by States;
- (b) To service intergovernmental bodies established to consider matters of drug control, crime prevention and criminal justice, and provide substantive and technical support to ad hoc bodies that may be established to conduct negotiations of international legal instruments in the field of crime prevention and criminal justice;

- (c) To act as the depository of drug- and crime-related legal information and provide legal advice on conventions and treaty matters for INCB, Member States, intergovernmental bodies and expert group meetings;
- (d) To provide legal advice to the Executive Director and UNODC for the activities of the Office, including technical cooperation, in cooperation, as appropriate, with the ODG/ED legal services.
- (e) To provide input for the substantive preparation and servicing of intergovernmental bodies and other intergovernmental meetings, especially the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the crime congresses, the Economic and Social Council and the General Assembly, and to produce specialized reports and publications on issues covered by the Branch.

Functions:

The main functions of the Branch are to:

- (a) Provide legal support and report on the implementation of the obligations of UNODC arising from treaties, conventions and intergovernmental mandates;
- (b) Provide legal advice on matters relating to the interpretation and implementation of treaties, conventions and other mandates to Member States, intergovernmental bodies and Secretariat officials;
- (c) Foster the transfer of know-how to States on treaty implementation and adherence, especially through advisory services, training, legal workshops and expert meetings;
- (d) Plan and coordinate the interregional advisory services and related activities under the regular programme of technical cooperation, in support of the normative functions of UNODC, in close coordination with the Division for Operations;
- (e) Perform the functions of Secretariat to the Conference of Parties for the United Nations Convention against Transnational Organized Crime and its Protocols and for the United Nations Convention against Corruption in accordance with the terms of the Conventions and the relevant General Assembly resolutions;
- (f) Monitor developments and provide support for political and substantive consensus-building on and elaboration of new international legal instruments in the field of crime prevention and criminal justice;
- (g) Promote international cooperation in criminal matters, especially extradition and mutual legal assistance, within the framework of the drug and crime conventions, through specialized advisory services, implementation tools, expert workshops and training seminars;
- (h) Collect, analyse and disseminate national drug control laws and regulations; prepare annual cumulative Index; maintain a legal data base system on treaty



adherence and national authorities designated under the 1988 Convention; and produce related documents and publications;

- (i) Provide advice on questions of international and national drug control, crime prevention, criminal justice and terrorism prevention, in support of the treaty-based functions of UNODC;
- (j) Monitor the implementation of relevant treaty provisions, intergovernmental resolutions and decisions.

### **Terrorism Prevention Branch**

#### Organization

The Terrorism Prevention Branch (TPB) is headed by a Chief, who reports to the Director of the Division for Treaty Affairs.

#### Objectives

- (a) To assist states to ratify and implement the relevant international legal instruments related to the prevention and suppression of international terrorism, in the context of Security Council Resolution 1373 (2001);
- (b) To assist States to strengthen their legal frameworks and institutional capacities for the prevention and combating of international terrorism,
- (c) To foster coordination and collaboration with relevant United Nations entities and regional, sub-regional and other international organizations in delivering assistance to requesting States in terrorism prevention.
- (d) To provide input for the substantive preparation and servicing of intergovernmental bodies and other intergovernmental meetings, especially the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the crime congresses, the Economic and Social Council and the General Assembly, and to produce specialized reports and publications on issues covered by the Branch.

#### Functions

The main functions of the Terrorism Prevention Branch are to:

- (a) Provide targeted legal advisory services for the ratification and implementation of the international legal instruments related to the prevention and suppression of international terrorism, including through the elaboration and dissemination of legislative implementation tools;
- (b) Facilitate and provide training to national criminal justice officials on new legislation and international cooperation, through measures such as mentorship programmes;

- (c) Facilitate and provide assistance for strengthening the institutional capacities of countries for preventing and combating terrorism, including through the promotion and provision of advisory services;
- (d) Promote cost-effective access to information, such as through the provision of on-line assistance in preparing and processing extradition and mutual assistance requests, maintenance of experts rosters, preparation of national profiles and country strategies on terrorism, etc.;
- (e) Promote awareness of the links between terrorism and other forms of crime;
- (f) Maintain and foster partnerships with relevant international, regional, sub-regional and specialized organizations, in pursuance of the objectives of the Branch;
- (g) Promote collaboration with and participation of civil society and research institutions.

### **Commissions Secretariat Section**

#### Organization

The Commissions Secretariat Section (CSS) is headed by a Chief, who reports to the Director of the Division for Treaty Affairs.

#### Objectives

- (a) To provide secretariat services to intergovernmental bodies with respect to drug control, crime prevention, criminal justice and terrorism;
- (b) To coordinate and ensure the timely preparation and submission of substantive reports to intergovernmental bodies on items under UNODC's substantive responsibility;
- (c) To ensure the discharge of functions entrusted to the Secretary-General under the international drug control treaties.

#### Functions

The main functions of the Commissions Secretariat Section are to:

- (a) Provide advice and secretariat services to the Commission on Narcotic Drugs and its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice, and the United Nations Crime Congresses;
- (b) Follow up on the implementation of resolutions of the Economic and Social Council and General Assembly and coordinate related action with other parts of UNODC, including the timely preparation of mandated reports;
- (c) Coordinate the preparation of substantive reports to intergovernmental bodies;
- (d) Support the Commission on Narcotic Drugs in monitoring the implementation of the outcome of the twentieth special session of the General Assembly, in

particular by preparing the biennial report of the Executive Director on action by Governments to implement the action plans and measures adopted by the twentieth special session of the General Assembly;

- (e) Prepare legal notifications and other communications required under the international drug control treaties, collect and analyse related data and prepare required reports;
- (f) Coordinate activities relating to the scheduling of drugs and substances under the international drug control treaties;
- (g) Produce two technical publications required under the international drug control treaties, namely, "Competent National Authorities under the International Drug Control Treaties" and "Manufacture of Narcotic Drugs, Psychotropic Substances and their Precursors".

### **Secretariat of the International Narcotics Control Board**

#### **Organization**

The Secretariat of the International Narcotics Control Board (INCB) is headed by the Secretary of the Board, who is accountable to the Director of the Division for Treaty Affairs on administrative matters and is responsible to the Board on substantive matters. The INCB secretariat is composed of the Office of the Secretary, the Convention Evaluation Section, the Narcotics Control and Estimates Section, the Precursors Control Section and the Psychotropics Control Section.

#### **Objectives**

- (a) To service the Board in the execution of its functions under the drug control treaties, and act on its behalf between sessions, by monitoring and promoting treaty compliance by Governments and by helping to ensure the functioning of the international control systems for narcotic drugs, psychotropic substances and precursor chemicals;
- (b) To coordinate substantive contributions from other parts of UNODC for the work of the Board.

#### **Functions**

The main functions of the INCB Secretariat are to:

- (a) Service the sessions of INCB, including the preparation of documentation;
- (b) Coordinate the planning, execution and follow-up of the missions of the INCB;
- (c) Ensure liaison with other parts of UNODC, UN Secretariat, UN Agencies and other international organizations;
- (d) Ensure that the work (conclusions, findings, recommendations, etc.) of the Board obtain adequate publicity and media reaction;

- (e) Prepare the draft INCB annual report and three technical annual reports of the Board on narcotic drugs, psychotropic substances and precursors/chemicals and finalize them after discussion by the Board;
- (f) Monitor worldwide all licit activities related to narcotic drugs, psychotropic substances and precursors/chemicals, analyze respective reports by Governments and interact with Governments on results of analysis;
- (g) Prevent, in cooperation with Governments, the diversion of narcotic drugs, psychotropic substances and precursors/chemicals from licit into illicit channels;
- (h) Identify shortcomings in the implementation and possible cases of systematic non-compliance with the provisions of the drug control treaties; provide the Board with evaluation studies of selected provisions of these conventions, and make recommendations where appropriate;
- (i) Identify legislative developments in countries that may not be in compliance with the provisions of the international drug control conventions and provide recommendations to the Board on action to be taken in such cases;
- (j) Determine the effectiveness and impact of the international drug control conventions by monitoring the implementation of recommendations made by the Board pursuant to its programme of missions;
- (k) Maintain the INCB data collection system on narcotic drugs and psychotropic substances, and administer the related estimates and statistical returns systems
- (l) Monitor the supply of and demand for opiate raw materials for licit medical and scientific needs, and report to the Board thereon;
- (m) Undertake assessment of substances for possible change in the scope of control under the 1988 Convention; examine data for possible inclusion, transfer, or deletion, of substances under the control of the 1988 Convention;
- (n) Maintain and updates the international special surveillance list;
- (o) Convene the Board's Advisory Expert Group.

## **4. Division for Operations**

### Organization

The Division for Operations (DO) is one of four Divisions of the United Nations Office on Drugs and Crime (UNODC). It is headed by a Director, who reports to the Executive Director. The Division consists of two Branches, the Human Security Branch and the Partnership in Development Branch, which includes a network of field offices.

### Objective

To promote knowledge-based expertise in the context of sustainable development and human security, and facilitate the development by Governments of effective counter-measures against drug abuse, illicit drug production and trafficking, human trafficking and other forms of transnational organized crime, money-laundering and corruption.

### **Human Security Branch**

#### Organization

The Human Security Branch (HSB) is headed by a Chief, who reports to the Director of DO. The Branch comprises three sections – the Anti-Trafficking Section (ATS) the Global Challenges Section (GCS) and the Rule of Law Section (RLS).

#### Objective

- (a) To provide technical services to enhance the substantive quality of operational activities and to provide advice and support to Member States and intergovernmental bodies, focusing in particular on the human impact of drug and crime problems.
- (b) To provide input for the substantive preparation and servicing of intergovernmental bodies and other intergovernmental meetings, especially the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the crime congresses, the Economic and Social Council and the General Assembly, and to produce specialized reports and publications on issues covered by the Branch

#### Functions

The functions of the Branch can be grouped under two headings: provision of technical expertise and substantive backstopping of technical assistance projects. The main functions are:

#### **Provision of technical expertise**

- (a) Pilot test promising practices in drug and crime control and promote the dissemination of best practices through manuals, toolkits, etc.; in consultation with other relevant sections, feed best practices back into the project cycle;
- (b) Provide data and analysis on various aspects of drug control and crime prevention in close cooperation with PARB;

- (c) Provide expert advisory services and training to Member States on drug and crime issues;
- (d) Identify, recruit and backstop regional mentors and advisers in the framework of global programmes.

### **Substantive backstopping of technical assistance projects**

- (a) Review country profiles, fact sheets and strategic frameworks for completeness and accuracy in respect of crime and drug issues and provide substantive input as appropriate;
- (b) Undertake assessment and other technical missions as required in close collaboration with PDB;
- (c) Advise on and assist in the development of project ideas and project documents, appraise submissions and provide clearance for the Programme and Project Committee on substantive aspects;
- (d) Provide substantive input to and monitor the implementation of projects;
- (e) Undertake the self-evaluation of projects and programmes as appropriate and document substantive lessons learned in close cooperation with the Evaluation Section .

### **Partnership in Development Branch**

#### Organization

The Partnership in Development Branch (PDB) is headed by a Chief, who reports to the Director, Division for Operations. The Branch comprises four Regional Sections and the field office network, the current configuration of which is as follows:

- Africa & the Middle East Section

*Field Offices (5):*

- Eastern Africa Regional Office (Nairobi/Kenya)
- Nigeria Country Office (Abuja)
- North Africa and the Middle East Regional Office (Cairo/Egypt)
- Southern Africa Regional Office (Pretoria/South Africa)
- West and Central Africa Regional Office. (Dakar/Senegal)

- Europe & West/Central Asia Section

*Field Offices (5):* Afghanistan Country Office (Kabul)  
Central Asia Regional Office (Tashkent/  
Uzbekistan)  
Iran Country Office (Tehran)  
Pakistan Country Office (Islamabad)  
Russian Federation and Belarus Regional Office  
(Moscow)

- Latin America & the Caribbean Section

*Field Offices (6):* Bolivia Country Office (La Paz)  
Brazil and the South Cone Regional Office  
(Brasilia)  
Caribbean Regional Office (Bridgetown/  
Barbados)  
Colombia Country Office (Bogota)  
Mexico and Central America Regional Office  
(Mexico City)  
Peru Country Office (Lima).

- South/East Asia & the Pacific Section

*Field Offices (5):* Lao PDR Country Office (Vientiane)  
Myanmar Country Office (Yangon)  
South Asia Regional Office (New Delhi/India)  
South/East Asia and the Pacific Regional  
Centre (Bangkok/Thailand)  
Viet Nam Country Office (Hanoi).

### Objective

To support UNODC's technical cooperation programme related to drug abuse, illicit drug production and trafficking, human trafficking and other forms of transnational organized crime, money-laundering and corruption.

### Functions

The main functions of the Branch are the provision of support to programme development and implementation as well as to act as focal point for access to expertise and to monitor programme implementation:

### **Support to Programme Development**

- (a) Keep abreast of social, economic and political developments and trends in drugs and crime and their control and prevention;
- (b) Contribute to enhancing governments' understanding of the nature and extent of drug- and crime-related issues;

- (c) Support the preparation of country fact sheets, country profiles and strategic programme frameworks (prepared by Field Offices in close collaboration with HSB and PARB); submit strategic programme frameworks to ExCom;
- (d) Review draft programme and project ideas and documents in consultation with field offices and other relevant sections;
- (e) Finalize project and programme submissions to the Programme and Project Committee, other than for global programmes;
- (f) Undertake operational activities with governments, intergovernmental and non-governmental organizations, regional and sub-regional institutions and UN system agencies as appropriate;
- (g) Participate in programming missions to assess needs and elaborate assistance proposals with cooperating governments;
- (h) Prepare memoranda of understanding in consultation with concerned regional and/or national authorities and other relevant UNODC sections, and advise on the implementation of these and other agreements establishing frameworks for regional cooperation.

### **Monitoring of Programme Implementation**

- (a) Ensure the timely delivery of technical assistance programmes;
- (b) Prepare project progress reports for submission to donors;
- (c) Participate in selected tripartite reviews and self-evaluations of programmes and projects, and assess reports on the status of programme implementation;

### **Field Offices**

#### **Organization**

UNODC Field Offices are of three types: Country Office, Regional Office, and one Regional Centre, each of which is headed by a Representative.

UNODC Representatives report to the Director, Division for Operations on overall policy matters, and to the Chief of PDB on management and programme strategy. For day-to-day activities, they work closely with the Chief of the respective Regional Section. In the context of the Performance Appraisal System (PAS), the Chief of PDB is the first reporting officer for UNODC Representatives.

At the regional level the UNODC Representative can be accredited to one or more countries.

The Regional Centre provides substantive guidance to country offices in the region in respect of programme and project matters and acts as a centre of expertise for UNODC in the region through the out-posting of experts from Headquarters.



## Functions<sup>1</sup>

The main functions of the field offices are to:

- (a) Keep abreast of social, economic and political developments and trends in drugs and crime and their control and prevention in country or region and keep Headquarters informed;
- (b) Assist governments to assess problems relating to drugs, terrorism and crime, identify counter-measures, formulate national plans and prepare programmes and projects;
- (c) Participate in drug control and crime prevention programme planning, review and coordination of activities in the context of United Nations Development Assistance Framework and Common Country Assessment with other United Nations agencies, government officials and other partners; advocate for the inclusion, as appropriate, of the drug and crime control dimension in the programmes of other organizations;
- (d) Prepare country profiles on the drug and crime situation, country and regional strategic programme frameworks and project proposals;
- (e) Manage the implementation of UNODC-funded activities substantively, technically and financially to ensure consistency with project document objectives and appropriate coordination, reporting and evaluation;
- (f) Advocate and build support for cost-sharing contributions from governments and identify other local funding sources for UNODC projects and the field office.
- (g) Initiate and revise project documents and budgets to adjust to realistic implementation situations, providing timely reports to Headquarters;
- (h) Organize tripartite review meetings and support independent evaluation missions;
- (i) Keep headquarters informed through periodic reports of drug and crime control activities in the country or region and status reports on UNODC's programme of work, and provide support to the INCB in the discharge of its responsibilities, as requested;
- (j) Update the content on field offices' web sites in collaboration with the Advocacy Section; contribute to other public information and advocacy activities.

## **Administration**

The UNODC Representative acts as the first reporting officer for UNODC field staff and is accountable for the efficient management of human and financial resources at the field level, in particular for:

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<sup>1</sup> The Regional Sections of PDB at Headquarters carry out the same functions for all developing and transition countries that are not covered by the Field Office network.

- (a) Supervising internationally and locally recruited staff assigned to the field office, and liaising with agency and government personnel implementing UNODC-financed projects;
- (b) Certifying expenditures against field office allocations and allocations to UNODC-executed projects, as appropriate;
- (c) Controlling office and other accommodation, vehicles and equipment funded from the Field Office budget;
- (d) Preparing field office budget estimates for Headquarters' review and CND approval;
- (e) Proposing to Chief, Regional Section, suitable sharing of costs between activities funded by the Fund of UNDCP and those funded by the Crime Prevention and Criminal Justice Fund;
- (f) Maintaining separate accounts for all activities funded by the Fund of UNDCP and those funded by the Crime Prevention and Criminal Justice Fund;
- (g) Discharging responsibilities in full accordance with the United Nations Financial Regulations and Rules and with the Financial Rules of the Fund of UNDCP;
- (h) Reporting promptly to the Director, DO, and to the UNDP Country Office, any irregularities or questionable financial practices of the Office on Drugs and Crime staff, or of implementing partners;
- (i) Following up on recommendations from OIOS and the external auditors in coordination with the Division for Management.

## **5. Division for Management**

### Organization

The Division for Management (DM) is one of four divisions of the United Nations Office on Drugs and Crime (UNODC). It is headed by a Director, who is accountable to the Executive Director, and within the established delegation of authority, is also responsible to the Under-Secretary-General for Management for ensuring that all regulations, rules and instructions of the Organization pertaining to administrative matters are followed. The Division consists of three Services, namely the Financial Resources Management Service (FRMS), the Human Resources Management Service (HRMS) and the Information Technology Service (ITS).

### Objective

To provide comprehensive, creative and efficient management services to UNODC and other United Nations Secretariat entities based at the Vienna International Centre (VIC).

### Functions

The main functions of the division are to:

- a) Advise the Executive Director and senior officials on managerial and administrative issues and provide direction and coordination of budget, accounts, human resources and information technology matters for UNODC and other United Nations Secretariat entities at the VIC;
- b) Represent the Executive Director on management and administrative matters in relation to governing bodies, United Nations common system inter-agency coordination machinery and inter-Secretariat consultative bodies;
- c) Ensure proper application of the United Nations Staff Regulations and Rules, Financial Rules, and related administrative instructions and policies.
- d) Provide financial services to UNODC and to the United Nations Secretariat entities at the VIC; liaising with the Office of Programme Planning, Budget and Accounts and Member States on financial matters and contributions; negotiate and administer cost-sharing arrangements for common and joint services between the Organizations established at VIC; manage and control all regular budget and extra-budgetary funds; effect all financial transactions and maintain financial records; prepare financial statements and transmit them to donors;
- e) Develop, advocate and assist in the implementation of an overall human resources management strategy for UNODC business goals; oversee the implementation of human resources policies; manage the human resources of UNODC and of the United Nations Secretariat entities at the VIC including providing policy direction, the recruitment and placement of staff, the administration of contracts and benefits; staff development and performance management; ensure the efficient and effective functioning of the United Nations internal system of administration of justice and promote effective staff management relations;

- f) Provide information technology, communications and substantive information management services for UNODC (including its field offices), other United Nations entities at Vienna and Member States, including to regional and national drug control authorities.