

ing the transfer of specialised expertise at regional and national level, shifting the focus of efforts away from projects to a more programme-based approach, and promoting more effective coordination with other UN agencies, donor countries and development institutions. Member States have long called for this type of integrated approach, as part of the process of strengthening the Office's results-based management.

A main challenge for UNODC will now be to put in place a more predictable, sustainable financing structure. Some countries are now considering multi-year pledges, a commitment that the Office has long requested. Otherwise, it must be expected that donor countries will continue to earmark their contribution to a growing degree, and this will necessarily have consequences for the way the Office plans and prioritises its efforts. It will therefore be necessary to consider better coordination of the various budget items in order to meet UNODC's overall operational needs.

3. Norway's policy towards UNODC

UNODC's efforts to strengthen the implementation of the UN's drugs conventions, the UN Convention against Corruption and the Convention against Transnational Organised Crime and associated protocols, and UN counter-terrorism legislation, are of key importance for Norway's foreign and development policy.

Norway pursues a two-pronged partnership with UNODC: as a forum for developing a multilateral regulatory framework in the field of drugs and crime, and as a provider of technical assistance and a cooperation partner for Member States.

Norway gives priority to the areas of organised crime, corruption, terrorism, HIV/AIDS, justice sector reform, drugs and reform of UNODC. Norway participates actively within the framework of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, as well as in the Conferences of States Parties to the Convention against Corruption and the Convention on Transnational Organised Crime with associated protocols. Norway will seek to collaborate with like-minded countries on joint initiatives and will instigate efforts to ensure that UNODC is run effectively and that its work is integrated with other UN activities. Nor-

way is actively engaged in discussions on issues related to the need to increase the Office's financial stability and predictability, and the way its general strategy is implemented. Norway also seeks to promote Norwegian candidates in elections and to increase recruitment of Norwegians to UNODC.

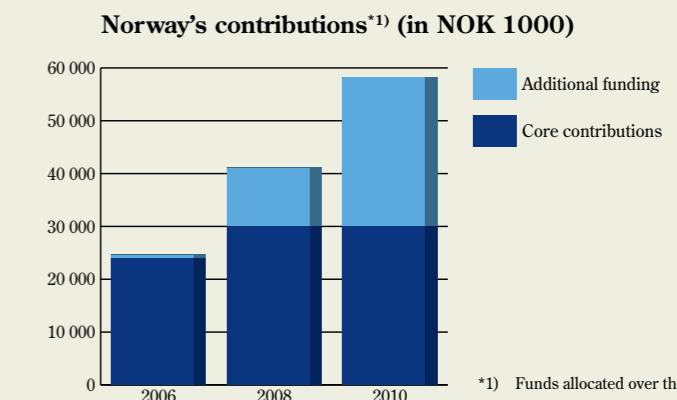
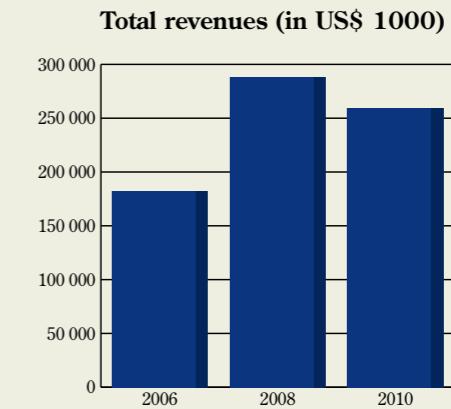
In 2010, Norway's contribution to UNODC went to core funding, normative efforts and technical assistance. Among other things, Norway has financed a study on the laundering of proceeds from criminal activities and a study on organised crime in the fishing industry. These studies formed the basis for two resolutions initiated by Norway on these topics in the UN in 2011. The funds allocated by Norway were used to finance UNODC's global efforts to combat human trafficking, organised crime, terrorism and corruption. To strengthen UNODC's work, Norway has also financed the development of UNODC programmes of activity at regional and country level. Furthermore, Norway supported the development of monitoring mechanisms for the UN Convention against Corruption and the UN Convention on Transnational Organised Crime. Norway also provided funding for an Arab League project to combat human trafficking, which is run by UNODC in cooperation with the Arab League secretariat in Cairo.

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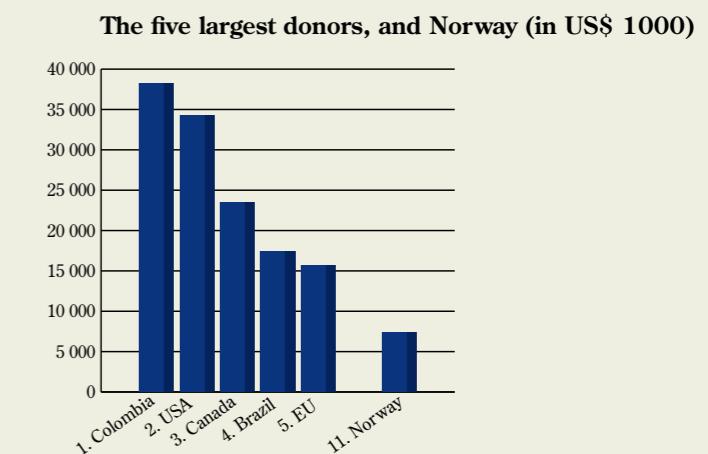
For more information, contact Section for Budget and Administration on
e-mail: sbf-fn@mfa.no. The document can be found on our web site:
<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

1. Facts and figures

Type of organisation: Office under the UN Secretariat
Established in: 1997
Headquarters: Vienna
Number of country offices: 20 country offices and liaison offices in Brussels and New York
Head of organisation: UN Under-Secretary-General and Executive Director Yury Fedotov (Russia)
Dates of Board meetings 2011: As an office under the UN Secretariat, UNODC does not have a Board of its own, but is governed by two separate commissions. In 2011, the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice convened on 21-25 March and 11-15 April, respectively
Norway's representation on Board: At present, Norway has only observer status in both commissions
Number of Norwegian staff: 4
Responsible ministry: Norwegian Ministry of Foreign Affairs (MFA), in consultation with the Norwegian Ministry of Health and Care Services and the Norwegian Ministry of Justice and the Police
Website: www.unodc.org



^{*)} Funds allocated over the MFA's budget



Mandate and areas of activity

UNODC is tasked with assisting member States in combatting illegal narcotic drugs, transnational organised crime and terrorism. Its mandate and efforts are based on the Convention against Transnational Organized Crime and the three associated Protocols on trafficking in persons, smuggling of migrants and firearms, the Convention against Corruption, three conventions for the control of narcotic drugs, and the emerging international regulatory framework to counter terrorism.

UNODC's work is organised in three main pillars:

- Research and policy analysis. Increase knowledge and understanding of drugs and crime issues to expand the basis for policy decisions regarding countermeasures.
- Normative work. Support Member States in the ratification and implementation of the international conventions and protocols, and the development of national legislation to combat drugs, crime and terrorism.
- Field-based technical cooperation. Enhance the capacity of Member States to prevent and reduce narcotics abuse, HIV/AIDS, crime and terrorism.

Results achieved in 2010

The following overview of the results achieved by UNODC in 2010 is largely based on a selection of results in areas of activity where Norway has been involved. It should therefore not be read as an exhaustive summary of the organisation's overall goal achievements in 2010.

Research and policy analysis: Among other things, Norwegian support helped to initiate two studies, one on transnational organised crime in the fishing industry and the other on illicit capital flows from international organised crime. Both studies have subsequently formed the basis for UN resolutions. The study of illicit capital flows also appears to have increased UNODC's awareness of the importance of combating the laundering of proceeds from transnational organised crime, and facts presented in the study are cited in a number of recent UNODC statements.

Normative work: UNODC plays a key role in advancing the implementation of the UN Convention against Corrup-

tion (UNCAC). An important part of this work consists of enhancing national capacity in the field of justice, among other things by assisting in the evaluation of Member States' implementation of the UNCAC. In 2010, UNODC helped to build up capacity in accordance with the convention, in countries such as Afghanistan, Bolivia, Brazil, Cape Verde, Egypt, Indonesia, India, Jordan, Kazakhstan, Kenya, Libya, Maldives, Montenegro, Nepal, Nigeria, Peru, Seychelles, South Sudan, Swaziland, Thailand, Turkmenistan, the United Arab Emirates and Vietnam. The organisation also provided technical assistance at regional level in the Arab countries, East and Central Africa and the Western Balkans.

In its efforts to counter human trafficking, UNODC helped to develop national legislation in Egypt, South Africa and Djibouti in 2010, and began work on a project to strengthen anti-trafficking legislation in the Arab League countries.

In 2010, a total of 88 countries received support from UNODC to ratify and implement the universal legal regime against terrorism. An estimated 1,973 national criminal justice officials received extensive guidance or training on the legal framework for combating terrorism. This has helped to increase the beneficiary countries' ability to implement counter-terrorism legislation in accordance with principles of the rule of law and human rights, developed the countries' ability to engage in international partnerships to fight terrorism, and in the long term is an important part of the process of implementing a global legal framework against terrorism.

Field-based technical cooperation: In line with the priorities defined by Member States, UNODC has reoriented the focus of its activities from individual projects to more general regional and thematic programmes. Among other things, Norway's support contributed to the development of regional programmes for West Africa and the Arab countries in 2010.

In 2010, UNODC worked to implement prison reforms in 10 different countries.

In 94 countries, UNODC carried out activities aimed at preventing the spread of and treating HIV/AIDS among drug addicts, prison inmates and victims of human trafficking.

UNODC and the fight against piracy

Since the start of 2009, UNODC has supported the Horn of Africa countries' efforts to combat piracy. The main beneficiary of this assistance has been Kenya, where UNODC has built up capacity within the coast guard, the prison system and the justice and police sector, and upgraded prison buildings. As a result, 123 convicted or suspected pirates were incarcerated in Kenyan prisons at the end of 2010. At the same time, 14 piracy cases were being tried in Kenyan courts. In Shimo La Tewa prison, outside Mombasa, UNODC has helped to double the water supply, improve sanitation and provide kitchen equipment, bedding and educational materials. Most importantly, however, UNODC identified 517 prisoners who were erroneously detained in Shimo La Tewa, resulting in their immediate release.

2. Assessments: results, effectiveness and monitoring

One of UNODC's main challenges is the composition of the four budget lines (funding sources) which the organisation must take into account in planning and exercising of its mandate. Since more than 90 per cent of funding is provided in the form of voluntary contributions, and 80 per cent of these funds are earmarked for specific projects, UNODC has limited leeway to determine priorities for its own efforts. The only budget item that the organisation has a freer rein to dispose of based on its own priorities is the non-earmarked funds, which account for less than 5 per cent of its revenues and are declining. Given the extensive earmarking of funding, donor countries must take some of the blame for UNODC's reduced ability to set priorities and plan its efforts. The current situation makes it necessary to question UNODC's capacity to follow up adequately on activities, in view of the explosive increase in earmarked funds in recent years, while the support for joint administrative functions has remained unchanged.

For the 2010-2011 budget period, further support in the form of non-earmarked funds has dropped by close to 30 per cent. On the one hand, this must be seen in conjunction with the global financial crisis and generally diminishing aid budgets, but also with Member States' need to see the concrete results of their own development assistance funding. It will be important to acknowledge that the budget situation will have ramifications for the way the organisation plans its activities, and that the level of ambition is adjusted in step with the total available funds. In this connection, a greater effort must be made to cooperate with other organisations, especially within the UN family. Moreover, the organisation should to a greater degree seek to comply with the standard programme support cost rate of 13 per cent, which UNODC constantly deviates from in negotiations with donor countries and which today is just over 5 per cent.

Another main challenge that hampers the organisation's effectiveness is the fact that it is governed by two separate commissions. These commissions focus primarily on political negotiations when they convene, but are poorly suited as forums for discussions of ways to increase the effectiveness of the organisation and for formulation of normative, coordinated policies for the organisation. If UNODC is to become more effective, it is important to strengthen Member States' sense of ownership and governance of the organisation. Better coordination of the processes in the two commissions aimed at shaping clearer, more normative policies for the organisation will be crucial in this respect. The lack of integration between the two commissions, and UNODC's difficult financial situation due to the high proportion of earmarked funding were among the challenges identified by the UN's Joint Inspection Unit (JIU) in its review of UNODC in 2010.

In October 2009, the UN Office of Internal Oversight Services (OIOS) presented a report in which it identified major chal-

lenges related to the evaluation functions in UNODC. The report was particularly critical of the proposal in the budget for 2010-2011 to merge the Independent Evaluation Unit (IEU) with the Planning, Monitoring and Evaluation Section. In the summer of 2009, UNODC shut down the IEU without consulting the donor countries, citing as grounds financial challenges relating to the operation of the unit. Norway has played an active role in the dialogue with UNODC to ensure that the unit is re-established and that it is given greater autonomy. The unit was officially re-established in December 2010 after considerable pressure from donor countries.

As a member of the UN Development Group (UNDG), UNODC has an obligation to provide effective technical assistance to Member States to ensure the achievement of international development goals. Due to the organisation's funding and governance structure, ensuring an integrated approach in planning activities at country level has proved to be problematic. Consequently, efforts have been somewhat fragmented in the form of isolated, individual projects. Another trend apparent in the development of the regional programmes is the beginning of the establishment of a more overarching, integrated planning structure that will help to enhance effectiveness and promote a more coordinated, coherent approach at country level. In this connection, it will be important to ensure that efforts are aligned as far as possible with partner countries' own plans and strategies.

Important processes are currently being implemented to strengthen UNODC's effectiveness and relevance. The UNODC Strategy 2008-2011, Towards security and justice for all: making the world safer from crime, drugs and terrorism, represents a major step forward for UNODC, since the organisation has thereby, for the first time, acquired an integrated, result-oriented work plan, with concrete goals.

To translate the Strategy into practical action, UNODC needed to introduce a greater degree of results-based management. The Finance and Governance Working Group (FinGov) was therefore established in the autumn of 2009, to serve as a forum in which all Member States participate and where key issues relating to both the financing and governance of UNODC are discussed. FinGov has proved to be an important discussion forum for improving dialogue between Member States and UNODC, but donor countries agree that it is not to have decision-making authority. Nevertheless, FinGov will be able to serve both commissions in an advisory capacity.

In 2008/2009, on the basis of the Strategy, UNODC launched an initiative to rationalise and streamline the geographical and thematic planning of its work, both at headquarters and at country level. In this connection, the "thematic" and "regional" programmes were developed, with the primary aim of strengthening national ownership by aligning activities more closely with partner countries' priorities and policies, facilitat-