



The United Nations African Institute for the Prevention
of Crime and the Treatment of Offenders

Supporting Crime Prevention and Criminal Justice Systems in Africa



Strategic and Programme Directions
(A Concept Note), **August 2020**

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EXECUTIVE SUMMARY

Building on the efforts and achievements of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI), this concept note draws attention to vital criminal justice initiatives. Particular focus is on dynamic trends of crimes and the increasing use of technology to stem law-breaking. There is a firm belief that criminal justice is a shared responsibility, more so in light of achieving Sustainable Development Goals (SDGs). Therefore crime prevention; coupled with better criminal justice systems, is high on the agenda. This is tailored to promote the rule of law and observance of human rights in Africa.

UNAFRI, a creation of the Economic Commission for Africa (ECA)'s Conference of Ministers (CoM) Resolution 609 (XXII), which pronounced the Institute as a legal entity with a Pan African foundation, became operational in 1989. This followed receipt of seed funding from UNDP. It also received financial support from the General Assembly and member States. Twenty nine African countries have since ratified the Statute.

The Institute's programming follows five major substantive areas: (a) Training and Human Resource Development; (b) Research and Policy Development; (c) Information and Documentation; (d) Advisory Services, (e) Promotion of joint activities and strategies. For the last 30 years, UNAFRI has facilitated forums to exchange information, expertise and experiences. It has also conducted research and policy advocacy, aimed at preventing and combating crime.

This work programme is geared at fostering reforms; and streamlining relations. It urges Governments to adopt globalised good practices and to implement them in accordance with national realities.

Successful implementation of various programme areas has largely depended on availability of financial resources and human capital – but which has declined in recent years. Currently, UNAFRI faces serious financial challenges. This is negatively impacting its capacity to deliver on its mandate effectively and efficiently¹.

¹ See Review report for restructuring of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders April 21, 2014



I. HISTORICAL NOTE

Background

1. The United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI) is an Inter-Governmental organization that promotes active cooperation of Governments, academic Institutions, non-governmental organisations, and experts in the area of crime prevention and criminal justice. It is mandated by African States to help mobilise human, material and administrative potential in a bid to enhance sustainable development and to strengthen crime prevention and control capacity. It undertakes research for policy development, training(s), documentation and Information dissemination programmes as well as advisory services to Governments. UNAFRI was founded in 1989 and is a member of the United Nations Crime Prevention and Criminal Justice Programme Network (PNI). The latter include: United Nations Asia and Far East Institute (UNAFEI), established in 1961 and domiciled in Tokyo, Japan; ILANUD for Latin America, established in 1975, and located in San Jose, Costa Rica; and HEUNI for European countries, which was established in 1981, and is located in Helsinki, Finland.

UNAFRI Mandate

2. The Institute's mandate is promotion of regional cooperation and collaborative action of governments, academic, scientific and professional institutions, NGOs, experts in crime prevention and criminal justice in the Africa region. It fulfils this by conducting research on priority areas in Africa. On the basis of this, policies and programmes are formulated for prevention of crime and strengthening of criminal justice systems. The Institute is also mandated to design and conduct training in criminal justice, and promotion of exchange and transfer of knowledge, expertise and sharing of experiences among jurisdictions. Furthermore, the Institute is mandated to collaborate with other institutions and agencies for the benefit of global crime prevention and criminal justice. UNAFRI was established with the following objectives:



UNAFRI Objectives

3. These are to:

- i. Assist in the formulation of policies and programmes for the prevention of crime and the treatment of offenders, in the context of overall national development planning;
- ii. Design and conduct training programmes for different categories and levels of criminal justice and related personnel, including policy-makers, administrators, judges, prosecutors, lawyers, police and correctional officials;
- iii. Undertake policy-oriented studies and research on priority problems in the region;
- iv. Assist in the development of effective policies and programmes for the prevention and control of juvenile crime and delinquency, and for the treatment of juvenile offenders;
- v. Establish a framework for a data bank, to promote the exchange and transfer of knowledge, expertise or experiences and to disseminate information to governments, scholars, practitioners, researchers and organisations involved in the field;
- vi. Assist in the promotion of innovative approaches to crime prevention and criminal justice reforms, in accordance with the United Nations norms and guidelines, drawing upon African traditions and orientations, in addition to new developments in the field;
- vii. Promote collaboration among governments of the region, in formulating common policies and undertaking joint action on matters of mutual concern in crime prevention and control.

UNAFRI Membership

4. All African Countries are member States of the Institute, although only 29 of these have ratified the Statute. These include: Burkina Faso, Burundi, Cameroon, Democratic Republic of Congo, Republic of the Congo, Egypt, Equatorial Guinea, Ghana, Gambia, Guinea, Kenya, Libya, Malawi, Morocco,



Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe.

5. An appeal is being made to the African Union Commission to encourage other African Union (AU) member States to join UNAFRI so as to collectively empower the Africa region in criminal justice. This is in the light of the fact that crime has become more transnational in its trend than never before.

UNAFRI'S Achievements

6. Over the years, the Institute has endeavoured to fulfil its obligations, albeit with meagre resources. Nevertheless, its achievements can be discerned from executed activities in its five sub-programmes, namely:

i) Training/Human Resource Development

The primary objective and function of the Institute is to provide additional in-service training at the level of decision-makers, senior administrators and at mid-level of managers and administrators in crime prevention and criminal justice fields. Where funds permitted, the Institute carried out at least three training activities annually.

ii) Research

The principle of research in Crime Prevention and Criminal Justice is to guide and inform policy-making and planning processes. It also assists identify high priority crimes, patterns and trends of criminality. It further assesses needs and requirements of African countries for necessary action.

iii) Information and Documentation Services

The main objective of this Sub-Programme is to promote the sharing and transfer of knowledge in crime prevention and criminal justice by gathering information and data on crime problems and trends of particular concern to countries in the region. The Institute has a Specialised Reference Library with about 4,000 volumes of books and journals on crime prevention and criminal justice;



iv) *Advisory Services to Governments*

The main objective is to promote the role of the Institute as an effective instrument in providing technical assistance to individual African countries and to promote sub regional and regional cooperation in the field of crime prevention and criminal justice. The Institute has, on request, provided such services to a number of African countries. Among the issues were: improvement of the efficiency of criminal justice systems and their administration; reduction of prison congestion; juvenile delinquency; establishment of national Institutes to provide governments with on-going advisory services; and establishment of a system for regular correction; collaboration and analysis of reliable data on crime, delinquency and administration of criminal justice.

v) *Promotion of Joint Activities and Strategies*

The remit is to promote, explore and establish joint and collaborative action among countries and governments of the region and spur cooperation with other regional, inter-regional institutes, relevant UN bodies, non-governmental and intergovernmental organisations.

The Institute has, since its inception, attended and fully participated in all African Regional Preparatory Meetings for the United Nations Congresses on Crime Prevention and Criminal Justice, in addition to the annual sessions of the UN Commission on Crime Prevention in Vienna --- where funds permitted.

7. The Institute has also established collaboration with various local, regional and international institutions in a bid to execute activities of mutual interest. Among these are the African Union (AU); the United States Department of Justice; the Council of Europe, University of South Africa; North Carolina Central University; UNODC; UNICRI and the University of Birmingham.

8. Out of this collaboration, several projects have been implemented. A quick perusal of such projects includes: African Extradition and Mutual Legal Assistance; Firearms Trafficking in Africa; Victims Survey, Crime in Southern Africa; Trafficking in Women and Children in Nigeria; Rehabilitation and Re-integration of Prisoners; Development of Human Rights Based Interventions in accordance with the United Nations' Standard Minimum Rules in selected



African Correctional Institutions; Continental Survey on Strategies for the Prevention of crime; the Development of Effective Cybercrime Legislation in Africa: Taking on the best Practices and Technical Assistance; Multi-Sectoral Approaches to Development of Policy Guidelines to Regulating Cryptocurrency use and Disruptive Technologies in Africa. All the above activities are contained in Annex A, attached to this Concept note.

Funding

9. At its inception, UNAFRI received seed money from UNDP, which paid project personnel, Equipment and Programme activities. However, the funding was terminated after five years; at expiry of the Project term. Currently the Institute's sources of funding include:

- i. United Nations General Assembly grant.
- ii. Member States assessed annual contributions
- iii. Revenue from rented unoccupied premises/Land.

Current Challenges

10. Major challenges that the Institute faces currently are:

- i. Inadequate financial resources to fund its programmes;
- ii. Lack of International Professional staff;
- iii. Absence of a Director. This lacuna was further exacerbated by the recent death of the substantive Deputy Director;
- iv. Lack of a Technical Advisory Committee to provide oversight and to support UNAFRI in implementation of its mandate;
- v. Limited support from UNECA and the African Union Commission.



II.

UNAFRI'S CONTINUED ROLE IN THE AREA OF CRIMINAL JUSTICE IN AFRICA

11. This concept note outlines the role that UNAFRI continues to play in influencing policy change and improvement in the area of crime prevention and criminal justice.

UNAFRI Vision

12. A leading Institute in crime prevention and criminal justice in Africa.

UNAFRI Mission

13. To capacitate Governments in strengthening Criminal Justice Systems for Sustainable Development.

III.

GLOBAL CONCERNS INFLUENCING UNAFRI ACTIVITIES

Crime Concerns and Prevention Mechanisms

14. The burden of crime – reporting, investigation, judicial action, incarceration, rehabilitation and reintegration – remains a major concern in Africa, just as elsewhere around the world. From minor economic related crimes to capital offences such as rape, murder, and other crimes against humanity, the creation of continent-wide collaboration(s) aimed at dealing with impunity and securing communities is a cardinal concern.

Crime trends, Impact and Vulnerability

15. Crimes increase in tandem with urbanisation. This, accordingly, impacts peace and tranquility of towns and cities. Security, especially for women and children tends to deteriorate. Similarly, on-going and emerging conflicts and instability, in several African countries, with a premise of poverty and environmental degradation, human rights challenges have impacted crime.



This is worsened by mass refugee flows, food insecurity and land deprivation; implying that the cost of criminal justice administration, against a backdrop of changing crime trends, demands larger investments in prevention rather than response. In addition, the spread of the COVID-19 pandemic threatens to reverse all the gains so far made in crime prevention and criminal justice administration worldwide. This is evidenced by challenges of victims' participation in justice systems; clearance of case backlogs; resolving consequences of lockdowns and delivering of justice in an era of social distancing. In essence, these issues call for rebuilding of judicial systems in the wake of the post-COVID-19 era.

16. Crime has grown to include new forms. Some of these are cyber-crime and trafficking. One of the impacts of crime on development is that it undermines social and human capital by destroying the trust and relations between citizens; the basis on which functioning societies are established. Additionally, crime undermines state legitimacy. This happens when citizens doubt states' capacity to fulfill their cardinal role of protecting them and their property. Dealing with crime judiciously is a costly venture. Therefore, it stretches the already limited resources, which would have otherwise been channelled to the provision of other vital social services.

For instance, cybercrime costs the world economy an estimated US \$500 billion; a figure which is more than the GDP of South Africa (US\$350.6 billion) and slightly less than that of Nigeria (US\$521.8 billion). The latter is Africa's largest economy. Nigeria loses a lot to the scourge. According to estimates, cybercrime costs its economy a total of US \$500 million per annum (HEUNI, 2017). This example underscores the need for strengthening regional approaches to crime prevention and criminal justice systems.

Drivers of Crime

17. In Africa, several factors account for the rise in crime. Poverty and income inequality are influential drivers of crimes. They facilitate recruitment of low-level perpetrators including the youth into illicit activities. Other notable factors include: the youth population bulge (43% under the age of 15); rapid urbanisation, a factor that combines elements of population density, cultural clash, and population instability, which are also strong correlates of crime rates; as well as poorly-resourced criminal justice systems that make it hard to adequately respond to and thereby deter commission of crime.



Advancement in the field of Information Communication Technologies (ICTs) is opening up more opportunities for crime and drawing people into committing crime; leading to an unprecedented growth in the crime rate². Environmental crimes for instance have many drivers. It is a hidden crime with huge economic benefits. However, due to institutional and regulatory failures, it goes unchecked and therefore results in impunity.

Notably, the influence of these drivers might slightly differ depending on the type of environmental crimes. Armed conflicts, which are prevalent in Africa, do also fuel crime, mainly through proliferation of firearms. This continuously undermines improvement of standards of living, as detailed in the **Sustainable Development Goals**.

Crime Prevention Responsibility and Capacity

18. Any efforts to combat crime, among member States, demands a framework of coordinated responses across African borders and generation of data for use in law reform, transformation in systems of operation and rehabilitation. However, it is undeniable that updates on the state of crime in Africa are limited, largely due to the many demands on available resources, which leave minimal attention to resource allocation for crime analysis.

This scenario underscores the need for coordinated approaches and data gathering, especially by entities such as UNAFRI which are charged with the mandate to build capacity. Improving crime prevention by informing policy review and practice with empirical research findings suffers a huge mismatch, which most member States in Africa need to address. This highlights the relevance of UNAFRI, especially in the context of its primary objective and ability to provide in-service training in crime prevention and criminal justice matters.

19. The capacity of criminal justice administration in Africa is however negatively impacted by the changing nature of crime; more so in the face of new technologies and the rise of the digital age. In spite of all the opportunities technology presents in the detection, investigation and litigation of cases -- including in the prompt sharing of information and experiences for mutual legal assistance -- Africa's justice system has hitherto been highly labour-intensive. This has been in investigations; manual

² Nuth, M.S., 2008. Taking advantage of new technologies: For and against crime. *Computer Law & Security Review*, 24(5), pp.437-446.



recording of statements; writing of detailed court proceedings and rulings. This imposes significant challenges, which result in delays in conclusion of cases.

20. In view of those realities, crime prevention and criminal justice systems require review and restructuring in a bid to counter nouveau crime trends. The criminal justice system now requires utilisation of online digital infrastructure and adopting of relevant digital resources, which are available in the private sector.

Despite current structural, financial, administrative and operational challenges of the Institute, its relevance in monitoring and enhancing capacity of member States in crime prevention cannot be over-emphasized. UNAFRI therefore requires more financial and technical support.

The 2030 Agenda for Sustainable Development and SDGs

21. UNAFRI's strategic priorities for the programme have been carefully selected in light of Agenda 2030 or Sustainable Development Goals (SDGs). It will definitely contribute to achievement of the SDGs.

UNAFRI will be specifically aligned with Goal 16 which entails the promotion of peaceful and inclusive societies; access to justice and strengthening institutions as an operational and strategic framework through which synergies with other Goals (particularly; 2,3,4,5,6,8,9,11,14 and 15) are established. Life can thrive when it is free of poverty, hunger, disease and want. UNAFRI is a regional mechanism that can help eliminate all forms of crime in Africa. It promotes respect for human rights and human dignity; the rule of law; justice; respect for race, ethnicity and cultural diversity.

With the outbreak of COVID-19, the UN warns that 60% of countries with prison crowding risk the spread of the disease³. This may reverse gains already made in strengthening of criminal justice systems in Africa. The proportion of prisoners held in detention without being sentenced for a crime is 31 per cent. UNAFRI is positioned to promote cooperation and strengthening of criminal justice institutions through strategic partnerships and networking.

³ Goal 16 infographic, source: <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>



AU Agenda 2063: The Africa We Want

22. The African Union (AU) adopted the Agenda 2063, as a collective vision and road-map for transforming of the continent into the global powerhouse of the future. This strategic framework aims to deliver on the continent's goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity. Agenda 2063 seeks to prioritise inclusive social and economic development, continental and regional integration, democratic governance, peace, and security amongst other issues. It has seven aspirations namely:

- A prosperous Africa based on inclusive growth and sustainable development.
- An integrated continent; politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
- A peaceful and secure Africa.
- An Africa with a strong cultural identity, common heritage, shared values and ethics.
- An Africa whose development is people-driven, relying on the potential of African people, especially its women, youth and children; and
- An Africa that is a strong, united, resilient and an influential global player and partner⁴.

23. UNAFRI shall implement Aspiration 3 and 4; i.e., An Africa of good governance, Democracy, Respect for human Rights, justice, and rule of law. Aspiration 3, aims at achieving the following two goals: Goal 11: Democratic values, practices, universal principles of human rights and the rule of law entrenched; and Goal 12: Capable Institutions and transformative leadership in place. Aspiration 4 aims at achieving the following three goals: Goal 13; Peace security and stability is preserved, Goal 14; A stable and peaceful Africa and Goal 15; A fully functional and operational African peace and security architecture (APSA) in order to achieve a united Africa.

⁴ <https://www.un.org/en/africa/osaa/pdf/au/agenda2063.pdf>



24. Since inception, UNAFRI has executed its programmes using the following mechanisms:

Training and Human Resource Development

25. The Institute uses resource persons consisting of its professional staff, academics, practitioners and relevant senior UN officials to ensure provision of diverse insights and perspectives. UNAFRI promotes the teaching of the trainers' principle for sustainability. To actively contribute to the establishment of a sound and sustainable mechanism for transferring this expertise, the following four main operational routes have been identified: Academic training; Tailor-made-professional training; In-service up-skilling/ Advisory (follow up) services and Rapid support.

Action Oriented Research

26. Research is the second tool used by the Institute to execute its mandate. It is used to expand knowledge and understanding of problems and tailor appropriate interventions. Research activities range from collection and analysis of primary data on the magnitude of the phenomena. Specific research areas include policy development and reforms, offender rehabilitation, corrections, impact of criminal activities, situational crime prevention, and reduction of vulnerabilities through empowerment. Activities in this area include collection of qualitative and quantitative data and the analysis of multiple relationships between processes of social-economic development.

Knowledge Dissemination

27. The many good practices and lessons learned arising from UNAFRI programmes and activities can be shared with the international community and serve as a global resource. UNAFRI employs various methods to enhance learning and raise awareness in the field of crime and justice such as the organization and hosting of regional conferences, workshops, specialised courses for practitioners, short courses, and other consultative initiatives.

These efforts are strengthened by regular UNAFRI publications, which include a quarterly Newsletter, policy papers, and specialized materials

concerning the Institute's research projects, training and field activities. Accordingly, knowledge dissemination serves an essential role in addressing global challenges within the field of criminal justice; and contributes to international understanding of complex issues --- and achievement of the United Nations' Sustainable Development Goals.

Partnership and Networking

28. In order to successfully carry out its mandate and support the overall mission of the UN, UNAFRI works closely with a variety of stakeholders. These include governments, civil society organisations, academic institutions, other international organizations and individual experts on a wide scope of subjects and themes. UNAFRI therefore brings together policy makers, practitioners and academics to ensure that programmatic efforts are carried out via a holistic approach.

V. STRATEGIC PRIORITIES

29. Crime prevention strategies should take a multi-sectoral approach and aim at transforming state systems, laws and policies, infrastructure and the physical environment, in addition to promoting enhanced community involvement. The proposal is to undertake a diverse approach with multi-disciplinary efforts. Emphasis is that in order to succeed, these strategies should be well facilitated and coordinated. At the same time, the effectiveness of these programmes requires the Institute to closely monitor and document the various developments at each stage of transformation.

Theory of Change

30. In furtherance of its programme focus, there is need to articulate the Institute's 'Theory of Change'. The theory is helping UNAFRI to positively impact its Member States not only in already existing programming areas but also in addressing itself to new emerging crimes and technologies. Therefore, the strategic planning process for 2022 – 2026 should examine in detail, the Institute's niche and potential, and undertake to frame a suitable *Theory of Change* that responds to emerging crime needs for the region in the short, medium and long term.



However, this concept note proposes the following as a start to this process: UNAFRI exists to ensure mitigation of crime in Africa and that all persons who are subjected to the criminal justice system are treated with dignity. The protection and defence of human rights should be a concerted effort that includes holding duty bearers accountable and building of their capacity to adequately respond to crime prevention needs on the continent.

31. UNAFRI's interventions will aim;

- To protect rights and freedoms of persons in conflict with the law;
- To strengthen the capacity of state actors to respond to crime and to be accountable;
- To contribute to a more accountable human rights and criminal justice legal and policy framework;
- To respond to crime prevention needs through direct activities and working through partnerships and networking.

Strategic Interventions

32. In line with its mandate, its 'Theory of Change' and its status as a pan-African regional institution, UNAFRI is seeking support to undertake the following seven strategic interventions:

i) Technical and Advisory Support to Member States

33. This intervention is two-fold; i.e. influencing ratification of appropriate international and regional instruments on crime prevention and treatment of offenders. It is important that member States commit to the international human rights regime as the first step towards protecting human rights and ensuring that those who abuse human rights do face justice. Without these legal enforcement mechanisms, implementation of proposed interventions becomes difficult.

34. In line with available technical assistance, UNAFRI will build support for, and monitor compliance by member States of the stipulations of the international and regional development agenda. The 2030 international sustainable development agenda - Sustainable Development Goals (SDGs) are important for UNAFRI's programming because they aim to achieve some

of the goals, which affect the Institute's work and are mutually reinforcing to its main objective; social development.

35. With regard to the 2063 African Development Agenda, UNAFRI is particularly interested in tracking member States' compliance and implementation of Aspiration 3 and 4 of Agenda 2063 as explained in section 14 above. UNAFRI must also aggressively seek to widen its membership base. Out of 54 African countries, only 29 countries have signed the Statute establishing UNAFRI; representing slightly over 50 per cent.

ii) Strengthening Capacity of Criminal Justice Systems

36. In Africa, criminal justice systems remain rather fragile. The application and observance of human rights remains a useful measuring tool of the performance of the justice system. UNAFRI will support states to develop human rights standards / indicators for state justice systems in member States, including the ability to handle especially new trends of emerging crimes for instance technological crime and cybercrime.

As noted earlier, the damage attributed to cybercrime is projected to hit US\$6 trillion annually by 2021, according to Cyber-security Ventures. Moreover, worldwide spending on cyber-security is going to reach US\$133.7 billion in 2022 and there is need to establish budgets and systems to deal with this kind of threat in Africa.

37. In light of COVID-19 and related confinement, persons confined to their homes will be spending more time on the Internet for their work; for their shopping where applicable; and for their entertainment, including illegal on-line gambling. This increases the potential for computer crime such as phishing, on-line scams/digital frauds. There have been reports of domestic violence, often exacerbated by tensions in many families from stress over the risk of contagion, missed domestic targets, misplaced aggression, fragile social cohesion, loss of employment, and the resulting financial difficulties.

38. Prisons around the world are overcrowded. The cramped and often unsanitary conditions have already been identified as a major source of concern in the Covid-19 pandemic. All these put extraordinary pressure on the nascent law enforcement and criminal justice apparatus in African jurisdictions. The need for Africa's own centre of expertise to address the



region's unique challenges in terms of crime prevention is a priority item on the list of technical requirements; hence the need for UNAFRI to re-position.

39. Through training and human resource development among member States, UNAFRI will provide insights into current cyber-security line-of-defence status behaviour; tracking and continued empowerment of state agencies to identify weaknesses, detect and improve the state ability to prevent cybercrime. In this regard, stemming the threat of Africa becoming a nest of cybercriminals, makes it crucial that countries coordinate their crime responses across borders and generate data for use in law reform and rehabilitation.

40. Regarding justice dispensation, UNAFRI will interest itself in supporting states to reconcile their dual / pluralistic systems of criminal justice --- many of which encompass formal law. We shall help them integrate restorative practices, which involve three stages of restorative justice practices. These include mediation, restorative circles and restorative conferencing. Interstate learning such as the South African Truth and Reconciliation Commission (TRC) initiative and its approach to restorative justice will be of interest.

41. Furthermore, UNAFRI will coordinate the African responses to relevant international partners and offer support to the African Union (AU) to respond to the (mis)actions relating to corporate criminal accountability of external actors; such as states and organised criminal groups. Research conducted in 2015 in a number of European legal systems addressing corporate accountability, especially related to African countries, showed that while a number of cases had been initiated in different European countries, very few ended up in court or with a verdict. Therefore, UNAFRI will strengthen Africa's capacity to advance the emerging norm of corporate criminal accountability.

iii) Research and Policy Support: Environmental / Natural Resources Crime Management

42. This concept note advocates a special focus by UNAFRI on research and policy support to member countries in the area of environmental conservation / natural resources exploitation. This is on the basis that many African countries are discovering and prospecting for mineral wealth, oil and gas deposits, while some are experiencing environmental degradation



and related natural resource challenges such as diminishing forest cover, trafficking in wildlife and timber, sand and rare stones as well as global warming.

Besides, lessons from various countries such as Liberia, Congo and South Sudan confirm that an increase in the value of resources such as gold, diamonds and local oil reserves, without a corresponding regulatory framework for exploitation, provides opportunities for increased illicit acts such as murder, robbery and larceny. Therefore, there is need to support states to enact appropriate response mechanisms. UNAFRI needs to support member States with policy direction on good governance and rule of law to strengthen management of systems of tapping into the natural resources.

43. Regarding environmental crimes, these are widely recognized as among some of the most profitable forms of transnational criminal activity. Their monetary value according to INTERPOL-UNEP report 2016⁵ was estimated at between US\$91 billion and US\$259 billion annually; most likely the fourth largest criminal area in the world after drugs, counterfeits and human trafficking. This estimate corresponds to a 26 per cent increase compared to 2014, with rates of such crimes expected to further increase by 5-7 per cent annually. According to the INTERPOL-UNEP report 2016⁶, illegal activities that involve the environment, biodiversity or natural resources are often lucrative and involve comparatively low risks for criminals. Environmental crimes have previously not been regarded as a priority area for intervention in some countries, resulting in a perceivable lack of appropriate and proportionate governmental response.

44. A recent study by UN Environment, titled *The State of Knowledge of Crimes that have Serious Impacts on the Environment*, lists five of the most prevalent environmental crime areas globally and this includes wildlife crime.

Wildlife crime: According to the International Union for the Conservation of Nature and Natural Resources (IUCN), wildlife crime is particularly persistent in Africa, Asia and Latin America, where all kinds of species – mammals, birdlife, reptiles and amphibians, insects, and plants – are affected.

The UN Environment study identified several major gaps in the response to environmental crime. Lack of data, knowledge and awareness, lack and

⁵ <https://www.unenvironment.org/news-and-stories/story/environmental-crimes-are-rise-so-are-efforts-prevent-them>

⁶ https://wedocs.unep.org/bitstream/handle/20.500.11822/7662/-The_rise_of_environmental_crime_A_growing_threat_to_natural_resources_peace,_development_and_security-2016environmental_crimes.pdf.pdf?sequence=3&isAllowed=



limited use of legislation, lack of institutional will and governance, lack of capacity in the enforcement chain, limited national and international cooperation and information sharing among authorities, and inadequate engagement with private actors and local communities were among those listed.

45. In order to close those gaps on the African continent, UNAFRI needs to support member States through policy direction. This intervention will incorporate building capacities of actors in natural resource management and environmental conservation with appropriate regulations and enforcement measures such as environmental policing by suitable prosecutors and customs authorities. Initiatives such as the recent collaboration between UN Environment with the Africa Prosecutors Association to create training manuals and curricula on environmental crime investigation and prosecution should be explored further and encouraged.

46. Each day heralds new trends of crime and challenges. Some of the newer trends that require strategic intervention include cybercrimes, resource-based crimes, terrorism, and inter-state crimes. Additionally, lately the COVID-19 pandemic and its related far-reaching socio-economic effects on society, are likely to cause an exponential growth in crime as people strive to survive amidst restrictive lockdown measures.

Some of the crime related aspects of COVID-19 include the fact that while governments, world over, are taking action to address the spread in places of detention, the limitations in funding and infrastructure will cause human rights concerns. Public health experts advise that COVID-19 is an existential and long-term threat. There is therefore need for corresponding intervention in this area. This will take the form of developing guidelines and policies for COVID-19 patients in detention, monitoring and collecting data of persons in detention as well as protection of the right to privacy. Documentation of COVID-19 related crime and violence will also be undertaken in order to develop and inform appropriate remedial interventions.

iv) Special Groups and Crime Prevention Ambassadors

47. Given that emerging crimes mainly impact vulnerable and special interest groups, the establishment of key special groups and crime ambassadors along these categories goes a long way in crime prevention. Some of the special groups of interest include children in prisons, refugees and IDPs,



male and female victims of Sexual and Gender based Violence (SGBV) as well as victims of natural disasters in Africa.

48. Whilst UNAFRI has been undertaking some of this, it needs to employ a re-energised, sustainable and impactful approach. It was noted that due to funding shortfalls, for example, the rehabilitation of victims of trafficking remains challenging and that UNAFRI has experienced challenges in training State actors. UNAFRI needs to follow a sustained approach that not only includes building capacity of actors but also stretches to include engaging local institutions. In the context of human trafficking, this could include engagement with labour exporting associations, networking, partnerships and strengthening a regional approach for surveillance, detection, prosecution, and rescue efforts for victims of human trafficking. Through this regional approach, responses to emergencies can be coordinated successfully.

v) Climate Change Reduction

49. As Africa and the world at large drifts towards dangerous climate change, there have been allegations that the acts or behaviour of governments, corporations and even individuals constitutes 'climate' crimes. Soon, nations or individuals that see themselves as victims of climate change may also use the same allegation of climate crime to seek redress from those they perceive or hold responsible. A study from the International Union for Conservation of Nature (IUCN) shows that the effects of climate change are leading to an increase in violence against girls and women in many corners of the world.

This report is a comprehensive study on the effects of climate change and environmental degradation on gender-based violence links such as rape, domestic violence and forced marriages to climate change⁷. It will be noted that only a few harmful acts, which contribute to climate change with its related dangers are investigated and prosecuted. This is because, of the complexity in monitoring and prosecution of such actions. However there lies a great opportunity of innovation and documentation services to help in fighting environmental crime. Investments in remote sensing for detection and related remedies to manage the effects of natural disasters through vigilance and monitoring of floods, refugee flows and drought reduction can be spearheaded by UNAFRI in partnership with institutions working on climate change.

⁷ <https://www.dw.com/en/women-climate-change-sexual-violence-iucn/a-52449269>



vi) Corruption and Crime

50. Corruption is a complex social, political and economic phenomenon that affects all countries. It undermines democratic institutions; slows economic development and contributes to political instability. In Africa it is estimated to take centre stage on any debated issues not least because it has drained Africa of billions of dollars each year.

Given the inconsistency in reforms to governance and government institutions on the continent, corruption remains an issue to reckon with. According to Transparency International, many countries in the developing world are afflicted with considerable levels of corruption, which have crippled socio-economic development. A 2002 African Union study estimated that corruption costs the continent roughly US\$150 billion a year.

51. In December 2019, sensitisation against corruption was enhanced with relevant government departments in a special initiative – walking against corruption in Uganda. Led by the President, the walk was a demonstrable act of political will. It underscored the role of the population as whistle blowers; in detection and reporting corruption related activities for prosecution. This campaign is a good practice to be emulated across the region.

52. There are two key instruments with regard to corruption. These include the United Nations Convention against Corruption, which is the only legally binding international anti-corruption multilateral treaty; and the African Union Convention on Preventing and Combating Corruption (AUCPCC), adopted to fight the vice. UNAFRI will, in collaboration with regional and international actors, offer technical assistance in diverse thematic areas such as prevention, education, asset recovery and building of criminal justice systems.

vii) Networking and Partnerships

53. It is unquestioned that the Institute benefits from wider consultations and building of networks of connections with other criminal justice institutions at the national, sub-regional and regional levels, including the Institutes of the United Nations in crime prevention in the various continents. The Institute has placed its activities in the context of a global programme for human rights-based interventions. Building on its extensive and rich network, UNAFRI will contribute to the development of policies for the management



of investigations, prosecutions, corrections as well as for the increasing use of information and communications technologies in routine criminal justice operations.

This concept note proposes networking and collaboration with agencies such as UNECA, UNODC, and UN Commission on Criminal Justice, UN Environment, and Africa Prosecutors Association as a strategic intervention of UNAFRI. This collaboration can take the form of coordination of crime prevention interventions through data collection, monitoring, execution of joint programs with partners, and design and implementation of special programs.

VI. RESOURCING AND FUNDING SUPPORT

54. The concept of “resources” is broadly defined to include access to diverse sources of financial assistance, material resources, technical personnel, goodwill, solidarity and political will. The human resource capacity, as well as financial funding of the Institute, remains a major challenge and a critical area of concern if it is to achieve its full mandate.

The Institute’s Statute provides that the main source of financial resource is the “Annual Assessed Financial contributions made by member States as determined by the Conference of Ministers and from voluntary contributions by donors.” Payment of annual contributions by member States has continued to be problematic.

At all its Sessions, the Governing Board has called upon member States to fulfil their obligation to the Institute by paying their annual assessed financial contributions regularly and timely albeit with little success. In order for the Institute to implement its envisaged programme, member States must pay the current outstanding arrears amounting to US\$13.4 million and thereafter begin to pay annual assessed contributions promptly and regularly.



Human Resources

55. UNAFRI's current staff establishment is composed of six (6) Professional staff, eight (8) National officer category (NOC); and eight (8) General service staff category. To date, there are only 11 staff with six (06) key positions still vacant, including the vital positions of Director and Deputy Director (See Annex B). Filling this gap is critical in making UNAFRI optimally operational. The projected annual salary requirement for a functional human resource procurement and retention for 2022 to 2026 is reflected in Annex C below. Provision should be made to scale up staff from 17 to at least 20 and additionally hire regular or long-term consultants in various components of programming to backstop the professional and programme staff. The projected annual salary requirement for a functional human resource procurement and retention for the period 2022-2026 is reflected in Table 1 below

56. Member States should be encouraged to second nationals, on rotational basis not exceeding 3 years or 2 years and which are renewable only once. These would be from Ministries of Justice and Ministries of Internal Affairs and would draw salaries, allowances, pension, medical Insurance, etc, from the participating Governments, as regular civil servants.

VII. RESOURCING AND FUNDING SUPPORT

In the last nine (9) years (2011-2020), the average collection of annual assessed financial contributions from member States was US\$ 200,000, which is only 13% of the expected annual contribution of \$ 1.5 million from member States. The Seventh Extraordinary Meeting of the Governing Board held in Addis Ababa, Ethiopia on 18 February 2020, tasked the newly established Technical Advisory Committee (TAC) to formulate a resource mobilization strategy for the Institute to ensure sustainable funding of the Institute, a recommendation that needs to be pursued vigorously.



TABLE 1: PROJECTED STAFF SALARY REQUIREMENT FOR 2022 - 2026

PROFESSIONAL STAFF COSTS								
	ESTABLISHED POSTS	STATUS	SALARY	2022	2023	2024	2025	2026
			SCALE	AMOUNT (USD)				
1	Director	Vacant	D1/VI	168,653	172,026	175,466	178,975	182,554
2	Deputy Director	Vacant	P5/VII	107,606	109,738	111,953	114,192	116,475
3	Research/ Policy Development Advisor	Vacant	P4/VI	129,916	132,514	135,164	137,867	140,625
4	Training/ Capacity Development Advisor	Vacant	P4/VI	129,916	132,514	135,164	137,867	140,625
5	Information / Documentation Advisor	Vacant	P4/V	116,308	118,634	121,006	123,426	125,895
6	Finance / Administrative Officer	Occupied	P3/X	77,258	78,803	80,379	81,986	83,626
	10% Non-salary Costs			72,965	74,422	75,913	77,431	78,980
	TOTAL ANNUAL SALARY REQUIREMENT			802,622	818,651	835,045	851,744	868,780
NATIONAL OFFICER CATEGORY COSTS								
	ESTABLISHED POSTS	STATUS	SALARY	2022	2023	2024	2025	2026
			SCALE	AMOUNT (USD)				
1	Programme Assistant	Occupied	NOA/I	37,763	40,155	42,622	45,089	47,555
2	Finance Administrative Assistant	Occupied	NOA/I	37,763	40,155	42,622	45,089	47,555
3	Senior Bilingual Secretary	Occupied	NOA/I	37,763	40,155	42,622	45,089	47,555
4	Information Assistant	Vacant	NOA/I	37,763	40,155	42,622	45,089	47,555
5	ICT Assistant	Vacant	NOA/I	37,763	40,155	42,622	45,089	47,555
6	Human Resource Officer	Vacant	NOA/I	37,763	40,155	42,622	45,089	47,555



7	Procurement Assistant	Vacant	NOA/I	37,763	40,155	42,622	45,089	47,555
	10% Non-salary Costs			26,434	28,108	29,835	31,562	33,288
	TOTAL ANNUAL SALARY REQUIREMENT			290,775	309,193	328,189	347,185	366,173
GENERAL SERVICE STAFF COSTS								
	ESTABLISHED POSTS	STATUS	SALARY SCALE	2022 AMOUNT (USD)	2023 AMOUNT (USD)	2024 AMOUNT (USD)	2025 AMOUNT (USD)	2026 AMOUNT (USD)
1	Secretary	Occupied	GS10/VII	30,600	31,500	32,340	33,180	33,180
2	Registry	Occupied	GS5/VII	10,185	10,605	11,025	11,445	11,676
3	Driver	Occupied	GS6/VI	12,180	12,684	13,188	13,692	14,196
5	Driver	Occupied	GS4/V	7,098	7,476	7,854	8,232	8,870
6	Messenger	Occupied	GS5/IV	8,925	9,345	9,765	10,185	10,605
7	Messenger	Occupied	GS5/VII	4,137	4,326	4,515	4,746	3,948
	10% Non-salary Costs			7,312	7,593	7,868	8,148	8,247
	TOTAL ANNUAL SALARY REQUIREMENT			80,437	83,529	86,555	89,628	90,722

Financial Resources

While the UNDP funding during the initial four year-period facilitated project advisors, project consultants and programme activities such as travels, trainings and equipment, currently it is the Member State contributions and UN Grant that continue to finance the infrastructural and administrative inputs of the Institute. The Governing Board in accordance with Article X (1) of the Institute's Statute determines these financial contributions based on any of the three aspects namely: GDP, Size and Population of each member State.

For UNAFRI to successfully implement its planned activities and stay relevant, the projected annual programme budget requirement for the period 2022-2026 is reflected in Table 2, administrative costs in Table 3 below and other financial details in Annex H.

TABLE 2: PROJECTED PROGRAMME BUDGET FOR 2022 – 2026

B L		2022	2023	2024	2025	2026
		AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)
32.00	Training and Human Resource Development	352,582	559,664	637,555	728,111	833,599
33.00	Research and Policy Development	314,583	314,583	346,040	380,643	748,130
34.00	Information / Documentation	110,623	112,623	125,085	139,033	154,665
35.00	Advisory Services	72,500	48,188	78,000	81,600	85,920
36.00	International Cooperation/ Joint Activities	45,688	33,188	54,507	61,758	70,093
	TOTAL ANNUAL PROGRAMME REQUIREMENT	895,976	1,068,246	1,241,187	1,391,145	1,892,407

TABLE 3: PROJECTED ADMINISTRATIVE COSTS FOR 2022 – 2026

	NATURE OF ADMINISTRATIVE EXPENDITURE	2022	2023	2024	2025	2026
		AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)
1	Expendable	10,000	12,000	14,400	17,280	20,736
2	Legal Fees	25,000	27,500	30,250	33,275	36,602
3	Non - Expendable	102,920	123,504	148,204	177,844	213,413
4	Fuel & transport	25,000	30,000	36,000	43,200	51,840
5	Communication	25,000	30,000	36,000	43,200	51,840
6	Maintenance & Operations	50,000	60,000	72,000	86,400	103,680
7	Hospitality	5,000	5,000	5,000	5,000	5,000
8	Audit /TAC/ Governing Board	50,000	55,000	60,500	66,550	73,205
9	Sundry	10,000	12,000	14,400	17,280	20,736
	TOTAL ADMINISTRATIVE COST REQUIREMENT	302,920	355,004	416,754	490,029	577,052

In order to maintain a sustainable resource mobilization strategy to enable the Institute to fulfil its mandate, the following approaches are recommended:

- Expansion of membership to the Institute in order to attract additional funding bases;

- Extension of resources beyond the UN mechanism and the African Union to include sources outside of the continent. Potential sources include other regional establishments, international philanthropic sources such as the International Center for the Prevention of Crime (ICPC) and several other Foundations focusing on crime prevention and justice administration;
- Sourcing finances from African Philanthropic Institutions;
- Support to human resource through state sponsorship of government employed personnel by way of regulated secondments;
- To consider the recommendation of the reviewers on the establishment of the Technical Advisory Committee (TAC) to urgently address the prevailing challenges of human resource (appointment of a substantive Director and Deputy Director of the Institute) and financial resource mobilisation.
- Lobby the African Union Commission and the United Nations to work closely and increase their support to UNAFRI to facilitate it execute its mandate.
- Collaborative programme implementation



ANNEX A - KEY ACTIVITIES AND ACHIEVEMENTS

S/N	YEAR	DATE	ACTIVITY	HELD	COUNTRIES OF PARTICIPANTS	NO OF PARTICIPANTS	ATTENDED
1.	1991	11-17 September	Training Seminar on the Prevention, Control and Correction of Juvenile Delinquency in Africa, Kampala	Kampala	Ghana, Kenya, Namibia, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe, Tanzania, Uganda	23 (8 Women; 15 Men)	Police, Prisons, Judiciary, Social Welfare (Children's Dept.), Human Rights agencies etc
2.	1991	9-12 December	Training and Coordination Workshop for African Crime/Victimization/Criminal Justice Survey	Kampala	Botswana, Kenya, Malawi, Mauritius, Namibia, Nigeria, Swaziland, Sudan, Tanzania, Uganda	18 (7 women; 11 men)	Correctional Services, Police, Academicians, etc.
3.	1991	16-19 December	Training and Coordination Workshop for Survey of Crime, Victimization and Criminal Justice Administration in Africa	Kampala	Botswana, Egypt, The Gambia, Malawi, Mauritius, Nigeria, Swaziland, Uganda	18 (7 women; 11 men)	Police, Prisons, Judiciary, Social Welfare
4.	1992	13-17 January	Training Seminar on Combating Corruption, Economic and Organized Crime in Africa	Kampala	Kenya, Malawi, The Gambia, Nigeria, Swaziland, Tanzania, Uganda, Zimbabwe	26 (3 women; 23 men)	Police, Judiciary, Customs, Media etc.
5.	1992	25-29 May	RAPPORT GENERAL DU SEMINAIRE SUR LA PLANIFICATION DE LA PREVENTION DU CRIME ET LA JUSTICE PENALE DANS LE CONTEXTE DE DEVELOPPMENT EN AFRIQUE FRANCOPHONE	Bujumbura, Burundi	Burundi, Central African Republic, Congo Brazzaville, Cote d'Ivoire, Gabon, Mali, Rwanda, Senegal Togo	35 (1 woman; 34 men)	

6.	1992	29 June - 3 July	Training Seminar on Victims of Crime and the Prevention of Victimization in Africa	Kampala	Botswana, Burkina Faso, Congo Brazzaville, Sudan, Chad, Togo, Mauritius, Uganda, DRC, Zambia, Zimbabwe	33 (4 women; 29 men)	Correctional Services, Police, Judiciary
7.	1992	23-27 November	Training and Coordination Workshop for African Crime, Victimization/Criminal Justice Survey (Francophone)	Kampala	Benin, Burundi, Central African Republic, Congo Brazzaville, Gabon, Madagascar, Mali, Rwanda, Senegal, Tunisia, DRC	12 men	
8.	1993	15-19 March	Training Workshop on Reforms of Penal Law and Procedures in Africa		Central African Republic, Congo Brazzaville, The Gambia, Ghana, Kenya, Malawi, Mauritania, Mozambique, Niger, Rwanda, Sudan, Tanzania, Togo, Uganda, Zambia	20 (7 Women; 13 Men)	Judiciary, Police, Prisons
9.	1993	26-30 July	Workshop on Training Needs and Future, Training Requirements of African Countries for Heads of Institutions of Crime Prevention and Criminal Justice	Kampala	Benin, Cameroon, Egypt, The Gambia, Ghana, Guinea Conakry, Malawi, Mauritania, Namibia, Nigeria, Rwanda, Senegal, Tanzania, Uganda	16 (1 Woman; 15 Men)	Police, Prisons, Judiciary, Social Welfare, Civil Society.
10.	1993	29 Nov. - 3 Dec	African Training Seminar on Practical Implementation and Application of Selected United Nations Norms and Standard Guidelines on Crime Prevention and Criminal Justice	Kampala	Botswana, Burkina Faso, Central African Republic, Chad, Cote d'Ivoire, Egypt, Equatorial Guinea, Gambia Ethiopia, Guinea Bissau, Lesotho, Libya, Madagascar, Mali, Mauritius, Namibia, Niger, Rwanda, Sierra Leone, Swaziland, Tanzania, Uganda	23 (1 Woman; 22 Men)	Judiciary, Prisons, Police
11.	1994	24-28 October	Training Workshop on Law, Women and Crime and Africa	Kampala	Kenya, The Gambia, Ghana, Malawi, Mauritius, Seychelles, Sudan, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe	16 Women (no Men)	Women from Ministries of Justice, Gender and Social Development



12. 1994	7-11 November	Regional Training Workshop on the Management of Prisons and Prisoners	Kampala	Algeria, Burkina Faso, Chad, Congo Brazzaville, Gabon, The Gambia, Ghana, Madagascar, Malawi, Mali, Mauritius, Morocco, Niger, Seychelles, Swaziland, Tanzania, Uganda, DRC, Zambia, Zimbabwe and Experts from Canada, Commonwealth, UNODC and USA)	26 (all men)	Correctional Services, Police
13. 1998	2-4 February	Seminar on Alternatives to Incarceration: Their Applicability and Practice in Uganda	Kampala	Uganda (various components of Uganda Criminal Justice System, legislators, legal experts and practitioners, criminologists) etc.		
14. 1997		UNAFRI Survey on Extradition and Mutual Legal Assistance		Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Congo Brazzaville, Egypt, Eritrea, Ethiopia, Gambia. Guinea, Kenya, Mali, Morocco, Nigeria, Rwanda, Senegal, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia		The Legal Fraternity
15. 1998		The International Crime (Victim) Survey in Southern Africa				Country Survey carried out in Swaziland, Lesotho, Namibia, Zambia and a Report published in 2000.



16. 1998	6-9 April	Bilingual Workshop on Extradition and Mutual Legal Assistance in Criminal Matters in Africa: Exchange of Interregional Experiences and Implementation of International Principles	Kampala	Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Cote d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Gabon, The Gambia, Guinea Conakry, Guinea Bissau, Kenya, Lesotho, Liberia, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome Principal, Senegal, South Africa, Sudan, Tanzania, Uganda, Zambia, Zimbabwe	49 (5 women; 44 men)	Judiciary, Police, Customs, Social Development.
17. 1999	1-4 November	African Delegates Meeting of Experts on Draft African Conventions on Extradition and Mutual legal Assistance	Cairo, Egypt	Cameroon, The Gambia, Guinea Conakry, Equatorial Guinea, Mauritius, Kenya, Mozambique, Nigeria, Rwanda, Senegal, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia	27 (6 women; 21 men)	Judiciary, Police, Immigration, Human Rights agencies, etc.
18. 2000	10-12 January	African Experts' Group Meeting on Trafficking in Firearms in Africa, Kampala, Uganda		Burkina Faso, Burundi, Guinea Conakry, Kenya, Nigeria, Seychelles, South Africa, Sudan, Tanzania, Uganda, Zambia	14 (all men)	Police, Customs, Army, Judiciary, Civil Society
19. 2000		UNAFRI (on-going) Survey on Trafficking in Firearms in Africa: Questionnaire.		Benin, Botswana, Burkina Faso, Central African Rep., Comoros, Eritrea, Guinea, Kenya, Liberia, Mozambique, Niger, Rwanda, Seychelles, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe		Police, Customs, Army, Judiciary, Civil Society, etc.



20. 2000	31 st Jan.- 1 st Feb	Tackling Small Arms proliferation in Eastern Africa and the Greater Horn: Towards a Sub-regional Action Programme	Kampala	Ethiopia, Kenya, Rwanda, Seychelles, Sudan, Tanzania, Uganda, East African Cooperation (EAC), IGAD, Interpol, Institute of Security Studies (ISS), Security Research and Information Centre (SRIC)	16 (all men)	Experts on Firearms, Police, Army, Civil Society
21. 2001	11-13 June	African Regional Workshop on Illicit Trafficking in Firearms in Africa,	Kampala	Benin, Burundi, Cape Verde, Chad, Comoros, Democratic Rep. of Congo, Egypt, Eritrea, Guinea Conakry, Kenya, Madagascar, Mauritania, Mauritius, Namibia, Niger, Sao Tome, Senegal, Sierra Leone, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe	32 (only men from 24 African countries)	Police, Army, Customs, Judiciary, Civil Society etc.
22. 2002	12-14 November	National Workshop on Crime Prevention: Effective and Sustainable Strategies.	Kampala	Uganda	25 (4 women; 21 men)	Police, Judiciary, Prisons, Gender, Labour and Social Welfare
23. 2003		From Prison Back Home: A Project for Successful Rehabilitation and Reintegration of Prisoners. Initiation of what was to become the Community Service Act.	Kampala	Uganda		Uganda Prisons Service
24. 2005	June	Evaluation Workshop on the Project "From Prison Back Home." Intervention for Successful Social Rehabilitation and Reintegration of Prisoners	Kampala	Uganda		Uganda Prisons Service



25. 2005	National Workshop on Trafficking in Women and Children.	Kampala	Uganda	29 (11 women; 18 men)	Gender/ Labour & Social Development, Civil Society and Judiciary
26. 2006	Sensitization of Cyber Community and General Public about Computer Crimes	Kampala	Uganda		Tertiary Institutions, Banks, General Public.
27. 2006	Trafficking in Women and Children in Karamoja/Teso region	Kampala	Study carried out in Uganda		General Public
28. 2006	Trafficking in Human Commodity in Nigeria (on-going)	Nigeria	Study carried out in Nigeria		Delta and Kano States, Nigeria.
29. 2007	Workshop on the Sciences of Criminalistics for Professionals in Uganda.	Kampala	Uganda	35 (6 women; 29 men)	Spectrum of all skilled labour
30. 2009	Regional Training Course for Correctional Officers for Eastern Africa	Kampala			Correctional Officers.
31. 2011	Continental Think-Tank Consultations to Fast Track and Facilitate Implementation of the Africa Union Plan of Action on Drug Control and Crime Prevention (2007-2012) at Continental, Regional and National Levels, organized by the African Union Commission in partnership with UNAFRI	Kampala			Participants from various African (43) countries and Drug Control institutions



32. 2013	19-21 February, 2013	Continental Experts Consultation Meeting to Identify Priority Programmes and Intervention for Improving Drug Demand Reduction Efforts in Africa, (organized by the African Union Commission in partnership with UNAFRI).	Kampala		Participants from various African countries
33. 2013	22 nd - 24 th August 2013	Training Workshop on Effective Cyber Crime Legislation in Eastern Africa. The choice of participants reflected their influence in developing the framework for effective strategies on cybercrime legislation and enforcement in their countries.	Dar es Salaam, Tanzania	Burundi, Kenya, Rwanda, Tanzania and Uganda	Middle level civil servants in the police, prosecutions, prisons, judiciary, legislative drafting and other government departments.
34. 2013	11-12 September 2013	Consultative Think-tank on Practical Strategies for Prevention of Environmental Crime: Towards an Effective Remedial Intervention.	Kampala	Uganda	Environment bodies in Uganda, Interpol, Police, Academicians, Politicians & the Director of UNODC



ANNEX B - LIST OF STAFF AT UNAFRI SECRETARIAT

	POST	NO. OF POSTS	LEVEL	STAFF CATEGORY	STATUS	NAME OF STAFF MEMBER
A.	PROFESSIONAL STAFF:					
1.	DIRECTOR	1	D1/M	PROFESSIONAL	VACANT	
2.	DEPUTY DIRECTOR	1	P5/X	PROFESSIONAL	VACANT	
3.	RESEARCH POLICY DEVELOPMENT ADVISOR	1	P4/X	PROFESSIONAL	(VACANT)	-----
4.	TRAINING ADVISOR	1	P4/MIII - IX	PROFESSIONAL	(VACANT)	-----
5.	INFORMATION/DOCUMENTATION ADVISOR	1	P3/VI - VII	PROFESSIONAL	(VACANT)	-----
6.	ADMINISTRATIVE FINANCE OFFICER/ACTING DIRECTOR	1	P3/X	PROFESSIONAL	OCCUPIED	MR. JOHN SSALI SEMBUYA
B.	SENIOR GENERAL SERVICE STAFF:					
7.	FINANCE ADMINISTRATIVE ASSISTANT	1	GS10/X	GENENRA SERVICE	OCCUPIED	MS. SARAH ELIZABETH MUSOKE
8.	PROGRAMME ASSISTANT	1	GS10/X	GENERAL SERVICE	OCCUPIED	MR. PATRICK MWAITA
9.	SENIOR BILINGUAL SECRETARY	1	GS10/X	GENERAL SERVICE	OCCUPIED	MRS. MARGARET MUSOKE KIBUUKA
C.	OTHER GENERAL SERVICE STAFF:					
10.	LIBRARIAN	1	GS9/M	GENERAL SERVICE	(VACANT)	-----
11.	SECRETARY	1	GS10/MII	GENERAL SERVICE	OCCUPIED	MS. JUSTINE KASIRYE
12.	RECORDS CLERK/REGISTRY	1	GSV/MII	GENERAL SERVICE	OCCUPIED	MR. CHARLES MUTYABA
13.	DRIVERS	2	GS6/M	GENERAL SERVICE	OCCUPIED	(i) MR. ZUBAIRI BBOSA - SENIOR DRIVER (ii) MR. ABU MUKIIBI
14.	MESSENGER/CLEANERS	2	GS5/IV GS2/MII	GENERAL SERVICE GENERAL SERVICE	OCCUPIED	(i) MR. EMMANUEL ZZIWA (ii) MR. PAUL KAYONGO
15.	CASUAL LABOURER (GARDENER)	1	N/A	N/A	OCCUPIED	MR. EVARISTO KATONGOLE

ANNEX C - PROJECTED FINANCIAL DETAILS 2022-2026

TABLE 1: PROPOSED BUDGET UNDER UN GRANT FOR THE PERIOD 2022 - 2026

B L	PARTICULARS	NO. OF POSTS	2022	2023	2024	2025
			AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)	AMOUNT (USD)
10.01	Director	1	168,653	172,026	175,466	178,975
10.02	Deputy Director	1	107,606	109,738	111,953	114,192
11.02	Research/Policy Development Advisor	1	129,916	132,514	135,164	137,867
11.03	Training/ Capacity Development Advisor	1	129,916	132,514	135,164	137,867
11.04	Information / Documentation Advisor	1	116,308	118,634	121,006	123,426
11.05	Finance / Administrative Officer	1	77,258	78,803	80,379	81,986
	10% Non- salary Costs		72,965	74,422	75,913	77,431
	TOTAL ANNUAL SALARY REQUIREMENT		802,622	818,651	835,045	851,744

TABLE 2: PROPOSED BUDGET UNDER MEMBER STATES FOR THE PERIOD 2022 - 2026

B L	PARTICULARS	2022	2023	2024	2025	2026
		AMOUNT (USD)				
13.00	Staff costs - National Officers Category	290,775	309,193	328,189	347,185	366,173
13.00	Staff costs - General Service Staff	80,437	83,529	86,555	89,628	90,722
53.00	Administrative Costs	302,920	355,004	416,754	490,029	577,052
	TOTAL ANNUAL SALARY REQUIREMENT	674,132	747,726	831,498	926,842	1,033,947





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