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**Strategic management, budgetary and administrative  
questions: directives on policy and budgetary issues  
for the United Nations crime prevention and criminal  
justice programme**

### Work of the United Nations Interregional Crime and Justice Research Institute

#### Note by the Secretary-General

The attached report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute contains information on activities undertaken by the Institute and was prepared pursuant to a decision of the Board taken at its meeting held on 31 October 2012 to report to the Economic and Social Council, through the Commission on Crime Prevention and Criminal Justice, on the work of the Institute, in accordance with the statute of the Institute (Council resolution 1989/56, annex).

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\* E/CN.15/2013/1.



# Major activities of the United Nations Interregional Crime and Justice Research Institute

## Report of the Board of Trustees

### I. Introduction

1. The United Nations Interregional Crime and Justice Research Institute (UNICRI) was established in 1968 by the Economic and Social Council and is governed by its Board of Trustees, which reports periodically to the Council through the Commission on Crime Prevention and Criminal Justice. On 31 October 2012, the Board of Trustees approved the work programme for 2012, including priorities and a proposed budget. The programme of work of UNICRI is guided by its mandate to assist intergovernmental, governmental and non-governmental organizations in formulating and implementing improved policies in the field of crime prevention and criminal justice. Its mission is to advance security, serve justice and build peace in support of the rule of law and sustainable development.

2. The Institute carries out action-oriented research and training, provides information and advisory services, and implements its activities, at the request of Governments, at the interregional and national levels. During the past year the Institute has worked in specialized niches and selected fields of crime, justice, security governance and counter-terrorism, providing added value to crime prevention, the advancement of justice and the enhancement of human rights. It also serves as a platform for consultation and cooperation on sensitive issues in security governance, crime prevention and criminal justice, acting as an honest broker in bringing together different partners such as Member States, research institutions, international organizations and civil society, and in forging a common approach to addressing shared challenges.

3. The first report of the Board of Trustees on the work of UNICRI (E/CN.15/2012/4) was transmitted to the Economic and Social Council by the President of the Board on 27 July 2012. It maps out the strategic direction and activities of the Institute in meeting the priorities established by the Board, as well as the challenges facing the Institute, in particular as regards management and funding. The work of UNICRI falls under six thematic areas:

- (a) Countering the threat of organized crime to security and development;
- (b) Increasing the efficiency of criminal justice systems and protection of vulnerable groups;
- (c) Promoting international criminal law and practice: the War Crimes Justice Project;
- (d) Sharing best practices, building capacity to promote human rights and improving access to services;
- (e) Security governance and countering the appeal of terrorism;
- (f) Training and advanced education: building capacity in crime prevention and criminal justice.

## **II. Countering the threat of organized crime to security and development**

4. UNICRI contributes to building a global knowledge base on organized crime and threat convergences. It aims to strengthen criminal justice institutions and to increase the professional capacity of practitioners in fighting organized crime. At the request of and in synergy with various partners, UNICRI has identified key areas of intervention to support the adoption of policies and to enhance capacity-building for effective responses to new and emerging threats posed by organized crime.

### **A. Knowledge base on countering organized crime: the European experience**

5. UNICRI, together with several partners, is engaged in a research project entitled “Knowledge of European Union law as a means of combating transnational organized crime”. In the context of the project, in 2012 UNICRI contributed to the creation of a database on money-laundering, made available to the first seminar for European participants, held in Ljubljana. As at May 2012, UNICRI had contributed to the finalization of four databases, including various proceedings and jurisprudence documents on transnational insolvency, asset forfeiture and confiscation, money-laundering and funding of terrorist activities. The experience gained and lessons learned from the project will be integrated into projects to be implemented in other regions.

### **B. Counterfeiting: engaging in combating organized crime**

6. UNICRI has developed a comprehensive applied research programme on the issue of counterfeiting as a critical activity of organized crime and a threat to consumer safety and security. To enhance the capacity of Member States in countering counterfeiting, the Institute developed a three-part training manual, entitled “FAKES: fighting against brand counterfeiting in three key European member States — towards a more comprehensive strategy”. The manual was used at six training courses for law enforcement officials and public prosecutors held in the Czech Republic, Poland and Romania.

7. The Institute finalized a research project aimed at mapping the involvement of Italian organized criminal groups in counterfeiting and their connections with other trafficking networks. The research is based on an analysis of 26 case studies collected by UNICRI and on interviews with major experts in the field. The main findings of the analysis were presented by the Ministry of Economic Development of Italy to the Parliamentary Commission on the Phenomenon of Counterfeiting and Piracy in July 2012. A similar research project on counterfeit medicines, entitled “Microstructure-secured and self-verifying medicines”, will analyse the strategies of criminal organizations in the production and selling of counterfeit medicines, using data from 15 countries.

8. Two new projects on counterfeiting were begun in 2012. The first focused on counterfeiting and organized crime, leading to the establishment of an international clearing house on counterfeiting and organized crime. An important aspect of the

project was the assessment of risks associated with counterfeit products to the health and safety of consumers. A second project established an international forum on counterfeiting crime, bringing together stakeholders from different sectors to jointly assess and analyse the problem of counterfeiting and to adopt new countermeasures.

9. As part of the project on counterfeit medicines (see para. 7 above), in July 2012 UNICRI finalized a report and guidelines on consumer awareness on Internet sales of counterfeit medicines and launched an online awareness-raising campaign on Facebook, Twitter and Wikipedia. In the context of the project, the Institute involved 15 European Union countries (Cyprus, Czech Republic, Denmark, Estonia, Finland, Hungary, Ireland, Italy, Latvia, Netherlands, Poland, Portugal, Romania, Spain and United Kingdom of Great Britain and Northern Ireland) in the development of a study on the role of organized crime and counterfeiting of medicines, as well as in a study on Internet sales. All the countries involved contributed to the research with information and interviews. The reports on the two studies were finalized during the second round-table meeting with key stakeholders, held in Turin in November 2012.

10. In September 2012, UNICRI set up a new research project, funded by Business Action to Stop Counterfeiting and Piracy of the International Chamber of Commerce, to compare and analyse existing legislation on proceeds of crime and asset recovery and their applicability to counterfeiting cases. The project will focus on selected civil law countries such as Italy and Switzerland and common law countries such as Australia and the United Kingdom. The research work will include data collection, comparative analysis and interviews with national and international experts and agencies.

### **C. Cybercrime**

11. UNICRI has moved into the second phase of the hacker profiling project, focusing on the links between the hacking and the digital underground world with organized crime and the so-called “hacktivist” groups. The project will also contribute to the development of cybersecurity policies and strategies to counter the threats of cyberterrorism.

12. During 2012, UNICRI presented the results of its research on the involvement of organized crime in cybercrime during major consultations of practitioners and policymakers such as the European Space Agency, the European University Institute and the Australian Computer Emergency Response Team at the latter’s annual conference and the HALO Counter-Terrorism Summit held in San Diego, United States of America. UNICRI also made special presentations on terrorist use of the Internet and Internet media reporting on terrorism at the Centre of Excellence Defence against Terrorism advanced training courses on cyberterrorism, held in Ankara in May 2012, and in Bishkek in June 2012. The Institute also participated in an event held within the framework of the European Cyber Security Month, organized by the European Network and Information Security Agency, in Lisbon in October 2012, leading a workshop on cybercrime, digital investigations and public-private partnerships. During the Information Security Day UNICRI made a presentation on the security of cyberspace.

13. In April 2012 work commenced on a new project to guide the development of national cybercrime policy and the development of related methodology and guidelines. The research methodology was finalized in September 2012. The research focuses on information-sharing between the public and the private sectors in case of cyberattacks in order to enhance understanding and knowledge in three main fields: the banking sector, critical national infrastructure and transportation. UNICRI presented the preliminary findings of its research activities to various conferences, enlarging and strengthening its networks of contacts with the public and the private sectors.

### **III. Increasing the efficiency of criminal justice systems and protection of vulnerable groups**

14. UNICRI contributed to efforts to increase the efficiency of criminal justice systems and international organizations and to strengthen juvenile justice systems, in particular in developing countries. The Institute also endeavoured to provide support in the establishment of governmental and non-governmental structures for the protection of victims and vulnerable groups.

#### **A. Building capacity in juvenile justice**

15. UNICRI continued its long-term involvement in supporting the Government of Mozambique in setting up an efficient juvenile justice system. It consolidated its programme aimed at strengthening juvenile justice in Mozambique, carried out in the period 2006-2009. The Institute completed the setting up of a database of information related to the juvenile justice system in Mozambique in line with the requirements of various governmental institutions — the Ministry of Justice, the Ministry of the Interior, the Ministry of Women and Social Affairs, the Attorney-General's Office and the Tribunal for Minors. The drafting of the regulations for the first observation centre and the first juvenile rehabilitation centre in Mozambique was completed in April 2012, with the participation of the Ministries of Justice, the Interior and Women and Social Affairs, the Attorney-General's Office and the Tribunal for Minors. Pilot vocational training courses for 82 juveniles at risk or in conflict with the law were also organized.

16. The Institute implemented a pilot project aimed at strengthening efforts to promote the rights of juveniles at risk or in conflict with the law and their integration into society. The information points set up as part of the UNICRI project in three different neighbourhoods of Maputo received a total of 793 minors at risk or in conflict with the law between February 2011 and September 2012. The programme ended in 2012, when the Government was expected to take it over.

#### **B. Countering gender-based violence and trafficking in human beings**

17. Countering gender-based violence and trafficking in human beings, especially of women and children for sexual exploitation, has been central to the work of UNICRI. During 2011 the Institute conducted a pilot survey on violence against women in six countries: Finland, Germany, Hungary, Italy, Poland and Spain. As a

follow-up to the pilot research project, UNICRI conducted a survey in 27 European Union member States and Croatia to collect reliable and comparable data on women's experience of violence. In July 2012 UNICRI completed the fieldwork, involving interviews with 42,000 women, and started data processing and analysis. The project, supported by the European Union Agency for Fundamental Rights and carried out by UNICRI in partnership with Ipsos MORI and the European Institute for Crime Prevention and Control, affiliated with the United Nations, is the first full-scale survey of women's experiences of violence in those countries.

### **C. Drugs, Alcohol and Women Network**

18. Gender differences in drug addiction and the need to support vulnerable women affected by drug and alcohol abuse represents challenges facing most societies. To respond to requests for support and guidance, UNICRI initiated the project entitled "Drugs, Alcohol and Women Network (DAWN)", through which a network of professionals has been established to actively promote intervention tailored for women to address the risks related to their alcohol and drug abuse. The project promotes the development of a gender-sensitive approach among social and health practitioners working in the prevention, treatment and recovery of substance abusers, in order to better meet the specific needs of women who are at risk or who are victims of substance abuse and its consequences.

19. In accordance with Commission on Narcotic Drugs resolution 55/5, entitled "Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies", UNICRI convened the Second Plenary Conference of DAWN in Rome in June 2012 to share with all partners in the Network the results of the first two years of work and to map the way forward. The support of the Department for Anti-Drug Policies of the Government of Italy has been crucial to the success and the continuation of this innovative project, which during the period 2013-2014 will develop a larger-scale programme for promoting gender equality and addressing gender-based vulnerability, with particular reference to substance abuse and related phenomena.

### **D. Protecting vulnerable populations: the case of albinism**

20. UNICRI is launching a research study to address the protection of human rights in cultural conflicts, in particular to prevent discrimination against and killing of persons with albinism. Together with the Zimbabwe Albino Association and Public Health Projects in Africa, a small project has been set up to address these problems through a community participatory approach. The pilot project could be replicated in other African countries.

### **E. "Invisible" flower sellers: migrant flower street vendors in Turin**

21. The research project concerning migrant flower sellers in Turin is being finalized. It will study the experiences of migrant street vendors involved in selling flowers on the streets of the city, paying particular attention to their vulnerability to

violence, possible exploitation and victimization. The study will also shed light on migration flows and contribute to broader research on self-employed migrants and their vulnerabilities in the context of the UNICRI programme on crime prevention and security in urban settings. The results of the study will be published and disseminated at the local, national and international levels.

## **F. A risk and response assessment of advances in biotechnology**

22. With the support of the European Commission and international experts in the fields of biology, nanotechnology and security, UNICRI completed a risk and response assessment of advances in biotechnology. The report of the study, entitled *Security Implications of Synthetic Biology and Nanobiotechnology: A Risk and Response Assessment of Advances in Biotechnology*, highlights a series of potential security risks arising from progress in those fields of technology and identifies areas that require additional attention in the future. To prepare the report, UNICRI used a scenario-based approach, developing potential scenarios and gauging their feasibility through discussions with international experts. The report also examines various policy options that might be considered in ongoing efforts to maximize the benefits of biotechnology for society while minimizing its potential to do harm. UNICRI is also involved in a project with other partners that aims to create a virtual research network in order to improve the quality and impact of plant and food biosecurity training and research. The Institute will study the implications of the impact of environmental, biological and social aspects of agro-terrorism and how those environmental, biological and social impacts can be represented through a risk assessment model.

## **IV. Promoting international criminal law and practice: the War Crimes Justice Project**

23. UNICRI has commenced various activities aimed at gathering and transferring knowledge acquired by international criminal tribunals to national judiciaries so as to facilitate the prosecution of war crimes, crimes against humanity and genocide. Facilitating such transfer of knowledge and expertise to national judiciaries and building national capacity is an important area of work for UNICRI. Together with the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 and the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe (OSCE), UNICRI has implemented a joint project entitled “War Crimes Justice Project”, which has successfully transferred knowledge on war crime cases from the International Tribunal for the Former Yugoslavia to the area of the former Yugoslavia. Within the framework of the project and in cooperation with the Association of Defence Counsel Practising before the International Tribunal for the Former Yugoslavia (ADC-ICTY), the Institute has prepared the *Manual on International Criminal Defence: ADC-ICTY Developed Practices*. A training and e-learning portal, prepared in partnership with national institutions, contains the texts of over 700 relevant legislative tools in the areas of war crime prosecutions,

international conventions and treaties, relevant national legislation and bilateral agreements on criminal matters.

24. In cooperation with project partners, UNICRI is in the process of creating a network of judicial training institutions in the area of the former Yugoslavia in order to develop a training curriculum and to organize training programmes for defence counsel using the *Manual on International Criminal Defence: ADC-ICTY Developed Practices* mentioned above. The e-portal is being used by national judicial training academies in the area of the former Yugoslavia to educate judges, prosecutors and students in the field of international criminal and humanitarian law.

25. UNICRI and the Special Tribunal for Lebanon are planning the preparation of a manual on the Special Tribunal developed practice, to be published as a joint UNICRI-Special Tribunal for Lebanon publication. The manual will focus on the development of fair trial practices for terrorism cases in domestic jurisdictions. Some of the topics it will examine will include investigation, protection of victims and witnesses, in absentia procedures, sentencing, reparations and enforcement of sentences.

## **V. Sharing best practices, building capacity to promote human rights and improving access to services**

26. Over the years, UNICRI has developed a number of initiatives to build capacity by enhancing expertise through the sharing of best practices among professionals and policymakers. The objective is to promote national self-reliance through the development of institutional capability and the creation and implementation of sound strategies and intervention programmes.

### **A. Capacity-building and dissemination of best practices and policies**

27. In Italy, UNICRI continued the implementation, in partnership with the authorities of the region of Calabria, of a regional plan for the prevention of substance abuse and the treatment and rehabilitation of substance abusers. The pilot project is facilitating the integration of national and international efforts to identify good practices and to adapt them to different national contexts. At the request of the regional authorities, UNICRI, in partnership with the United Nations Office on Drugs and Crime, the World Health Organization, the Council of Europe and the European Union, is organizing an international conference in October 2013 as a platform for dialogue and to share best practices and policies among drug abuse prevention, criminal justice and health practitioners. The conference will also address the challenges facing the countries of the Mediterranean regions and the Middle East.

### **B. Establishing a platform to provide access to evidence-based research**

28. Through its “Scientific community on addiction” project, UNICRI has established a platform to facilitate the identification and diffusion of best

international practices related to prevention of substance abuse and the treatment and rehabilitation of drug abusers, and has set up national training programmes for professionals in countries in the Mediterranean region. The project, which uses a dedicated online platform, offers access to the most recent evidence-based research disseminated through special periodicals and newsletters, and provides practitioners, policymakers and judiciary and law enforcement personnel with an updated tool to better understand recent drug-related trends and other issues.

### **C. Research and dissemination of best practices to promote healthy lifestyles and counter addiction**

29. UNICRI was selected as a participating partner in the Europe-wide project “Addiction and Lifestyles in Contemporary Europe: Reframing Addictions Project (ALICE RAP)”, which brings together participants from 43 research institutions in 25 European countries. The research project provides a framework for the analysis of the challenges that addiction poses to the cohesion, organization and functioning of contemporary European society. In the context of the project the Institute is studying the cost of addiction for criminal justice systems and alternatives to the incarceration of drug abusers. UNICRI has recently completed a number of interviews in five Italian prisons with inmates sentenced for drug-related crimes, including high-security prisoners. The interviews will be part of a research study that will also analyse interviews from Germany, Slovenia and the United Kingdom, with a view to better understanding and get a closer look at the functioning of the drug markets in Europe.

### **D. Protection of human rights in clinical drug trials**

30. At the request of different stakeholders, UNICRI has taken initiatives to protect and promote the human rights and to ensure the well-being of participants in clinical drug trials and research. Special attention has been given to legal and criminal justice aspects of drug trials, including fraud, respect for international ethical standards, control of the quality of drugs and the effectiveness of legislative frameworks. In collaboration with the Tanzanian National Institute for Medical Research, the Italian Medicines Agency (AIFA) and the Bambino Gesù Children’s Hospital in Rome, UNICRI organized a pilot regional Training Course on Good Clinical Practice: Towards the Establishment of an African-European Network, held in Mwanza, United Republic of Tanzania, from 11 to 14 June 2012, to promote ethical principles and justice in the conduct of clinical trials in developing countries. The course laid the groundwork for the establishment of an African-European network of professionals trained in the international standards for clinical trials. The Institute has been commended for the organization and content of the course, attended by experts from Africa and other regions. UNICRI organized a second basic training course in Harare in October 2012 and an advanced training course is planned for 2013.

## **VI. Security governance and countering the appeal of terrorism**

31. As part of its security governance approach to countering both terrorism and emerging security threats, UNICRI has launched initiatives to directly involve security and law enforcement agencies, as well as a broad cross-section of civil society, local and regional governments, the private sector and other agencies working to advance economic development and human rights. During the period 2012-2013, the Institute continued to focus on specialized niches where it has established itself as a centre of expertise and a credible partner, for example in security at major events, public-private partnerships to protect vulnerable targets, the mitigation of risks related to chemical, biological, radiological and nuclear materials and countering the appeal of terrorism.

### **A. Enhancing security at major events**

32. In its resolution 2006/28, the Economic and Social Council invited UNICRI to continue and expand its work following the launch of the International Permanent Observatory on Security Measures during Major Events, including by providing technical assistance and advisory services on security during major events. The UNICRI programme on security at major events sets out to assist policymakers and practitioners in planning security during major events. Because of their scale and/or high visibility, major events — defined as any event requiring international cooperation with respect to security planning, such as large sporting events, including the Olympic Games, high-level summits and other mass events such as national and religious festivals — are vulnerable targets for unlawful activities, including terrorism, and can be exploited by organized criminal groups to further their illegal activities.

33. UNICRI has developed and implemented two regional initiatives in this area. In collaboration with the Organization of American States (OAS), the Institute set up the project entitled “Protecting major events to foster crime prevention strategies”, which is being implemented from 2011 to 2014. The initiative, which involves most of the OAS member States, provides training and advisory services to security planners in preparation for major events to be hosted in the Americas. A second regional initiative, entitled “Enhancing European coordination of national research programmes in the area of security at major events: The House”, is being implemented from 2012 to 2014. It involves 24 European Union member States, with responsibility for coordination and implementation entrusted to UNICRI, drawing on its achievements over seven years of activity and previous UNICRI projects.

34. UNICRI assists Member States, within the framework of those regional initiatives, in organizing major events. These have included Bulgaria for the FIFA World Cup qualification matches; Costa Rica for the Central American Games; Cyprus and Ireland for the European Union Presidency; Finland for the European Athletics Championships; Mexico for the Pan-American Games and the Group of Twenty Summit in 2012; Poland for the UEFA; and Trinidad and Tobago for the carnival. Based on the success of the regional approach, UNICRI is establishing partnerships with other regional organizations to design similar initiatives, including Africa, the Asia-Pacific region and the Middle East. UNICRI intends, for example,

to establish a regional platform and mechanism for sport security and safety for the Middle East and North Africa region. It is enhancing its advisory and training capacity to be able to better support Governments, at their request, to deliver services in the organization of major events. The Institute is currently working with the Government of Brazil to develop specific project proposals to enhance its capacity to ensure security for the upcoming FIFA World Cup and the Olympic Games.

## **B. Countering the appeal of terrorism**

35. As part of the Counter-Terrorism Implementation Task Force of the United Nations, UNICRI is mandated to support Member States in preventing and countering the appeal of terrorism and recruitment by strengthening national capacity. Building on the initial work undertaken by the Task Force's Working Group on Addressing Radicalization and Extremism that Lead to Terrorism, UNICRI seeks to facilitate the exchange of information and experience among Governments on their respective projects and programmes aimed at countering the appeal of terrorism and violent extremism.

36. UNICRI organized an international consultation in Lucca, Italy, in May 2011, on the upstream and downstream disengagement, rehabilitation and reintegration of terrorists and violent extremists. This was followed by an international meeting co-organized with the International Centre for Counter-Terrorism in The Hague in December 2011. The two meetings started a dialogue and exchange of experience between Governments that had implemented rehabilitation programmes or were in the process of doing so and practitioners, sharing their experiences and insights regarding the development and implementation of such programmes. Following the two consultations, a manual on good practices and guidelines for de-radicalization and rehabilitation of terrorists in prison settings was prepared by the Global Counterterrorism Forum (GCTF) at its meeting in Rome and subsequently adopted by the GCTF Ministerial Meeting in Istanbul, Turkey, on 6 June 2012. The document, the Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders (the "Rome principles"), serves as a key tool for shaping the capacity-building assistance UNICRI is providing to Member States upon request. To enhance awareness of the good practices and guidelines contained in the Rome principles, UNICRI, in partnership with the International Centre for Counter-Terrorism in The Hague, organized a workshop in Abu Dhabi on violent extremists in prisons: counter-terrorism challenges and opportunities prior to the Third Ministerial Meeting of GCTF, held on 13 December 2012 also in Abu Dhabi.

## **C. Seminar on Dialogue, Understanding and Countering the Appeal of Terrorism, held in New York on 27 June 2012**

37. The President of the General Assembly, UNICRI and the Counter-Terrorism Implementation Task Force jointly organized the seminar on Dialogue, Understanding and Countering the Appeal of Terrorism, held in New York on 27 June 2012. The Secretary-General opened the seminar and delivered a keynote statement, and statements were also made by high-level officials from

several countries (e.g. the Minister of Foreign Affairs of Canada) and international organizations (e.g. the European Union). The seminar used the opportunity to gain high-level political attention and support for the complex areas of dialogue, understanding and countering the appeal of terrorism, showcasing some of the existing good practices that are being developed and applied in various regional and national programmes to counter the appeal of terrorism.

38. Another initiative, entitled “Disengagement and rehabilitation of violent extremists and terrorists”, begun in 2012, will support Member States in their efforts to develop effective rehabilitation and disengagement programmes for violent extremists, in particular rehabilitation of terrorists in prison settings, as reflected in the Rome principles (see para. 36 above). UNICRI is in a position to assist Governments to initiate new or strengthen existing rehabilitation programmes and to contribute to prison reform efforts aimed at reducing the spread of radicalization and enhancing rehabilitation of terrorists in prison settings. Informal requests have been received from several countries, especially in Africa, where UNICRI is working in partnership with the African Centre for Studies and Research on Terrorism of the African Union. Consultations with countries of the Sahel region will be held in Algiers in February 2013.

#### **D. Leading public-private initiatives**

39. Since 2007, UNICRI has been engaged in activities on public-private security policies in the framework of the Counter-Terrorism Implementation Task Force’s Working Group on Strengthening the Protection of Vulnerable Targets. The work of UNICRI in that field is based on the United Nations Global Counter-Terrorism Strategy, which explicitly recognizes the importance of public-private partnerships in counter-terrorism activities.

40. The UNICRI programme on public-private security policies aims to enhance the protection of vulnerable targets worldwide, through the establishment of public-private security initiatives and the identification, development and testing of innovative security cooperation models. The objective is to assist Member States and private sector stakeholders designing public-private partnership projects to become self-sustainable in their efforts, as well as to mobilize the private sector to invest in measures to prevent terrorist attacks and cooperate with public authorities.

#### **E. International Seminar on Tourism Security: A Road Map for Cooperation, held in Lisbon on 20 June 2012**

41. As part of the UNICRI programme on public-private partnerships in addressing security policies, the Institute, in cooperation with the Higher Institute of Police Sciences and Internal Security (ISCPSI) of Portugal, OSCE and the World Tourism Organization, organized a seminar in Lisbon on 20 June 2012 on tourism security from a multisectoral partnership perspective. The Seminar appeared on a road map for partnership between the key stakeholders and participants included high-level representatives from national and local institutions, international experts on terrorism and the protection of vulnerable targets and public-private sector

representatives, in particular from public security offices responsible for the protection of vulnerable targets.

#### **F. Mitigating the risks posed by trafficking in and criminal use of chemical, biological, radiological and nuclear materials**

42. Trafficking in and the criminal use of chemical, biological, radiological and nuclear materials constitute a critical threat to peace, security and the health of citizens, as reflected in a number of instruments and resolutions, such as Security Council resolution 1540 (2004). Starting in 2004, UNICRI developed an international programme to combat trafficking in and criminal use of chemical, biological, radiological and nuclear materials, in cooperation with the Office for Disarmament Affairs of the Secretariat and its Implementation Support Unit for the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction, the International Atomic Energy Agency (IAEA), the Organization for the Prohibition of Chemical Weapons (OPCW), the Security Council Committee established pursuant to resolution 1540 (2004), the International Criminal Police Organization (INTERPOL), the European Police Office and the World Customs Organization. The main objective of the programme was to assist Member States in promoting a comprehensive approach to the problem, establishing clear channels of communication, improving information-sharing and transferring international best practices.

43. UNICRI is currently working with the European Commission and the European External Action Service to implement the chemical, biological, radiological and nuclear centres of excellence initiative launched in 2010. The initiative currently covers eight subregions, including the African Atlantic façade; Central Asia; the Middle East; countries in the Gulf area; North Africa; South-East Asia; South-Eastern Europe, the Caucasus, the Republic of Moldova and Ukraine; and East and Central Africa. Secretariats for the centres of excellence have been established by UNICRI in each subregion to assist partner countries in the assessment of national needs, to facilitate the implementation of projects and to provide technical support to national chemical, biological, radiological and nuclear teams, in particular in the development or enhancement of related national action plans and the development of integrated policy in this area.

#### **G. Conference on Chemical, Biological, Radiological and Nuclear Risk Mitigation, held in New York on 22 June 2012**

44. On 22 June 2012, UNICRI, in partnership with the European Union, organized a Conference on Chemical, Biological, Radiological and Nuclear Risk Mitigation in New York. The initiative is being implemented jointly by the European Commission's Joint Research Centre and UNICRI and is under the aegis of the European Commission's Directorate General for Development and Cooperation — Europe Aid and the European External Action Service of the European Union. The objective of the conference was to brief Member States, international and regional organizations, as well as civil society organizations of the achievements and the current developments of the centres of excellence initiative and to facilitate

exchange of information between different stakeholders. This was the central theme of the Conference, which brought together more than 60 countries and major stakeholders, such as IAEA and OPCW, to share their experience on issues related to chemical, biological, radiological and nuclear materials.

45. Another key outcome of the initiative has been the establishment of an international support network of highly qualified experts to be made available, on request, to provide technical support in addressing needs at the national and regional levels. Cooperation between national authorities and at the regional level will increase the level of knowledge, facilitate the transfer of best practices, avoid duplication of efforts and contribute to the implementation of sound national policy on chemical, biological, radiological and nuclear materials. To increase awareness about the risks posed by chemical, biological, radiological and nuclear materials, as well as to suggest steps to reduce such risks, UNICRI has prepared an e-learning interface.

46. UNICRI has also developed a comprehensive chemical, biological, radiological and nuclear needs assessment toolkit, which has been distributed to partner countries. As a result of a preliminary needs assessment, the European Commission has approved 19 thematic areas for funding for implementation, including the provision of training and equipment, knowledge development, special and technical support and awareness-raising. This is being implemented through a grant scheme managed by the Institute.

## **VII. Training and advanced education: building capacity in crime prevention and criminal justice**

47. UNICRI conducts action-oriented research and training related to the United Nations crime prevention and criminal justice programme and carries out training activities at the request of interested countries. In pursuing those objectives and to promote national self-reliance and the development of institutional capacity, the Institute offers a series of postgraduate classes and short courses on topics that fall within its mandate.

48. In 2012 UNICRI offered its sixth annual Master of Law (LLM) programme in international crime and justice, organized jointly with the University of Turin and attended by 42 postgraduate students from 37 countries. In 2013 the seventh LLM programme will focus on international criminal law and transnational organized crime, and will be attended by 42 postgraduate students from 26 countries.

49. To build capacity and share expertise, at the request of Member States, UNICRI designs and implements a variety of specialized training courses for executives and judicial and other personnel aimed at building and reinforcing their capacities. An example of this is the specialized course on human rights and correctional systems for Brazilian judiciary personnel organized by UNICRI for the third time in 2012. Another example is the joint UNICRI-International Narcotics Control Board initiative to enhance the capacity of competent national drug control authorities, especially through training. The joint project will strengthen national authorities in the implementation of the international drug control conventions and their reporting obligations, including by enhancing their capacity to assess the availability of drugs under international control for pain management and treatment

for mental disorders. This joint initiative was launched in Rome in October 2012 at the high-level Conference on Prevention Strategy and Policymakers, attended by high-level representatives of the Government of Italy, the President of the International Narcotics Control Board, the Executive Director of UNODC and the Director of UNICRI.

50. The Institute is involved in a wide range of training and education activities in partnership with different countries, universities and training institutes worldwide with a view to enhancing legal awareness and promoting greater understanding of fundamental rights, crime prevention and criminal justice. In that regard, special focus will be placed on education and training in developing countries at the graduate, postgraduate and professional levels in order to strengthen legal capacity and the rule of law.

## **VIII. Looking to the future: new initiatives, partnerships and platforms for growth**

51. At its meeting held on 14 December 2011, the Board of Trustees of UNICRI welcomed the new partnerships being forged with agencies such as the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the World Bank, international organizations and civil society organizations, as well as the improved visibility of the Institute. The new partners are critical for the development and growth of the UNICRI programme.

### **A. Countering trafficking in precious metals and gemstones**

52. In cooperation with the Government of South Africa, UNICRI has designed a project to reinforce international efforts to counter trafficking in precious metals, in particular platinum, and to combat its potential use as a source of funding for organized crime and terrorism. In October 2012, at a joint meeting between the representatives of the Government of the Russian Federation, the Government of South Africa and UNICRI, it was decided that the South African authorities and UNICRI would establish a road map for the implementation of the project and the subsequent start of the assessment phase. A critical objective is to increase public awareness of the involvement of organized crime in the illicit exploitation of and trafficking in precious metals and to develop standards and indicators to assess and identify vulnerabilities and best practices. UNICRI has also been invited to work on a similar project related to coloured gemstones, in particular to establish a mechanism for their traceability and certification of origin, and to address the involvement of organized crime in the supply chain. In partnership with the private sector and Governments, UNICRI will be undertaking an assessment study of the gemstone industry, examining the role of organized crime in the supply chain and the feasibility of establishing a certification mechanism.

### **B. Addressing security and crime prevention in urban settings**

53. UNICRI, in partnership with UN-Habitat, the municipality of Turin and private foundations, is organizing an international forum of mayors in April 2013 to

address the issue of urban security, crime prevention and criminal justice in urban environments. Once approved, the plan of action prepared by UNICRI and UN-Habitat will establish new areas of work for the Institute in support of the efforts of municipalities to tackle security and crime prevention, in partnership with private foundations and other private sector entities. The forum will contribute to the preparation of guidelines and programmes to support municipalities in promoting security, crime prevention and criminal justice in urban environments.

### **C. A new priority: countering environmental crime**

54. UNICRI, in partnership with UNEP and the Ministry of the Environment and the Ministry of Justice of Italy, organized a conference on environmental crime in Rome on 29 and 30 October 2012. The event provided UNICRI with an opportunity to play a leadership role, in concert with some major institutions, academics, civil society organizations and other stakeholders, in considering the issue of environmental crime. This initiative enhanced the ongoing work of UNICRI on environmental crime, in particular as regards the involvement of organized crime in the disposal of toxic waste and the mapping of organized crime. In preparation for the conference, the Institute carried out in-depth data collection and analysis of cases of trafficking in and dumping of toxic and e-waste, which were then consolidated into a report that included a set of recommendations to be considered by participants. The conference served as a platform for the consideration of the outcome of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, with the participation of the Department of Economic and Social Affairs of the Secretariat. As recommended by the conference, UNICRI is initiating an in-depth study of the international legal instruments related to environmental crime in order to recommend changes, as may be necessary, to ensure their effectiveness in dealing with environmental crime. Another research initiative seeks to examine the links between transnational environmental crime and corruption. In 2013, UNICRI, INTERPOL and five European partners began implementation of a project entitled “Countering illegal waste electrical and electronic equipment”, funded by the European Union and focusing on identifying measures to counter the illegal export of metal-bearing waste.

### **D. Piracy programme in partnership with the International Maritime Organization**

55. In partnership with the International Maritime Organization (IMO), UNICRI has established a database on court decisions related to piracy off the coast of Somalia. The IMO secretariat invited Governments to submit related information either directly to UNICRI or through IMO. Member States of IMO have also indicated that its database should include not only judgements regarding piracy off the coast of Somalia, but also those related to piracy attacks in other areas. Similarly, the database should include not only piracy judgements, but should be expanded to include judgements on other piracy-related crimes and information on post-trial transfers. UNICRI has shared its preliminary study and assessment of various aspects of piracy, drawn from court cases, with the Department of Political

Affairs and the Division for Ocean Affairs and the Law of the Sea of the Office of Legal Affairs of the Secretariat and IMO.

56. UNICRI has also received financial support for a project related to the use of private security contractors on board commercial vessels, with a view to preparing a set of guidelines and agreed standards. The practice of using private security contractors on board commercial vessels is increasingly becoming the preferred option for private companies to protect their vessels, cargo and crew from attacks by pirates. The project will also propose a code of conduct for private contractors. Representatives of IMO, the International Labour Organization, UNODC, the Division for Ocean Affairs and the Law of the Sea of the Office of Legal Affairs, private sector companies and interested Governments will take part in the related working group.

#### **E. Thematic programme on law enforcement and public health**

57. Under a law enforcement and public health initiative UNICRI is investigating ways for police and the criminal justice system in general to work better together with health authorities and programmes in order to provide effective approaches to the problems of drug use and dependence. The perspectives of the criminal justice system and health authorities are often in conflict, as demonstrated by the difficulties in garnering police support for HIV prevention strategies in many parts of the world. The UNICRI project will contribute to formulating a collaborative approach between health authorities and criminal justice systems in addressing problems such as illicit drug use and will attempt to reconcile the currently conflicting perspectives. The initiative was endorsed by the Conference on Prevention Strategy and Policymakers, held in Rome in October 2012 and attended by representatives of UNODC, the International Narcotics Control Board and international and civil society organizations.

### **IX. Working towards a strategic approach for the programme and management of the Institute**

#### **A. Working towards a strategic approach for the programme of the Institute**

58. UNICRI is moving towards a strategic approach, where the planning, programming, budgeting and evaluation cycles will form an integral part of the policymaking and management process of the organization. In that regard, and in line with General Assembly resolution 58/269, entitled "Strengthening of the United Nations: an agenda for further change" and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, UNICRI is making special efforts to develop a strategic framework that reflects its programmatic and organizational structure. The framework will constitute the baseline for the formulation of result-based budgeting for the next biennium and a strategic approach to project planning, implementation, monitoring and evaluation.

The strategic framework will be based on two pillars: capacity development and result-based programming:

(a) *Capacity development*. Technical assistance was the most common approach to development cooperation in past decades. However, external support is no longer seen as the sole vehicle by which to develop capacity. Instead, capacity development is seen as a long-term effort that needs to be embedded in broader, endogenous change processes that are owned by those involved and are context-specific. The strategic framework of the activities of UNICRI, as part of the United Nations system and in line with the United Nations Development Group's approach to capacity development, will build upon the following key steps:

- (i) Engagement of stakeholders;
- (ii) Assessment of capacity assets and needs;
- (iii) Formulation of strategic responses;
- (iv) Implementation and result-based monitoring;
- (v) Evaluation;

(b) *Result-based programming*. Concern has been growing as to how to measure the effectiveness of United Nations activities. This has led to an increasing focus on what the programmes achieve rather than on what they do, on holding organizations accountable for their accomplishments and on subjecting programmes to review on the basis of the changes they are expected to bring about rather than the products they deliver.

59. A set of fundamental premises will underline the Institute's strategic framework:

(a) Programmes are initiated in response to a need; they pursue specific results; and they make the best possible use of the organization's potential;

(b) Every programme has beneficiaries — target groups or target institutions — that have an explicit need or seek a solution to a specific problem;

(c) Communication and agreement with target beneficiaries are needed at every stage of programme planning to ensure that adequate needs assessment is conducted and, in return, beneficiaries provide feedback to the organization on their needs and expectations;

(d) Such a participatory approach will usually demand a significant investment of time and resources in the planning of programmes and projects. This can yield substantial and sustainable benefits both during execution and in the longer term.

60. The strategic framework will improve the clarity and consistency of programme and project designs. It will also facilitate a common understanding and better communication between the Board of Trustees, donors, programme managers and staff in terms of desired outcomes and expected results. It will represent a means of improving effectiveness and accountability by involving all key parties in defining realistic expected results.

## B. Management of the Institute

61. The Board of Trustees of UNICRI approved a balanced budget for 2013 without drawing on the reserves, based on the high project support costs expected to be earned in 2013, strategic adjustments and diligent monitoring of operational costs. Based on the 2012 project expenditures and 2013 budget estimates, the UNICRI budget for the biennium 2012-2013 amounts to some \$45 million, compared with \$16.5 million for the biennium 2010-2011. The programme of work was implemented by 31 approved posts funded from general-purpose and special-purpose funds, junior and senior fellows, as well as individual contractors and consultants hired to perform specific tasks related to the implementation of programme activities, in full compliance with the United Nations rules and regulations.

62. The Board welcomed the proposed budget for 2013 presented in the result-based budget format. The Board requested that a result-based biennium budget be prepared for the full biennium 2014-2015 taking into consideration projected income flow, so as to clearly indicate the core requirements funded by general-purpose funds, consisting of contributions and project support costs. Similarly, cost-recovery measures taken should be clearly indicated in future submissions.

63. The Board commended UNICRI for its programme delivery, which increased from \$16.5 million in the biennium 2010-2011 to \$25.5 million in 2012 and a projected \$45 million for the biennium 2012-2013. The programme portfolio and funding increased from \$14.2 million in April 2011 to \$59.8 million in December 2012 as a result of enhanced donor confidence and new partnerships.

64. During 2012 UNICRI faced a very vulnerable situation following the decrease in voluntary contributions to the general-purpose fund — from \$961,502 in 2011 to \$421,461 in 2012 — announced after the approval of the 2012 budget by the Board of Trustees in December 2011. While the Institute is a United Nations entity and forms part of the United Nations system, it does not receive any funding from the regular budget of the United Nations. During 2012 UNICRI was dependent exclusively on the programme support cost funds it earned following programme delivery. Achieving a high rate of implementation and efficient management, in particular a very lean management structure, is thus of critical importance. Failure by the Institute to achieve a very high delivery rate would seriously undermine its income base.

65. One of the objectives of UNICRI is to increase voluntary contributions from Governments, as foreseen in its statute. A critical challenge for the Institute is to ensure an increased sense of ownership by Member States so that they see themselves as the shareholders of the Institute. This is crucial to establishing a predictable funding base for UNICRI. The expanded programme portfolio will serve to gain greater awareness of the work of UNICRI and to strengthen partnerships with Governments. UNICRI has also been consulting the donor community and a donor conference is planned for the second quarter of 2013.