



UNITED NATIONS  
*Office on Drugs and Crime*



**TOWARDS SECURITY AND JUSTICE  
FOR ALL:**  
MAKING THE WORLD SAFER  
FROM CRIME, DRUGS AND TERRORISM



Photos:

Page 3: UNODC Alternative development project, Bolivia

Page 5: Inmates of a prison in Dakar, Senegal. Photographer: Alessandro Scotti

Page 11: UNODC staff at work.



## Preface

The United Nations *Office on Drugs and Crime* (UNODC) is growing in stature. As States seek solutions to threats that do not respect borders, they are making increased use of multilateral partnerships in order to improve security.

In the past five years, UN-brokered Conventions against corruption and transnational organized crime have come into force. This builds on the existing international drug control regime. As custodian of these instruments, and as a provider of technical assistance in order to facilitate their implementation, UNODC is in high demand.

UNODC is the UN's centre for the fight against "uncivil society". It leads global drug control and crime prevention efforts and is playing an increasingly active role in terrorism prevention. UNODC is committed to achieving security and justice for all, making the world safer from drugs, crime and terrorism.

In order to deliver, UNDOC needs a clear idea of where it is going and the means to get there. To this end, UNODC has engaged all stakeholders in developing a medium-term strategy. The Strategy was developed in close consultation with Member States, external experts, NGOs and staff, and can thus be legitimately seen as a joint product.

The aim has been to position a transformed UNODC in the context of a changing world, to identify a limited number of strategic objectives and to map out how to achieve them.

Despite the magnitude of global challenges relating to drugs, crime and terrorism, the Office needs to be realistic about where its work can have the most impact. Since UNODC's main task is to help States help themselves,

a strong emphasis is put on capacity-building and devolving more tasks to country or regional offices.

To implement this Strategy, UNODC will need sufficient, predictable and sustained resources. And Member States will need to see that they receive good value for money. In line with modern management practice and in harmony with the process of UN reform, UNODC puts particular emphasis on performance-based management.

A clear and common understanding about how UNODC can best assist Member States to control drugs and prevent crime and terrorism is essential for achieving shared objectives, maximizing available resources and building security and justice for all. I therefore urge you—as a partner in the quest for a safer world—to reflect on this strategy and strengthen UNODC’s ability to help States address some of the most dangerous threats facing humanity



Antonio Maria Costa  
Executive Director



THE TRUE MEASURE OF SUCCESS FOR THE UNITED NATIONS IS NOT HOW MUCH WE PROMISE BUT HOW MUCH WE DELIVER FOR THOSE WHO NEED US MOST.

UN Secretary-General Ban Ki-Moon


## **Reforming the UN, revitalizing the Secretariat**

Since 1997, the United Nations *Office on Drugs and Crime* has been the centre of the United Nations' fight against “uncivil society”—drugs, organised crime, terrorism and human trafficking.

UNODC aims to be a strategic player at both the global and country levels. It needs to be coherent and flexible enough to respond to demands for a variety of policy and operational services, and at the same time efficient.

The 2005 World Summit in New York gave new impetus to United Nations reform. Since 2002, the Office has taken steps to become more results-oriented, accountable, transparent and effective. UNODC prides itself on being in the vanguard of management reform. UNODC now has a medium-term Strategy 2008-2011—a four-year roadmap.

UNODC aims to be as successful in crime and terrorism prevention as it has been in drug control. It is a small office with big mandates. To achieve its goals, UNODC needs to determine where its services will add value.



The Strategy sets out tangible goals within three main themes: **rule of law, policy and trend analysis, and prevention, treatment and reintegration, and alternative development**. Altogether, the Strategy contains 14 areas in which concrete results are to be achieved and 53 results accompanied by performance measures.

## **1** RULE OF LAW

To promote, at the request of Member States, effective responses to crime, drugs and terrorism by facilitating the implementation of relevant international legal instruments; to promote, at the request of Member States, effective, fair and humane criminal justice systems through the use and application of United Nations standards and norms in crime prevention and criminal justice.

Concrete results:

- Ratification and implementation of conventions and protocols
- International cooperation in criminal justice matters
- Criminal justice systems more accessible, accountable and effective
- Terrorism prevention

### **Issue: Recovery of stolen assets**

Assets stolen by corrupt leaders can frequently reach staggering amounts. Addressing the problem of stolen assets is an immense challenge. Even though certain countries have enjoyed some success in asset recovery, the process has been time-consuming and costly.

- Experience shows that developing countries are likely to encounter serious obstacles in trying to recover stolen assets.
- The pursuit of stolen assets, is impeded by limited legal, investigative and judicial capacity, and inadequate financial resources.
- Jurisdictions where stolen assets are hidden may not be responsive to requests for legal assistance.



**Action:** The Stolen Asset Recovery (StAR) initiative was launched jointly by UNODC and the World Bank to respond to this problem

The initiative's key purpose is to promote the full implementation of the ground-breaking chapter of the United Nations Convention against Corruption (UNCAC) on asset recovery.

StAR follows a two-pronged approach: to help lower the hurdles countries face when seeking the return of assets located in other jurisdictions; and to strengthen laws and institutions for effective international cooperation and asset recovery. StAR operates on the premise that both developed and developing countries must work in partnership, using UNCAC to the fullest extent. Asset recovery is a goal fully shared by all countries.

## **2** POLICY AND TREND ANALYSIS

Enhanced knowledge of trends for effective policy formulation, operational response and impact assessment in drugs and crime.

Concrete results:

- Enhanced knowledge of trends for effective policy formulation, operational response and impact assessment in drugs and crime
- Threat and risk analysis
- Scientific and forensic capacity

### **Issue: Effective data analysis**

UNODC issues the most authoritative reports based on drug crop surveys, drug addiction data and trend analysis, which are relied on by governments, experts, the media and even by intelligence agencies. This is expertise of a high calibre, contributing to powerful knowledge-based policy analysis.



But the crime pillar is weak, not least because not all Member States provide the necessary data on crime trends, and resources for crime prevention are limited. The lack of reliable data is a handicap to policy-making on crime-related issues.

There is also a greater need for counter-terrorism legal research in order to produce effective model laws and legislative benchmarks.

**Action:** Gather reliable data to build up an accurate picture of world drugs and crime trends

### 3 PREVENTION, TREATMENT AND REINTEGRATION, AND ALTERNATIVE DEVELOPMENT

Reduction of opportunities and incentives for illicit activities and gains, including through sustainable alternative development, and reduction of drug abuse, HIV/AIDS (as related to injecting drug abuse, prison settings and trafficking in human beings), criminal activity and victimization.

Concrete results:

- Community-centred prevention
- Corruption prevention
- HIV/AIDS prevention and care
- Alternative development
- Treatment and rehabilitation of drug-dependent persons
- Prison reform
- Juvenile justice
- Assistance to victims






**Issue: Access to drug dependence treatment**

People with drug abuse problems have different social backgrounds and life experiences. Treatment services must therefore offer a range of approaches tailored to each patient's needs. The quality of treatment is highly dependent on the knowledge and experience of staff. UNODC thus emphasizes staff training and support.

**Action:** UNODC facilitates access to the latest evidence-based information on treatment of specific population groups (women, young people and offenders). It provides direct support to governments in the development of accessible treatment services that are an integral part of the main health system; training, community-based services and programmes for drug abusers in prison; and opportunities for networking with experienced professionals.



UNODC must assess realistically which tasks it can take on, where other agencies are better placed to do the job and where it can usefully lend support.

This means capitalizing on the Office's comparative advantages, in particular by offering:

- Normative services to assist States in the ratification and implementation of international legal treaties, the development of domestic legislation of drugs, crime and terrorism, and support for the treaty-based and governing bodies
- Research and analysis to increase knowledge and understanding of drugs and crime issues
- Technical assistance to strengthen Member States' capacity to counteract illicit drugs, crime and terrorism.

UNODC must secure stable and predictable funding to keep pace with rising demands. So far, inter-governmental commitments have not been matched with commensurate material support to UNODC's regular budget. There is a growing imbalance between mandates and tasks, on the one hand, and resources on the other.

This situation makes it difficult to plan even one year ahead. The Strategy can help guide the decision-making of UNODC and the donor community to ensure that the Office has sufficient resources for long-term programming.



## **Management Support**

As part of UNODC's commitment to improving delivery, the Strategy addresses a number of management issues aimed to:

- Encourage concrete and measurable programme results
- Foster effective and transparent financial management
- Motivate staff
- Expand strategic partnerships
- Strengthen field capacity
- Utilize innovative information and communications technology
- Raise the public profile of UNODC activities
- Report on the progress of implementing the Strategy

## **The Strategy will improve:**

- Coherence of programmes
- Quality control
- Knowledge, which will be shared through a Knowledge Management System



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**For more information**

on the Strategy and other UNODC projects, please  
visit [www.unodc.org](http://www.unodc.org)

The full text of the Medium-Term Strategy 2008-2011  
in all official UN languages is available on the UNODC  
homepage.

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