



UNODC

United Nations Office on Drugs and Crime



Programme Concept

UNODC, DPKO, UNOWA (DPA), INTERPOL Partnership in support to the implementation of the ECOWAS Regional Action Plan on illicit drug trafficking and organized crimes 2008-2011

Strengthening national capacities and cross-border cooperation to tackle organized crime and drug trafficking undermining peace and development in West Africa.



Department of Peacekeeping Operations (DPKO)



**Department of Political Affairs/
United Nations Office for West Africa
DPA/UNOWA**



International Criminal Police Organization (INTERPOL)

Table of contents

- **MAP OF WEST AFRICA**
- **BACKGROUND**
- **PROGRAMME OBJECTIVE AND OUTCOMES**
- **STRATEGY**
- **IMPLEMENTATION MODALITIES**
- **SUSTAINABILITY**
- **IMPLEMENTING PARTNERS**
- **PROGRAMME FRAMEWORK**
- **PROGRAMME BUDGET**
- **OUTLINE FOR PROGRAMME COMPONENT 1: Transnational Crime Units**
- **BUDGET FOR PROGRAMME COMPONENT 1: Transnational Crime Units**

Map of West Africa



AN INTEGRATED RESPONSE TO ORGANISED CRIME AND DRUG TRAFFICKING: SUPPORT TO THE IMPLEMENTATION OF THE ECOWAS ACTION PLAN 2008-2011

Primary engagement in addressing post conflict scenarios in West Africa

BACKGROUND

Past peace operations have shown that it is necessary to prioritize the development and implementation of crime fighting strategies in countries and regions experiencing conflict and where vulnerability to local and transnational organised crime is high. In the West African sub region, organised crime, driven by illicit trafficking, constitutes a major threat to peace and security and a serious impediment to sustainable development. State fragility and poor governance have opened the way for criminal networks to evolve and infiltrate national institutions further exacerbating political, economic, and social instability.

Criminal elements are increasingly using West Africa as a transit route for narcotics bound for Europe from Latin America by taking advantage of porous borders and weak State and security institutions. As has been reported to the Security Council: *"While criminal networks operated mostly with the complicity of low-level authorities in the past, today they are infiltrating State institutions, fuelling corruption and destabilizing the political and social fabric of nations"*.¹ Organised crime and drug trafficking undermine the rule of law and threaten human security in West Africa. If not adequately addressed, the consequences of these criminal activities will continue to have devastating effects on national, regional and international governance and security.

A recent report² on "Drug trafficking as a security threat to West Africa" published by the United Nations Office on Drugs and Crime (UNODC) in October 2008 highlights the extent of the phenomenon with cocaine seizures in the sub-region having doubled every year for the past three years. It is estimated that at least 50 tons of cocaine transit West Africa annually, heading north where they are worth almost \$2 billion a year on the streets of European cities. The report provides analysis on the seizures, new routes and impact of trafficking on the development and stability of the sub-region.

On 28 and 29 October 2008, the Economic Community of West African States (ECOWAS) with support from the United Nations Office on Drugs and Crime (UNODC) and the United Nations Office for West Africa (UNOWA) and in partnership with the European Union convened a Ministerial Conference in Praia to address the serious threat of drug trafficking to sub regional security. The resulting Political Declaration and Regional Action Plan adopted by the Ministerial Conference and subsequently endorsed at the ECOWAS summit held in Abuja on 19 December have established the basis for a strong political commitment and a detailed cooperation framework to combat drug trafficking and organized crime in West Africa.³ The UNODC has been entrusted to conduct the process which will translate the Political Declaration and Regional Action Plan into concrete programmes. The latter will support the political will as expressed by both the *Authority* at the recent Abuja Summit and by the individual ECOWAS Member States in partnership with UNOWA, DPKO, Interpol and the EU.

The Secretary General of the United Nations, in his recent report to the Security Council in January 2009, made an appeal to the international community to *"support the sub region in facing the formidable challenge posed by drug trafficking,"* and stressing the *"critical importance of building capacity in the countries of the sub region and mobilizing resources to help regional States in confronting the threat at the national and cross border levels"*.⁴

In his address to the African Union at its summit meeting of 2nd February 2009, the UN Secretary General, again reiterated that drug trafficking poses a major challenge to security and governance in West Africa and that the United Nations and ECOWAS are working closely to *"roll back this dangerous phenomenon"*.⁵

Responding to these calls for a comprehensive and multi-stakeholder approach, the United Nations Office on Drugs and Crime (UNODC), the United Nations Office for West Africa (UNOWA)/Department of Political Affairs (DPA), the Department of Peacekeeping Operations (DPKO) and the International Criminal

¹ Security Council, 6073rd meeting, Wednesday, 21 January 2009: S/PV.6073 based on Report of the Secretary-General on the United Nations Office for West Africa (S/2009/39).

² United Nations Office on Drugs and Crime Report on "Drug Trafficking as a security threat in West Africa" October 2008.

³ Ibid, Para. 31.

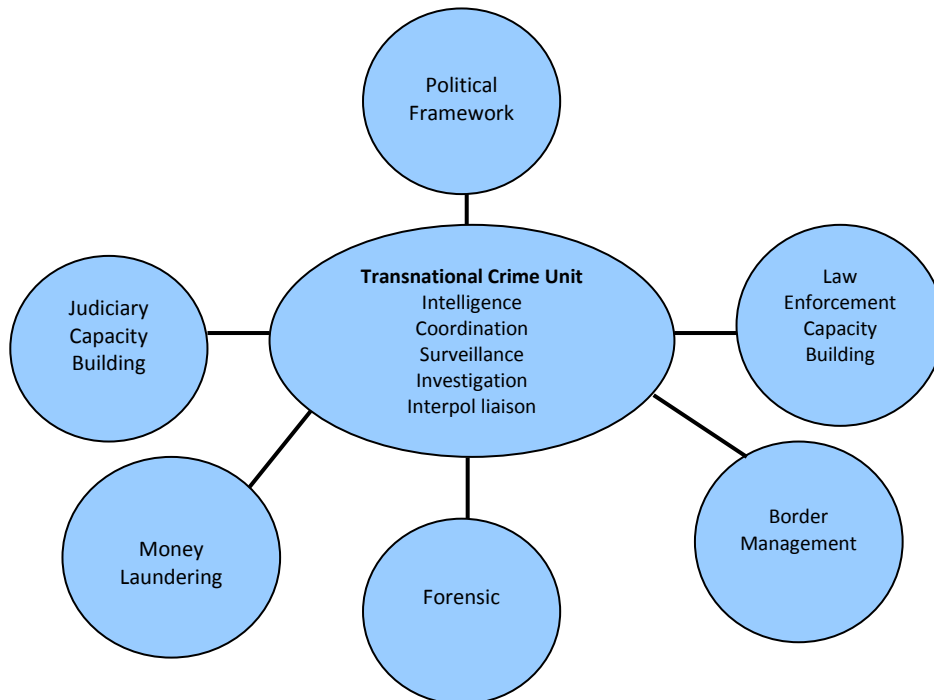
⁴ Ibid, Para. 32.

⁵ Secretary General: Address to Summit Meeting of the African Union; Addis Ababa, 02 February, 2009.

Police Organization (INTERPOL) have agreed to work in synergy to support the implementation of the “ECOWAS Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organised Crimes, and Drug Abuse in West Africa”⁶ (henceforth referred to as the ECOWAS Action Plan).

This proposed joint technical assistance programme entails a comprehensive set of activities targeting capacity building, at both national and regional level, in the areas of law enforcement, forensics, border management, money laundering and the strengthening of criminal justice institutions. A key element of the programme is the establishment of specialized Transnational Crime Units. The proposed programme is a direct response to those priority interventions identified by the ECOWAS Action Plan. The programme will have clear links to, and be supported by UNODC and other partners’ ongoing activities within the West African sub-region, and will seek to ensure synergies with other initiatives in support to the implementation of the ECOWAS Action Plan.

The specific activities and related outputs of the different programme components are provided under the programme framework. The different components are illustrated in the following diagram:



PROGRAMME OBJECTIVE AND OUTCOMES

The *overall objective* of this programme is to reduce drug trafficking and counter associated organized crime in West Africa by providing technical assistance to strengthen, both national capacities and cross-border cooperation amongst ECOWAS Member States. This objective will be achieved by bringing together the comparative skills of all the partner organizations to ensure a comprehensive and multi-stakeholder approach.

The initial phase of assistance involves an assessment of the capacities and needs of the selected countries: *Côte d’Ivoire, Guinea Bissau, Liberia and Sierra Leone*. It will involve development of national integrated strategies and programmes to counter drug trafficking and organized crimes. One of the primary objectives of this programme will be the establishment of *Transnational Crime Units* in each of the selected countries. Through the implementation of the different programme components, it is expected to achieve sustainable reform within the crime prevention and criminal justice sector as a whole in the context of security sector reform and in support to the priority interventions under the ECOWAS Action Plan 2008-2011. The initial programme duration is planned for three years 2009-2011 in line with the ECOWAS Action Plan.

The expected *outcomes* of this programme are the following:

⁶ The “ECOWAS Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organised Crimes and Drug Abuse in West Africa (2008 – 2011)” was adopted in Abuja, December, 2008 and is derived from the “ECOWAS Political Declaration on Drug Trafficking and Other Organised Crimes in West Africa” and the “African Union Action Plan”.

- Multi-agency capacities in the form of a specialized Transnational Crime Unit in ECOWAS Member States established, beginning with those vulnerable countries where there is a DPKO/DPA presence and where capacities are particularly weak;
- Political framework for the fight against transnational organized crime established;
- Judicial procedures to prosecute, sentence and imprison strengthened;
- Intelligence capacity to promote proactive and strategically planned policing enhanced;
- Capacity of law enforcement agencies to investigate and indict drug trafficking and transnational organized crime strengthened; in particular, INTERPOL National Central Bureaus (NCBs) functioning according to International Service Standards ensured;
- Border Management enhanced;
- Financial Intelligence Units (FIUs) strengthened; and
- The *United Nations Transnational Organised Crime Convention* in the Member States of the region ratified and being implemented, with a focus on, amongst other factors, improved capacity for regional and international cooperation.

STRATEGY

Primary engagement in post conflict and most fragile states:

The strategy to achieve these objectives is aimed at strengthening the human and institutional capacity of law enforcement officials, initially in the context of peace operations in West African countries to more effectively combat organised crime and drug trafficking. This will include the provision of necessary equipment as well as the delivery of technical assistance and specialised training. National efforts will be enhanced through increased and efficient regional and international cooperation building on existing law enforcement networks and structures.

The programme will capitalize on the DPA and DPKO's presence in the countries of *Côte d'Ivoire, Guinea Bissau, Liberia and Sierra Leone* and the ongoing programs in the sub-region implemented by UNODC and INTERPOL, where capacities are particularly weak. If successful, assistance could be extended to other countries within the sub-region and other regions where peace operations are present. Consideration will be given to include Guinea (Conakry) subject to a favourable political environment, and under the auspices of a newly established government, once democratic elections are held.

In conclusion, the threat to peace and sovereignty are serious and increasing in these countries, with serious implications for political stability and regional security. This is illustrated by amongst other recent events in Guinea (Conakry) following the death of President Conté in December 2008 and the recent arrests in the country related to drug trafficking. Moreover, the recent violent attacks leading to the death of President Vieira and the Military Chief of Staff of Guinea Bissau in March 2009, demonstrates the continuous instability in the some of these countries, the absence of rule of law and the need for good governance.

One of the primary components of this programme is the establishment of Transnational Crime Units. This proposed initiative is inspired by the success of the South Pacific regional model, as well as similar experiences of UNODC, amongst others, in the Caribbean, Central Asia and South East Asia, to fight organised crime and drug trafficking. The Units will be based on a number of principles:

- Operating under the auspices of the country government, they will reflect a vital multi-agency approach to combating organised crime and drug trafficking as well as cross-border criminal activities;
- Comprising vetted officials and experts from police and relevant national law enforcement authorities, including where appropriate prosecutors and investigating judges, they will be designed to prevent, detect and disrupt transnational organised criminal activity impacting in a country and its borders;
- They will act as the primary point of contact in-country for organised crime, drug trafficking and cross-border matters, and as appropriate, request, obtain and/or provide advice to local enforcement agencies in relation to criminal and financial investigations;
- Taking full advantage of the information and communication tools housed by the INTERPOL National Central Bureau (NCB), such as the secure global communications system, I-24/7, and access to INTERPOL's global databases, the NCB will play an integral role in their formation;

- They will be designed to gather criminal intelligence, undertake analysis and disseminate information on transnational organised crime, including to the INTERPOL Regional Bureau in Abidjan.

Once fully operational, the Units will provide crucial support to law enforcement including helping to achieve Thematic Area 1 – Strategy 1.4⁷, and Thematic Area 2 – Strategies 1.1, 1.2, 1.3 and 3.1⁸ of the ECOWAS Action Plan.

During the various stages of implementation, DPA/UNOWA will raise awareness, mobilize political support, coordinate and provide advisory services, UNODC will provide programme design, management and support including the delivery of specialized law enforcement training and technical expertise, DPKO, based on its mission experience in the region, will provide guidance and expertise on police matters, and INTERPOL will oversee the strengthening of existing NCBs, and where appropriate, provide specialised training and operational support to law enforcement. More details on the individual roles of each partner are provided under “implementing partners” below.

IMPLEMENTATION MODALITIES

UNODC will execute the programme, in collaboration with DPKO, INTERPOL and UNOWA. A management board will be established for the implementation of the programme. UNODC will act as a secretary of the board. The board will be responsible for the execution of the different components.

The regional scope of the programme and its wide geographical coverage does require the setting up of a working structure capable of ensuring due implementation of the different activities at national level. As well as coordinating activities at the regional level with the ECOWAS Commission and other major international operational partners in the area.

SUSTAINABILITY

The activities respond directly to the priorities identified in the ECOWAS Action Plan. The objectives of the programme include capacity building and leadership development, two major elements of sustainability. The programme involves assessment of the issues faced by correctional administrators, their human rights implications, solutions, training, and possible avenues for future strategic planning and interventions.

Institutional level

The programme’s approach will be to include national stakeholders to the furthest extent possible from the outset in order to promote full ownership. This refers to inclusion in planning of activities and aligning interventions with what counterparts identify as their priorities. Subsequently, all technical assistance provided will be targeted to the counterpart’s capacity as the ultimate goal of interventions is to build national capacities that can be sustained beyond the duration of the project.

Financial level

Programme activities are tailored to the governments’ ability to sustain running costs beyond the duration of the programme. The majority of the interventions are promoting strategic change (through training, technical assessments and recommendations, legislative review, etc.) and can be expected to have a lasting impact. For the equipment provided, it will be necessary to lobby the governments to make, where appropriate the necessary funds available through its regular budget for target agencies to ensure sustainability.

Policy level

Close cooperation between the implementing partners and the governments and their active participation in programming will ensure that strategic inputs provided through this programme will be continued to be promoted.

⁷ Thematic Area 1 – Strategy 1.4: “Create/strengthen relevant law enforcement structures to respond to the threat posed by illicit drug trafficking and organised crime.”

⁸ Thematic Area 2 – Strategy 1.1: “Joint operations targeting large shipments of illicit drugs and the illegal proceeds/funds derived from drugs both bilaterally, between countries mutually affected, and multilaterally at the regional and inter-regional levels based on the manifestation/dimension of the problem”; Strategy 1.2: “Monitoring and strengthening the existing operational efforts to address the issue of massive shipments of cocaine”; Strategy 1.3: “Reinforcement of security measures to monitor and facilitate the sharing of information and intelligence”; Strategy 3.1: “Strengthening institutional integrity within law enforcement agencies/departments/units and judicial entities.”

IMPLEMENTING PARTNERS

DEPARTMENT OF PEACEKEEPING OPERATIONS (DPKO)

This initiative of forming strong partnerships in support to the implementation of the ECOWAS Action Plan is pursuant to the UN Secretary-General's Policy Committee decision of 24 November 2006 on the Rule of Law,⁹ which aims at enhancing coherence and coordination across the UN system and with non-UN actors, in the rule of law area and in the context of conflict and post-conflict situation. The decision confers global lead on police and law enforcement agencies on DPKO, with the implication that DPKO could also support law enforcement and police related assistance in countries that do not have UN missions while UNODC assumes lead on anti-corruption, anti-organised crime and illicit trafficking.

Over 10,000 United Nations police officers are deployed in eighteen UN peace operations including UNOGBIS, UNMIL, UNIOSIL and ONUCI all located in West Africa. The activities of UN police remain one of the largest areas of involvement of the organisation in the rule of law sector, both in terms of scope and complexity; including support for the reform, restructuring and rebuilding of police and other law enforcement agencies. Experience and knowledge, available to the UNPOL in the various field missions, at the UN Secretariat and with the Standing Police Capacity, in police operations dealing with transnational crime and its investigations, police legal affairs, police communications and capacity building of police institutions will be garnered to focus in post-conflict countries of West Africa.

UNPOL is uniquely placed to provide expertise in core policing functions, a readily deployable capacity and, together with its strategic, mission management and backstopping capabilities; it will compliment UNODCs technical expertise and INTERPOLs operational networking capacities. Existing skills in drafting relevant legal and policy instruments, training, advising and mentoring in multi-jurisdictional investigations into serious and organised crime will augment this joint initiative.

Various Security Council resolutions and reports of the Secretary General premise the fight against drug trafficking and organised crime on the presence of UNPOL. The United Nations Office in Sierra Leone (UNIOSIL) is mandated to monitor and promote the rule of law including efforts to counter transnational organised crime and drug trafficking and the mandate stresses cooperation with ECOWAS, Mano River Union, International partners and other UN missions in the region¹⁰. Noting drug trafficking as a threat to national security in Liberia,¹¹ (United Nations Mission in Liberia - UNMIL) the Security Council endorsed an increase in UNPOL component to provide strategic advice in specialised fields and operational support to regular policing activities.¹² The Security Council has reiterated its full support to ECOWAS in promoting peace and stability in Côte d'Ivoire (United Nations Office in Côte d'Ivoire - UNOCI) and recalled the importance of regional cooperation.¹³ The Secretary General in his report¹⁴ called upon the international community to enhance its support and assistance to the Government of Guinea-Bissau to reinforce the national capacity to combat drug trafficking, and it is evident that an enlarged UN Police component with expertise in tackling serious and organised crime such as drug and human trafficking and police reform experts, would be required¹⁵ in United Nations Office in Guinea Bissau (UNOGBIS).

DEPARTMENT OF POLITICAL AFFAIRS (DPA)/ UNITED NATIONS OFFICE FOR WEST AFRICA (UNOWA)

The Office of the Special Representative of the Secretary-General (SRSG) for West Africa, otherwise known as the UN Office for West Africa (UNOWA), was established in 2002 upon recommendation of a multi-disciplinary mission to West Africa with a view to facilitating a coordinated and coherent UN approach to cross-border and transnational problems that constitute a threat to peace and security in West Africa and to supporting sub-regional organizations in developing integrated strategies to address them (report of the Inter-Agency Mission to West Africa, S/2001/434). It is a Special Political Mission (SPM) with a regional and cross-cutting conflict prevention mandate covering Mauritania and the 15 ECOWAS Member States. The Office's mandate was last renewed in December 2007 for a period of three years through an exchange of letters between the Secretary-General and the President of the Security Council (S/2007/753

⁹ Secretary-General's Policy Committee Decision No. 2006/47 – Rule of Law (24 November 2006).

¹⁰ S/Res/1829 (2008) Security Council Resolution adopted at its 5948th meeting of 04th August, 2008.

¹¹ S/2008/553 Seventeenth progress report of the Secretary-General on the United Nations Mission in Liberia.

¹² S/Res/1836 (2008) Security Council Resolution adopted at its 5985th meeting on 29 September 2008.

¹³ S/Res/1865 (2009) Security Council Resolution adopted at its 6076th meeting, on 27 January 2009.

¹⁴ S/Res/2008/751 Report of the Secretary-General on developments in Guinea-Bissau and on the activities of the United Nations Peacebuilding Support Office in that country.

¹⁵ Report of the UN Inter Agency Security Sector Reform Assessment Mission to Guinea Bissau 13 – 24 October, 2009.

and S/2007/754). During this time, UNOWA is expected to step up its activities in response to the spread of cross-border organised crime in West Africa, drug trafficking in particular.

UNOWA's foreseen contribution to the initiative outlined in this programme concept is threefold. Within the broader framework of UNOWA's support to the implementation of the ECOWAS Action Plan, the first responsibility of the Office is to sensitize and mobilize political support at all levels to raise awareness on the challenges posed by drug trafficking and to facilitate implementation of the Action Plan. In line with its mandate, UNOWA will assist ECOWAS and its implementing partners in making sure that this initiative fits with and complements broader sub-regional strategies for conflict prevention, good governance and security sector reform.

Secondly, UNOWA's mandate requires it to foster concerted approaches to drug trafficking as a threat to peace in West Africa among UN entities and in support of sub-regional actors. UNOWA's role will therefore be to coordinate UN assistance to ECOWAS within the framework of this programme and, more broadly, in the implementation of all aspects of the Action Plan.

Thirdly, UNOWA will make use of its geographical proximity and coverage and the high level political representation, leverage and access of the SRSG for West Africa to undertake high-level political intervention to ensure Government commitment to the joint initiative and to the effective functioning and integrity of the Transnational Crime Units.

Unlike other UN peacebuilding and peacekeeping missions in West Africa, UNOWA primary role will be attributed to awareness-raising and mobilization of political support on the issue of drug trafficking and related organized crimes.

UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

The United Nations Office on Drugs and Crime (UNODC) seeks to achieve security and justice for all by helping States and their peoples to guard against the serious threats posed by drugs, crime and terrorism. The Office is responsible for a series of specialized mandates in the area of preventing and combating illicit trafficking and the associated problem of organised crime. UNODC has been extremely active in the West African region in the past few years, seeking to draw attention to the growing threat faced by the region by organised crime, drug trafficking and a range of associated criminal activities. The Office is committed to upgrading its capacity within the region and is reinforcing its monitoring capacity by publishing more regular reports on illicit trafficking trends within the region.

UNODC's work is guided by a broad range of internationally binding legal instruments and a set of United Nations standards and norms on crime prevention and criminal justice. These include the 1988 Convention against the Illicit Traffic in Narcotic Drugs and Psychotropic substances; the 1971 Convention on Psychotropic Substances; and the 1961 Single Convention on Narcotic Drugs. In addition, the Office is responsible for the United Nations Convention against Transnational Organised Crime and its three protocols on trafficking in human beings, smuggling of migrants and trafficking in firearms. The Office is also responsible for the ratification and effective implementation of the United Nations Convention against Corruption.

In order to achieve the effective implementation of these instruments, including through the building of effective institutional capacity at national level, UNODC is engaged on the provision of a growing programme of technical assistance activities across the world. The Office has proven expertise in the design, management, delivery and monitoring of specialised law enforcement capacity building projects to the Member States of Africa and other regions. This includes established programmes to:

- upgrade the professional skills of law enforcement agencies in specialized areas;
- collect, collate and analyse information in support of intelligence led operational responses;
- support the conduct of specialized investigations in complex and organised crime cases;
- promote integrity and prevent and combat corruption within specialized law enforcement agencies;
- reinforce and build cooperation amongst law enforcement agencies both within and between Member States; and
- support the criminal justice reforms in the framework of the rule of law.

UNODC's specific experience in the area of long term capacity building, programme design and technical assistance will be drawn upon in the programme with the Office acting as the manager of the funds raised by the project and their allocation to other partners and to specific technical assistance activities.

INTERNATIONAL CRIMINAL POLICE ORGANIZATION (INTERPOL)

Effective international police cooperation is critical to preventing and combating transnational organised crime and drug trafficking in West Africa. At a minimum, Member States in the region will require a strong national police focal point maintained around the clock by trained personnel, with secure global communications capacity to share crime-related information, and access to relevant data about international criminal activity. INTERPOL, the largest global police organization with 187 member countries, has a central role to play in building the capacity of law enforcement in West African States to address the scourge of organised crime and drug trafficking.

All INTERPOL member countries, including the 15 countries in West Africa which constitute ECOWAS, maintain National Central Bureaus (NCB). NCBs are equipped with INTERPOL's state-of-the-art global communications system, I-24/7, which links NCBs in all member countries, the INTERPOL General Secretariat in Lyon and seven Regional Bureaus in Argentina, Cameroun, Cote d'Ivoire, El Salvador, Kenya, Thailand and Zimbabwe. The I-24/7 system allows law enforcement to share intelligence and request assistance with transnational investigations 24 hours a day 7 days a week in a secure manner and in real time.

Through the I-24/7 system law enforcement can also access a range of global databases and data services. INTERPOL develops and maintains operational databases containing information such as names, fingerprints, photographs, and DNA profiles of individuals under investigation or wanted for arrest as well as data concerning stolen and lost travel documents and stolen vehicles. In countries where access to INTERPOL's databases through I-24/7 remains limited to the NCB, INTERPOL has developed a practical, technical solution which enables front-line, or other remotely located law enforcement officers (i.e. border police, immigration, etc.) to query relevant data stored in INTERPOL's databases, even in cases where national databases may not exist or may be unavailable due to conflict.

INTERPOL strives to reinforce the human and institutional capacity of law enforcement in all member countries requiring technical assistance. Recognizing that law enforcement in African countries faced particular challenges in effectively combating crime, in 2008, INTERPOL, with support from the Government of Germany, established a regional initiative called OASIS (Operational Assistance, Services, and Infrastructure Support). The OASIS program aims to achieve three integrated goals: 1) training and capacity building, 2) infrastructure reinforcement, and 3) operational support. Targeted training as well as preparations for joint regional police operations are already underway to improve the exchange and analysis of intelligence in order to more effectively combat a number of transnational crimes, including illicit drug trafficking. INTERPOL assessment missions are also being carried out on a regular basis in order to determine the technical or infrastructure needs of various African countries to improve international police cooperation and increase border security.

PROGRAMME COMPONENTS

Programme Component 1: Transnational Crime Units (TCUs)

| Outputs | Activities |
|--|---|
| <p>Transnational Crime Units (TCUs) established and operational</p> <p><i>Responsibility: intelligence, international coordination, surveillance, investigation</i></p> | <ul style="list-style-type: none"> • Development of MoU or other legal foundation for TCUs • Selection and refurbishment of premises for TCUs • Development of coordination and standard operating procedures (SOP) for TCUs • Development of Code of Conduct for TCUs • Selection and vetting of staff¹⁶ for TCUs • Provision of incentives for vetted staff • Adaptation of goCASE¹⁷ as the standardized tool to collect, analyze and disseminate information and as a case management system • Training of staff in intelligence collection/collation/analysis and strategic law enforcement planning • Training of TCU staff in specialized investigation and interdiction techniques (<i>i.e. surveillance techniques, undercover operations, managing of informants, investigation, case management etc.</i>) • Provision of logistic, communication and specialized surveillance equipment • Deployment of UNODC's computer-based training (CBT)¹⁸ <ul style="list-style-type: none"> ○ UNODC CBT program translated into French (where applicable) ○ National CBT centers established within TCUs and national training academy. ○ Satellite CBT centers established on strategically important points • Provision of repetition mentorship • Deployment of Interpol I-24/7¹⁹ FIND²⁰/MIND²¹ to TCUs • Interpol NCB staff to act as liaison officers to TCUs • FIU²² staff to act as liaison officer for to TCUs • Inclusion in UNODC trans-Atlantic intelligence exchange project (COL/J66) • Regional & international cooperation reinforced through Interpol's sub-regional bureau (SRB), WCO RILO²³, WAPCCO²⁴ and Liaison Officers |

¹⁶ If national legislation permits, TCU should be headed by a investigative judge or prosecutor.

¹⁷ The UNODC-developed "go"-family software products include integrated investigative case management and intelligence analysis tools for Financial Intelligence Units (FIUs), law enforcement, investigative, intelligence, regulatory, prosecution and asset recovery agencies, and for courts and other government agencies involved in the criminal justice process. All the software products include multi-faceted integration, and can function as "stand alone" applications or together to form one global system, depending on local needs. The application of systems able to interface with each other encourages inter-agency and cross border cooperation and information sharing at the national, regional and international levels. **The Lawsuit Module in goCASE connects the case file with the prosecutorial and judicial process, thus allowing prosecutors to access the investigation report and, where appropriate, the case file.** For more information see <http://gocase.unodc.org>.

¹⁸ UNODC's Computer-based Training (CBT) is a powerful tool to train a large amount of officers in basic law enforcement techniques. They comprise standardized training courses adapted to local realities and context, offering the chance to learn through an interactive, problem-solving approach. CBT provides for individual training that allows users to learn at their own pace, while ensuring the highest possible training standard. CBT modules have been developed by global experts in the different areas of law enforcement. The computer-based training centers are fully administered by local authorities and therefore sustainable investments. The UN21 Award is awarded to the best 14 projects among the thousands of UN projects throughout the world. UNODC e-Learning was selected winner of the UN 21 Awards in the category of "substantive programmes" and "individual productivity". For additional information visit www.unodc-elearning.org.

¹⁹ Interpol's global police communications system, I-24/7, is a pioneering weapon in the fight against international crime and terrorism. It combines sophisticated crime-fighting tools with cutting-edge technology to enhance the ability of law enforcement agencies to respond effectively by providing a gateway to Interpol's criminal information databases, such as; nominal information (photographs, fingerprints), fraudulent payment cards, stolen administrative documents, stolen or lost travel documents, stolen motor vehicles, stolen and recovered works of art, automatic fingerprint identification service and Interpol's database of DNA profiles.

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| Interpol NCB reinforced | <ul style="list-style-type: none"> • Interpol Secretariat General to assess staffing, equipment and training needs • Provision of additional staff, equipment and training based on assessment • Inclusion in UNODC trans-Atlantic intelligence exchange project (COL/J66) |
| Interpol SRB reinforced | <ul style="list-style-type: none"> • Interpol Secretariat General to assess capacity of SRB Abidjan and recommend training, staffing and equipment needs • Provision of equipment based on assessment • Provision of training based on assessment • Regional cooperation within this project reinforced and coordinated investigations/actions introduced • Establishment of a bureau within RSB responsible for intelligence collection on movements of small aircrafts and maritime trafficking • SRB Abidjan to be linked to trans-Atlantic intelligence exchange communication system²⁵ |
| Programme Component 2: Political framework | |
| Outputs | Activities |
| National Action Plan developed or amended to accommodate the requirements of ECOWAS Action Plan | <ul style="list-style-type: none"> • Workshop for all national stakeholders to develop or amend national plan of action • National plan of action published • Law enforcement agencies and relevant stakeholders sensitized of national plan of action |
| Participation in Security Sector Reform | <ul style="list-style-type: none"> • Projects participation in ongoing security sector reform process ensured to return the responsibility of law and order and criminal investigation to law enforcement agencies |
| Programme Component 3: Judiciary and prosecution | |
| Outputs | Activities |
| Relevant legislations revised and modernized to fulfill requirements of international conventions | <ul style="list-style-type: none"> • Expert assessment of existing legislation • Drafting of new legislation in compliance with international conventions²⁶ • Adoption of new legislation |
| Administrative procedures of the judiciary and prosecution strengthened | <ul style="list-style-type: none"> • Expert assessment of the procedures of the judiciary and prosecution with recommendation for enhancement • Provision of equipment for the judicial system • Provision of computerized case management system goCASE • Upgrading of courtroom facilities, including security |
| Human capacity of judiciary and prosecutions strengthened | <ul style="list-style-type: none"> • Training of judiciary and prosecutors in handling of complex cases with technical investigation • Training of judiciary and prosecutors in use of new legislation and international conventions Integrity training for magistrate and prosecutors (<i>including extradition and mutual legal assistance</i>) |

²⁰ Fixed Integrated Network Database provides access to Interpol databases through online integration and allows communication between national computer servers and those at the Interpol General Secretariat (IPSG) via I-24/7.

²¹ Mobile Integrated Network Database provides offline access to Interpol databases. Using I-24/7, IPSG can provide member countries with a copy of the data in its databases which can be accessed locally through connection with existing national servers. MIND is controlled and updated by IPSG. Updates are automatic whenever new records are added.

²² Financial Investigation Unit (Money Laundering).

²³ World Customs Organization (WCO) Regional Intelligence Liaison Office (RILO).

²⁴ West African Police Chiefs Coordination Committee.

²⁵ UNODC project COL/J66.

²⁶ Making provision for a) the use of telephone interception, e-mail interception, under-cover operations, and informants as evidence in court and b) witness protection.

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| | <ul style="list-style-type: none"> • Procedures established for magistrates declaration of properties and wealth |
| Administrative procedures of the penitentiary system strengthened | <ul style="list-style-type: none"> • Expert assessment of the penitentiary procedures • Revision of the penitentiary procedures according to recommendations from assessment • Provision of hardware and case management system for the penitentiary administration • Integrity training for penitentiary administration staff and managers |
| Systems of “alternative” justice established | <ul style="list-style-type: none"> • “Houses of Justice” for minor cases to decrease caseload of normal judicial system • Promotion of community-based restorative justice mechanisms where feasible • Links created to community policing activities |
| Programme Component 4: Forensic | |
| Outputs | Activities |
| National forensic laboratory established | <ul style="list-style-type: none"> • MoU developed between relevant law enforcement agencies utilizing forensic laboratory • Expert assessment of forensic capacities and needs • Refurbishment of premises for national forensic laboratory • Selection of staff for forensic laboratory • Vetting of staff • Provision of equipment for forensic laboratory • Training of laboratory staff • Establishment of crime scene investigation units in regional HQs • Equipping of crime scene investigation units • Training of staff in crime scene investigation units • National forensic expert’s participation in regional and international forensic fora facilitated |
| National AFIS ²⁷ database established ²⁸ | <ul style="list-style-type: none"> • Provision of AFIS hardware • Training of staff in use of AFIS • Training of crime scene investigators in latent fingerprints |
| Programme Component 5: Law enforcement Capacity Building | |
| Outputs | Activities |
| Basic Law Enforcement training enhanced | <ul style="list-style-type: none"> • Expert assessment of national law enforcement training facilities and training curricula • Construction or refurbishing of national law enforcement training institutions • Training curricula redrafted • Training courses developed • Provision of necessary equipment for effective training • Instructors at law enforcement training institutions trained to develop and deliver specialized training courses • UNODC’s computer based training (CBT) programme deployed to law enforcement training institutions and CBT classrooms established |
| Investigative capacities of law enforcement agencies ²⁹ enhanced by provision of | <ul style="list-style-type: none"> • Training needs assessment |

²⁷ Automated Fingerprint identification System.

²⁸ Utilizing Interpol expertise.

| | |
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| specialized training and equipment | <ul style="list-style-type: none"> • Design of curriculum for special training • Specialized training delivered • Equipment needs assessment • Provision of necessary logistical, communication, investigative and data storage equipment • Nationwide roll out of goCASE to investigative departments • Roll out of I-24/7 to investigation departments • Development of intelligence awareness training program for street level officers nationwide |
| Community policing introduced ³⁰ | <ul style="list-style-type: none"> • The principals of community policing introduced to national law enforcement agencies • Community policing enhanced through guidance and mentorship³¹ • Links created to alternative justice activities |
| Internal oversight units established or strengthened | <ul style="list-style-type: none"> • Expert assessment and recommendations • Internal oversight units in all law enforcement agencies established or strengthened • Code of Conduct developed • Training sessions in; core values of policing, ethics, accountability, human rights etc • Development of civilian oversight mechanism • Establishment of a parliamentary oversight committee of counter law enforcement corruption • Integrity awareness programs launched |
| Programme Component 6: Border management | |
| Outputs | Activities |
| Joint Maritime Coordination Committee (JMCC) established ^{32, 33} | <ul style="list-style-type: none"> • MoU develop between agencies participating in JMCC • Cooperation agreement established with navy for joint patrolling • Cooperation agreement established with air force for reconnaissance patrols • Provision and refurbishment of premises for JMCC • Expert assessment to determine equipment and training needs • Upgrading of existing maritime patrol means (for patrol of EZZ³⁴) • Provision of smaller vessels or zodiacs for patrol of ports, lagoons, rivers etc. • Provision of logistic, communication and specialized equipment • JMCC staff trained in seamanship, board and search of vessel at high sea • Cooperation and coordination sought with MAOC-N³⁵ |

²⁹ IAIC, JIIF, Police and Gendarmerie CID, Immigration and Customs.

³⁰ DPKO has expertise to facilitate this output.

³¹ By U.N. POL staff members posted in recipient countries.

³² JMCC in Sierra Leone is an excellent example.

³³ Sweden is posting Coast Guard Advisor in Liberia.

³⁴ Exclusive Economic Zone.

³⁵ Maritime Analysis and Operations Centre – Narcotics.

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| Joint Airport Interdiction Teams (JAIT) established in international airports | <ul style="list-style-type: none"> • MoU developed between agencies participating in JAIT • Expert assessment mission to reveal equipment and training needs in involved airports • Cooperation agreements developed with private sector (Port Authorities, international carriers etc.) • Provision of logistical, communication and search equipment • Extension of Interpol I-24/7 FIND/MIND to international airports • Training of JAIT staff in profiling, interdictions techniques and reporting through theoretical and practical training and reoccurring mentorship • International airports to be enrolled in or linked to AIRCOP³⁶ activities |
| Joint Seaport Interdiction Teams (JSIT) established in container ports and other major seaports | <ul style="list-style-type: none"> • MoU developed between agencies participating in JSIT • Expert assessment mission to reveal equipment and training needs in involved seaports • Cooperation agreements developed with private sector (Port Authorities, shipping companies etc.) • Identification and refurbishment of premises and search areas for JSIT • Provision of logistical, communication and search equipment. • Extension of Interpol I-24/7 FIND/MIND to seaports • Training of JSIT staff in profiling, search (containers and vessel rummaging) and reporting through theoretical and practical training and reoccurring mentorship • Container ports to be enrolled in UNODC/WCO Global Container Control Programme (GCCP) |
| Cooperation agreement for border point management developed and operations enhanced | <ul style="list-style-type: none"> • MoU developed between agencies operating on border points • Expert assessment mission to reveal equipment and training needs on major border points • Infrastructure on major border points enhanced • Coordination amongst partners on border points enhanced. • Cross-border cooperation with neighboring countries on major border points facilitated through regular meetings and establishment of Border Liaison Officer (BLO) network • Provision of logistic, communication and search equipment. • Extension of I-24/7 FIND/MIND to major border points • Extension of AFIS satellite stations to major border points • Staff of various sectors (police, customs, immigration etc.) to receive specialized training in their specific disciplines |
| Cooperation agreement developed for patrolling the green borders | <ul style="list-style-type: none"> • Cooperation agreement established with army for joint patrolling of green border³⁷ • Provision of logistic, communication and search equipment • Specialized training in interdiction, search techniques and reporting • Joint patrolling with neighboring countries established |
| Programme Component 7: Money Laundering | |
| Outputs | Activities |
| Financial Intelligence Unit (FIU) strengthened | <ul style="list-style-type: none"> • Review and/or adoption of AML/CFT legislation • Expert assessment of national anti-money laundering procedures |

³⁶ Airport Communication Project.

³⁷ Gendarmes or police officer to participate in army patrol of the border for reporting purposes.

| | |
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| | <ul style="list-style-type: none">• Elaboration of national strategy for the fight against money laundering and terrorism financing• National awareness raising workshop• Provision of goAML³⁸ as analysis software and case management system• Provision of required equipment• Training of FIU staff• Training of trainers to instruct staff members of other law enforcement agencies and the private financial sector• Identification of regional and international partners in the fight against money laundering and terrorism financing• Training of prosecutors and magistrates to handle money laundering cases• Close liaison with TCUs• Train/sensitize financial practitioners on AML/CFT |
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³⁸ The goAML application is an integrated database, intelligence analysis, workflow and resource management system intended for use by Financial Intelligence Units (FIUs).

UNODC, DPKO, UNOWA (DPA), INTERPOL
 Programme in support to the implementation of the ECOWAS Regional Action Plan
 2008 – 2011

COTE D'IVOIRE, GUINEA BISSAU, LIBERIA, SIERRA LEONE

Estimated Budget

| | | USD | USD |
|--------------------|---|---|--------------------------|
| COMPONENT 1 | TRANSNATIONAL CRIME UNIT(s) <i>Please refer to detailed budget</i> | 12,456,000 | 12,456,000 |
| COMPONENT 2 | POLITICAL FRAMEWORK National Action Plans developed Participation in Security Sector Reform | 160,000 60,000 | 220,000 |
| COMPONENT 3 | JUDICIARY AND PROSECUTION Legislation revised and adopted to accommodate intentional conventions Administrative procedures of the judiciary and prosecution strengthened Human capacity of judiciary and prosecution strengthened Administrative procedures of the penitentiary system strengthened System of "alternative" justice established | 80,000 80,000 100,000 100,000 1,400,000 | 1,760,000 |
| COMPONENT 4 | FORENSIC National forensic laboratory and crime scene investigation units established National AFIS database established | 7,000,000 1,600,000 | 8,600,000 |
| COMPONENT 5 | LAW ENFORCEMENT CAPACITY BUILDING Basic Law Enforcement Training enhanced Investigative capacity of law enforcement agencies enhanced Community policing introduced Internal oversight units established and/or strengthened | 3,600,000 1,600,000 160,000 3,200,000 | 8,560,000 |
| COMPONENT 6 | BORDER MANAGEMENT Joint Maritime Coordination Committee (JMCC) established Joint Airport Interdiction Teams (JAIT) established Joint Seaport Interdiction Teams (JSIT) established Border point management enhanced Cooperation agreement for green border management developed | 2,400,000 880,000 1,400,000 2,000,000 1,600,000 | 8,280,000 |
| COMPONENT 7 | MONEY LAUNDERING Financial Investigation Units, prosecutors and magistrates capacity building | 1,280,000 | 1,280,000 |
| | PROGRAMME MANAGEMENT AND IMPLEMENTATION | | 2,889,500 |
| | 13 % SUPPORT COSTS | | 5,725,915 |
| | PROGRAMME GRAND TOTAL | | <u>49,771,415</u> |

UNODC, DPKO, UNOWA (DPA), INTERPOL

Programme in support to the implementation of the ECOWAS Regional Action Plan 2008 – 2011

Programme Component 1: Transnational Crime Unit(s) (TCUs)

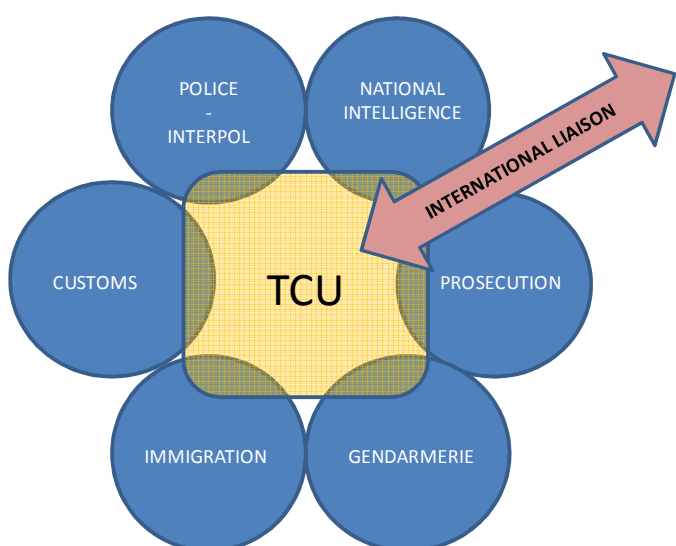
A major problem in the fight against drug trafficking and organized crime in West Africa is the lack of coordination amongst law enforcement agencies and the absence of intelligence led investigations. A *quick win* in combating transnational organized crime, including drug trafficking, is enhanced coordination amongst agencies and the establishment of elite, vetted investigative units pro-actively building investigation based on intelligence. Such units will be trained and equipped to utilize advanced investigation techniques and have the knowledge to build and prosecute cases based on investigative evidence. Regional and international coordination amongst TCUs and other law enforcement agencies will be strengthened.

TRANSNATIONAL CRIME UNIT(S) (TCUs)

TCU is a concept, which has proven successful in the Pacific Region, the Caribbean and Central and Southeast Asia. TCU staff will be seconded from different law enforcement agencies for enhanced coordination and pool of expertise. TCU will be responsible for intelligence collection and analyses, surveillance, investigations, tactical operations and international coordination. Preferably, and in accordance with national legislation, TCU should be headed by an investigating judge or a prosecutor

TRANSNATIONAL CRIME UNIT(S) (TCUs) will have the following key functions;

- act as primary contact in country for transnational organized crime, drug trafficking and cross-border matters;
- collect, collate, analyze and disseminate criminal intelligence in relation to transnational organized crime and drug trafficking;
- pro-actively develop target information and response based on analyzed intelligence;
- coordinate cross-border investigations in close cooperation with Interpol NCB;
- strengthen the capacity of existing national police and law enforcement institutions;
- provide advises to other law enforcement agencies in complex and international investigations.



TRANSNATIONAL CRIME UNIT(S) (TCUs):

- will operate under the auspices of the Governmental counterpart to ensure ownership and sustainability;
- will be established based on a MoU between all participating law enforcement agencies or relevant Ministries;
- will be staffed with vetted officials to receive extensive and specialized training;
- will coordinate closely with Interpol NCB and take advantage of Interpol's communication and information tools.

Inserted image: an example of a TCU structure

BUDGET FOR THE ESTABLISHMENT OF TRANSNATIONAL CRIME UNIT(S) (PER COUNTRY)

| Activity | 2009 | 2010 | 2011 | Total |
|--|------------------|------------------|----------------|-------------------|
| ASSESSMENTS AND CREATION OF UNITS | | | | |
| Joint assessment missions | 25,000 | | | 25,000 |
| MoU development. | 25,000 | | | 25,000 |
| Vetting of staff | 25,000 | | | 25,000 |
| Launch of TCU | 40,000 | | | 40,000 |
| Standard operation procedures (SOP) | | 25,000 | | 25,000 |
| EQUIPMENT | | | | |
| Refurbishment of premises | 200,000 | | | 200,000 |
| Provision of Go-CASE | 180,000 | 100,000 | 100,000 | 380,000 |
| I-24/7 extensions | | 36,000 | | 36,000 |
| Computer equipment | 40,000 | | | 40,000 |
| Office equipment | 30,000 | | | 30,000 |
| Radio equipment | 100,000 | | | 100,000 |
| Surveillance equipment | 25,000 | | | 25,000 |
| Vehicles | 155,000 | 155,000 | | 310,000 |
| Generator | 15,000 | | | 15,000 |
| Uniforms | 25,000 | | 15,000 | 40,000 |
| Computer Based Training (CBT) Centers | | 98,000 | | 98,000 |
| Reinforcing SRB Abidjan | | 25,000 | | 25,000 |
| Reinforcing NCB | 50,000 | 50,000 | | 100,000 |
| TRAINING | | | | |
| Specialized training courses | 80,000 | 80,000 | 80,000 | 240,000 |
| Mentorship | 20,000 | 40,000 | 40,000 | 100,000 |
| OPERATIONS COSTS | | | | |
| Incentives | 75,000 | 150,000 | 150,000 | 375,000 |
| Investigations costs | 25,000 | 25,000 | 25,000 | 75,000 |
| Fuel vehicles and generator | 50,000 | 80,000 | 80,000 | 210,000 |
| Travelling liaison officers | 15,000 | 30,000 | 30,000 | 75,000 |
| Maintenance of equipment | | 50,000 | 50,000 | 100,000 |
| Stationary etc. | 10,000 | 20,000 | 20,000 | 50,000 |
| OTHER COSTS | | | | |
| COL/J66 participation | 10,000 | 20,000 | 20,000 | 50,000 |
| Regional seminar workshop | | 50,000 | 50,000 | 100,000 |
| Programme travel | 40,000 | 80,000 | 80,000 | 200,000 |
| TOTAL | 1,260,000 | 1,114,000 | 740,000 | 3,114,000 |
| Overall budget for 4 countries <i>(Cote d'Ivoire, Guinea Bissau, Liberia, Sierra Leone)</i> | | | | 12,456,000 |