



UNODC

United Nations Office on Drugs and Crime

Ghada Waly
Executive Director

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Excellency,

I have the honour to refer to the Multilateral Organization Performance Assessment Network (MOPAN) first assessment report of UNODC.

My Office welcomes the report and I wish to thank the MOPAN members and the MOPAN Secretariat for conducting this timely assessment. It is also my pleasure to extend my gratitude to Sweden, as the institutional lead for this exercise, for the guidance and support provided.

The attached management response provides additional insights on measures we are taking to address the areas of improvement identified in the MOPAN report. These come at an important juncture with regards to UNODC's strategic positioning while facing an unprecedented health crisis, which puts at serious risk the achievement of the ambitious goals of 2030 Agenda.

UNODC looks forward to continue working with MOPAN to build on the strengths and areas of improvement identified in the report.

Please accept, Excellency, the assurances of my highest consideration.

Regards
Ghada Waly

Her Excellency
Ms. Mikaela Kumlin Granit
Permanent Representative of Sweden
to the United Nations (Vienna)
Vienna

cc: Ms. Cecilia Romson Ornberg, Counsellor,
Permanent Mission of Sweden, Vienna
Ms. Suzanne Steensen, Head, MOPAN Secretariat, Paris
Ms. Jolanda Profos, Policy Advisor, MOPAN Secretariat, Paris

Making the world safer from drugs, crime and terrorism

UNODC Management Response to the MOPAN Secretariat

UNODC would like to thank the Multilateral Organization Performance Assessment Network and the invaluable contribution it provides to improve the way we plan and deliver our support to member states. UNODC also appreciates the collaboration that we have established with the MOPAN Secretariat during the development of the 2019 Assessment and that we look forward to continuing in a future assessment of UNODC's strengths and potential areas of improvement.

UNODC is committed to addressing the main areas for improvement identified in the MOPAN 2019 Assessment. With regard to the recommendation on the organization's strategic vision and strategy, UNODC is in the process of developing a medium-term strategy covering 2021-2025 and has started a dialogue with Member States to obtain their views. The strategy aims at sharpening and intensifying the support the Office provides to Member States, with a focus on improving effectiveness in the implementation of the mandates and tasks it has been entrusted by Member States and value for the funding it is provided with. The strategy will provide a clear sense of direction, recognizing the multi-faceted nature of the organization whose evidence-based work links the peace and security, development and human rights pillars of the United Nations. It further devises priorities that will shape its future operating model and structure. In the development of the strategy, UNODC will reflect on how best to balance Member States' ownership of research and the need for high quality research work, keeping in mind the need for impartiality so as to maintain UNODC's valuable position as honest broker and global leader in knowledge generation.

With regard to the limitations encountered as a result of the low proportion of unearmarked funding received by UNODC, it is a priority for UNODC to be able to have more flexible resources to be more agile and responsive to needs emerging from Member States, to support core functions or to take advantage of opportunities created by the UN development system reform. The UNODC Strategy (2021-25) will include reference to specific resource mobilization and communications approaches, as well as significant components related to cross-cutting enablers and drivers of efficiency. This, combined with the intersectoral nature of the key outcomes it aims to achieve, can be used to mobilise un- or soft earmarked funding. The strategy and the accompanying dialogue with Member States should also help Member States strengthen core funding support for several of the cross-cutting priorities identified in your report, including RBM, evaluation, gender mainstreaming, communication and research.

With reference to the maturity of the performance management systems, we would like to highlight that it is an issue of structure, policies and resources. UNODC has used available funding to roll out an e-learning module on RBM that stresses the need for effective monitoring and is conducting online workshops for all responsible staff on effective outcome level monitoring. The Office is currently engaged in redefining the role and composition of the Programme Review Committee as part of a wider review of its management instructions related to project and programme monitoring and performance management. It is expected that the corporate Strategy will be underpinned by a results framework that will drive organisation wide reporting on common outcome indicators. Ongoing additional efforts to improve monitoring capacity brings UNODC to the realization that line managers are increasingly using data on activity monitoring to guide progress towards more effective outputs. However, monitoring progress towards outcomes would require some efforts at changing the organisational culture and dialogue with funding partners to ensure that they require outcome level, instead of output level, monitoring. Finally, the rollout of the voluntary contributions module of the Enterprise Resource Planning System Umoja, planned to be functional by the end of 2021 will provide additional tools for managers to better link financial performance with substantive progress.

UNODC appreciates the acknowledgement of the strengthened evaluation function, including the overall quality of evaluation reports and the development of innovative evaluation systems like Unite Evaluations to further improve evaluation planning, implementation and use of evaluation results. UNODC also recognizes the need for improvement in the structural and budgetary independence of the function, as well as number and level of staff, in line with related requests and resolutions from Member States. UNODC has taken several steps to improve the use of evaluative evidence, recommendations and lessons learned, ensuring that evaluations are also conducted at a corporate level to inform decision-making. In response to the Evaluation Peer Review and this MOPAN assessment UNODC is assessing various options to ensure enhanced reporting on the use and application of evaluation results and lessons learned and UNODC will continue to explore and implement innovative tools and practices to ensure a culture of organizational accountability and continuous learning and improvement

We would also like to highlight that UNODC is progressing well in implementing the UNOV/UNODC Strategy on gender equality and the empowerment of Women (2018-2021), which covers the two elements mainstreaming gender in all of UNODC's activities, and gender parity in staff. We have developed institutional mechanisms to ensure that all programmes include gender equality aspects, including mandatory gender mainstreaming checklists for programmes and gender experts forming part of approval mechanisms, thereby ensuring that gender equality is always taken into account in the research, technical assistance and normative pillars. We have rolled out a comprehensive staff capacity building programme, as well as an online training module for the UN staff at large, which will be available as of spring 2021, covering gender-related aspects of UNODC mandate areas. The online training module is being developed in partnership with UN Women, with whom we have strong and ongoing cooperation in various fields. Capacity-building efforts have also been coupled with the development of new tools on gender mainstreaming tailored to the UNODC mandate to support staff in finding entry points for gender mainstreaming and comprehensive gender analysis. We have furthermore ensured that UNODC has a strong presence in inter-agency working groups in order to benefit from lessons learnt in regard to gender issues throughout the UN system but also to share our specific expertise in the field. In addition, UNODC is promoting gender equality through dedicated programmatic activities, e.g. as integral element of programmes in UNODC mandate areas and will feature prominently in the medium-term strategy (2021-2025).

With regards to the perception of inter-divisional lack of trust, it is difficult to comment on improvement areas which seem to emphasize perceived organizational culture issues predating my arrival rather than supporting evidence as to operational impact. Be that as it may, the approach to management is one which focuses on maximizing operational effectiveness and on creating a culture that supports and improves nimbleness and agility.

We look forward to continuing the dialogue and excellent collaboration with MOPAN and its membership.