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Policy directives for the crime programme of the United Nations Office on Drugs and Crime and the role of the Commission on Crime Prevention and Criminal Justice as its governing body, including administrative, strategic management and budgetary questions**Report of the Board of Trustees of the United Nations
Interregional Crime and Justice Research Institute****Note by the Secretary-General**

The report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute on its sixteenth session, held in Turin, Italy, on 4 and 5 October 2007 is hereby submitted to the Commission on Crime Prevention and Criminal Justice in accordance with the statute of the Institute, annexed to Economic and Social Council resolution 1989/56 of 24 May 1989. According to article IV, paragraph 3 (e), of the statute, the Board of Trustees of the Institute shall report periodically to the Council through the Committee on Crime Prevention and Control (subsequently superseded by the Commission on Crime Prevention and Criminal Justice pursuant to General Assembly resolution 46/152 of 18 December 1991).

* E/CN.15/2008/1.



Report of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute on its sixteenth session

(Turin, Italy, 4-5 October 2007)

I. Introduction

1. In accordance with article IV of the statute of United Nations Interregional Crime and Justice Research Institute (UNICRI), adopted by the Economic and Social Council by its resolution 1989/56 of 24 May 1989, the Board of Trustees met in Turin, Italy, on 4 and 5 October 2007, for its sixteenth session. In compliance with article IV, paragraph 3 (e), of the statute, the Board hereby submits its report to the Council through the Commission on Crime Prevention and Criminal Justice.

II. Consideration of the work programme and related budget proposals for 2008-2009 and review and evaluation of the activities of the Institute in 2006-2007

2. Bearing in mind the governing and financial functions entrusted to it by the Economic and Social Council in its resolution 1989/56 and having considered the report of the Director of the United Nations Interregional Crime and Justice Research Institute on the activities of the Institute for the period 2006-2007 and the proposed work programme and budget for 2008-2009, the Board favourably evaluated the completed and ongoing activities of the Institute for the period 2006-2007 and approved the work programme for 2008-2009 and related budget proposals.

3. The Board approved the organizational structure of the Institute proposed for the period 2008-2009 and reconfirmed two revised senior positions at the L-5 level (executive officer for the applied research programme and executive officer for resources and partnerships).

4. The Board welcomed the projections made based on expected commitments in addition to funds received, funds pledged and initial commitments.

5. The Board approved an appropriation up to the amount of 32,158,300 United States dollars for the budget for 2008-2009 funded under the United Nations Crime Prevention and Criminal Justice Fund, sub-account UNICRI, as follows:

	<i>United States dollars</i>
Analysis and operations	22 232 300
Management and administration	576 700
Staff costs	7 674 100
Programme support costs	1 675 200
Total appropriation	32 158 300

The Institute further paid the United Nations Office at Vienna programme support costs of \$202,500.

6. The Board stated that the implementation of the budget and additional programmes was subject to the availability of funding and that the members of the Board should be consulted in the event of any major changes being proposed to the work programme.

7. The Board authorized the Director of the Institute to redeploy resources, up to a maximum of 10 per cent, between appropriation lines in the budget. Other changes might be made subject to agreement by the Board. The Board recommended a number of administrative and managerial actions.

A. Activities of the United Nations Interregional Crime and Justice Research Institute in 2006-2007

8. There were several changes in the senior management of the Institute during the reporting period. The Deputy Director resigned in January 2006 and the Director resigned in September 2006. Two officers-in-charge were nominated between October 2006 and June 2007, the second of whom subsequently served as Deputy Director from July to September 2007. Sandro Calvani took office as Director on 1 July 2007. Upon taking up his duties, the new Director launched a programme of reform, a new strategy, activities and structure of the Institute.

9. The Institute is funded by voluntary contributions to the United Nations Fund for Crime Prevention and Criminal Justice, sub-account UNICRI.

10. In 2006-2007, the Institute maintained a Liaison Office in Rome, which is entrusted with the tasks of maintaining contacts with host country institutions and civil society organizations and complementing the public outreach work in Italy of the Regional United Nations Information Centre, on the basis of an agreement with the Department of Public Information in New York. For those tasks, the host country granted the Institute free premises and increased its general-purpose voluntary contribution. The Liaison Office promoted the work and goals of the United Nations, provided assistance during visits of the Secretary-General and other senior United Nations officials, and maintained its own website, in Italian. It also provided a reference library and undertook advocacy and public relations activities in cooperation with the headquarters of the Institute.

11. Owing to an overall increase in operations, the routine administrative activities of the Institute proportionally increased. Following an audit, it was recommended that a detailed analysis of the nature of the fund balance be provided. In response, the Institute completed, with the assistance of the Financial Resources Management Service of the United Nations Office on Drugs and Crime (UNODC), an in-depth review of the Institute's financial records, highlighting general-purpose funds versus special-purpose funds. The Institute was included in the United Nations Integrated Management Information System.

12. The library collection and the number of users of the library continued to increase. Online services and accessibility to electronic sources were improved. The online *World Criminological Directory* and the online *Bibliography on Trafficking in Human Beings* were updated. A new *Bibliography on Organized Crime and*

Corruption was compiled. The library holdings include more than 18,000 monographs, 1,100 journals and yearbooks; tens of thousands of documents of the United Nations and of regional and international organizations, national institutions and non-governmental organizations; videos; CD-ROMs; and literature on crime prevention and criminal justice issues. The information technology service has improved the infrastructure and contributed to the creation of new informational materials. The Institute organized several international public events and developed and disseminated informational materials on crime prevention and criminal justice. Assistance was provided to United Nations entities in the launching of new reports and the organization of public events.

13. The main substantive areas of action of the Institute correspond to priorities set by the Commission on Crime Prevention and Criminal Justice. The Institute is developing an applied research programme, which includes activities grouped into four main thematic units: justice reform; security governance/counter-terrorism; countering human trafficking and emerging crimes; and studies, training and courses.

14. The justice reform unit carried out projects pertaining to technical assistance in criminal justice reform, operational capacity-building, juvenile justice and the protection of children's rights, as well as projects for advanced training aimed at promoting fair criminal justice systems capable of effectively dealing with serious crimes. The activities were carried out through action-oriented research. The Institute assisted Angola and Mozambique in strengthening their juvenile justice systems by conducting training activities, supporting relevant institutions, providing legal assistance and conducting awareness campaigns. Training courses for justice personnel on techniques of judicial cooperation in fighting organized crime were organized in Albania. In Colombia, the Institute conducted training in judicial cooperation on victims and witness protection and in the fight against organized crime. Advanced training courses focusing on the prevention of corruption, with special attention paid to its links with trafficking in drugs and human beings, were organized for judges and public prosecutors in Bolivia, Colombia, Ecuador and Peru. The Institute and UNODC are jointly developing and maintaining a technical guide and a repository of best practices and lessons learned in building the institutional and operational capacities needed to implement the main provisions of the United Nations Convention against Corruption.¹

15. The security governance/counter-terrorism unit expanded the sectors related to security during major events and the prevention of illicit trafficking in chemical, biological, radiological and nuclear materials. The Institute is a member of the United Nations Counter-Terrorism Implementation Task Force and co-leader of the working groups on radicalization and extremism that lead to terrorism and on the protection of vulnerable targets from terrorist attacks, in particular in the area of private-public partnerships. The International Permanent Observatory on Security during Major Events of the Institute offered a range of services, including technical assistance and innovative tools, to planners preparing security for major events. In its resolution 2006/28, the Economic and Social Council encouraged Member States, in particular those planning major events in the coming years, to strengthen their cooperation, including in the framework of the International Permanent Observatory on Security Measures during Major Events. Technical assistance was delivered to

¹ General Assembly resolution 58/4, annex, of 31 October 2003.

countries, including China, Germany, Japan, the Russian Federation, Singapore and member States of the Caribbean Community. The Institute carried out the “Coordinating National Research Programmes on Security during Major Events in Europe” (EU-SEC) project, which aims to enhance the coordination of existing national research programmes and to set up a common long-term strategy for research in the field of security at major events within the European Union. With respect to strengthening international cooperation to prevent and combat illicit trafficking in and the criminal use of chemical, biological, radiological and nuclear materials, the Institute assisted States in meeting their obligations, as set out in subparagraphs 3 (c) and (d) of Security Council resolution 1540 (2004), in terms of the development of appropriate effective border controls and law enforcement efforts to detect and combat the illicit trafficking of such materials, and the establishment of effective national export controls and trans-shipment controls. The Institute also conducted research on the sharing of security information between European Union and non-European Union actors.

16. The countering human trafficking and emerging crimes unit designed and implemented projects on trafficking in human beings, with a special focus on trafficking for sexual exploitation, and developed new projects related to emerging crimes such as counterfeiting, environmental crime and cybercrime. The activities were carried out in Africa, South-East Asia, Central America, Eastern Europe and the Balkans. In particular, the Institute designed a follow-up proposal aimed at further reducing the exposure of Nigerian women and adolescents to traffickers, enhancing awareness and increasing anti-trafficking capacities. An action programme against trafficking in minors for sexual purposes was carried out in Costa Rica, Thailand and Ukraine. The activities included training courses, the production of training manuals, the compilation of databases, thematic websites, the dissemination of information, and prevention and awareness campaigns. The Institute also implemented projects entitled “Trafficking in human beings and peace-support operations: Pre-deployment/in-service training programme for international law-enforcement personnel” and “Countering organized crime and corruption by strengthening the rule of law in Serbia”. The Institute produced the first assessment on the counterfeiting of medicines and industrial products that pose a risk to public health and safety.

17. In the area of studies, research and training, a Master of Laws course in international criminal law and crime prevention ran from October 2006 to July 2007. The aim of the course was to provide participants with specific competencies in the field of international criminal law and an in-depth knowledge of the theoretical and practical international instruments for the prevention and punishment of transnational and international crimes, as well as acts of terrorism. Several research projects were also carried out, such as the programme on international criminal law, aimed at improving the capability of national authorities to investigate, prosecute and try crimes under international law. Research on money-laundering and predicate crimes in Serbia was conducted in cooperation with the Organization for Security and Cooperation in Europe, with the aim of providing appropriate and updated information for proposed technical assistance measures against the phenomenon of money-laundering and its predicate crimes, especially corruption and other financial crimes. The Institute also implemented a project entitled “The drug abuse comprehensive project” to manage a clearing house on illicit drug abuse and related social phenomena.

18. The Institute receives funds from the Department of Economic and Social Affairs of the Secretariat to cover the travel costs of associate experts. In 2007, two associate experts worked at the Institute. The Institute also offers internships on an ad hoc basis, with the objective of providing comprehensive training.

B. Work programme for 2008-2009 of the United Nations Interregional Crime and Justice Research Institute

19. The strategy of the Director for the biennium 2008-2009 is based on the report of the High-level Panel on United Nations System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment, entitled "Delivering as one" (A/61/583). The strategy puts people at the centre of the Institute's work and aims to develop effective best practices to fight transnational organized crime. The Institute will focus on applied research activities to enhance citizen security and to reform systems of justice. The Institute will contribute to creating a sense of urgency in response to organized crime by promoting improved communication to the public and the international community of the social and economic risks caused by transnational organized crime. The Institute will facilitate partnerships to share good practices and enhance knowledge of common trends and the *modi operandi* of emerging crimes. The Institute will continue to implement its successful technical cooperation activities in the framework of its applied research programme. It will also facilitate the required applied research to expedite the implementation of the United Nations conventions relating to transnational organized crime, corruption and terrorism. The strategy of the Director is based on a structured programme of work, transparent goals and measurable outputs. It is strongly oriented towards collaboration with other United Nations bodies and international organizations, enhanced exchange with experts and senior officials in the United Nations Secretariat and among State authorities and representatives of civil society. The Institute will act to increase the proximity and trust between sectors with different needs and experts and thereby maximize the effectiveness of international response.

20. At the request of the Board of Trustees, the work programme and proposed budget of the Institute for 2008-2009 has been reformatted and presented in line with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) and the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7). The budget for the biennium 2008-2009 separates general-purpose resources, special-purpose contributions and programme support resources (see table). To ensure proper application of administrative instruction ST/AI/286 on the utilization of programme support cost revenue, the Institute and the United Nations Office at Vienna are in the process of opening a distinct account to record programme support costs received and paid to implementing partners. As of the biennium 2008-2009, the Institute will record and report programme support cost income earned from special-purpose contributions as a separate category of funds. This measure marks progress towards achieving transparency and accountability.

Summary of projected resources for the biennium 2008-2009 and projected increases in staff posts

Category	Resources			
	(Thousands of United States dollars)		Number of posts	
	2006-2007	2008-2009	2006-2007	2008-2009
A. General-purpose funds				
Post	3 597.3	4 179.8	16	18
Non-post	1 587.5	2 251.9	-	-
Subtotal A	5 184.8	6 431.7	16	18
B. Special-purpose funds				
Post	-	3 494.3	3	14.9
Non-post	4 785.6	20 023.9	-	-
Subtotal B	4 785.6	23 518.2	3	14.9
C. Programme support cost funds				
Post	-	-	-	-
Non-post	-	2 410.9	-	-
Subtotal C	-	2 410.9	-	-
Grand total (A+B+C)	9 970.4	32 360.8	19	32.9

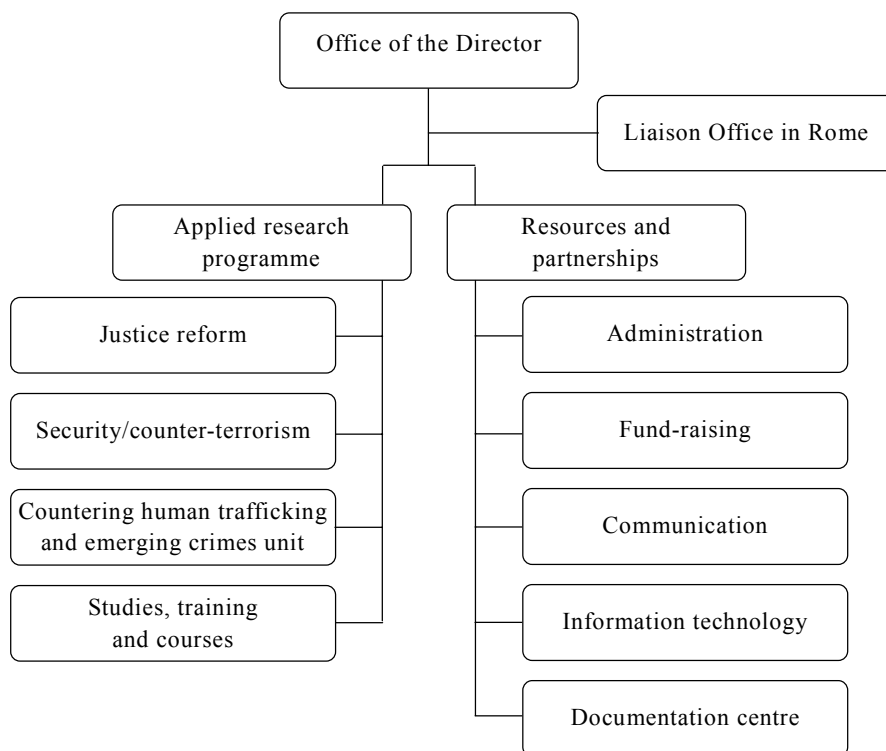
21. For the biennium 2008-2009, general-purpose expenditure is projected to increase by 1.3 million dollars (24 per cent), and special-purpose and programme support cost expenditure combined is projected to increase by 21.1 million dollars (491 per cent). The projected increase under general-purpose funds reflects the highest anticipated level of expenditure and can be accommodated due to the high level of available balance. The projected increase under special-purpose funds reflects the highest anticipated level of expenditure for the biennium 2008-2009, in the case of all anticipated projects materializing.

22. A new organizational structure has been proposed, incorporating evolving topics and strategic priorities and taking into account the need for a restructured and appropriate staff deployment. The major changes include the reclassification of the post of Deputy Director from the L-6 level to the L-5 level and the reclassification of one L-4 project manager post to the L-5 level in order to have two new posts at the L-5 level heading the Institute's two branches, the applied research programme, and resources and partnerships.

C. Organizational structure, 2008-2009

23. The resources and partnerships programme will incorporate administrative and support services such as information technology, administration, finance/human resources and the documentation centre. In addition, the programme will include a fund-raising section as well as a communication section, which will be strengthened (see figure). The resources and partnerships programme will be headed by an L-5 officer, who will supervise the support services, contribute to fund-raising and supervise the fund-raising officer to be recruited at L-3 level.

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24. The main thrust of the administration in the coming biennium will be geared towards full compliance with United Nations administrative procedures and improving efficiency, as well as active management of administrative and financial records in the Integrated Management Information System.

25. Regular annual meetings of the Board are expected to take place in 2008 and 2009. The mandates of Pedro David and Takayuki Shiibashi are due to expire in November 2008. The Institute intends to submit a request to the Commission on Crime Prevention and Criminal Justice in early 2008, for endorsement by the Economic and Social Council, for extensions of the tenure of the two above-mentioned Board members (subject to their willingness to continue serving on the Board) or, alternatively, provide the names of suggested candidates for nomination by the Secretary-General.

26. The Liaison Office in Rome will continue to maintain contacts with host country institutions, promote the work and goals of the United Nations, undertake advocacy and public relations activities, provide assistance during the visits of senior United Nations officials and maintain its website and reference library.

27. The documentation centre will continue to expand on its traditional functions and to improve the availability and accessibility of the collection and of information resources to a wider audience. The Centre will enhance partnerships with national and international organizations and develop new initiatives.

28. During the biennium 2008-2009, communication and advocacy will be strengthened with the aim of giving the Institute more credibility and visibility among the public at large and the donor community and promoting awareness of the issues that the Institute undertakes to address. The communication strategy of the Institute will be based on the creation of an Institute “brand” in terms of image and substance. Awareness campaigns and events will be conducted, new services will be provided and information tools will be developed for the website. New informational material will be created in synergy with the Liaison Office in Rome, the information technology department and the documentation centre.

29. The fund-raising strategy will emphasize that the Institute is selective in its activities and services in order to avoid duplication and overlap with other international bodies and especially in order to stress its identity and substantive work in areas in which it excels. The Institute operates in selected niches in which its competence is outstanding. To support the Institute’s widening sphere of partnerships, the possibility of creating additional liaison offices in Brussels and New York will be considered. The recruitment of a fund-raising officer is planned.

30. The criminal justice reform unit will continue to implement the project for strengthening child and youth rights in Angola and the programme aimed at strengthening juvenile justice in Mozambique. A new project to assist Ethiopia in the administration of justice will be implemented with the aim of contributing to the institution-building process by enhancing the standards of criminal justice personnel. A number of new project proposals have also been developed in the field of the fight against organized crime, corruption and other relevant serious crimes, in the juvenile justice field, in relation to gender issues and for the prevention of juvenile delinquency within migrant communities and the promotion of integration.

31. The number of countries and international organizations that are cooperating with the Institute in the field of security governance/counter-terrorism is constantly growing. The following activities are planned for the biennium 2008-2009: the International Permanent Observatory on Security during Major Events; a knowledge-management system on the illicit trafficking of chemical, biological, radiological and nuclear materials in South-Eastern Europe; Coordinating National Research Programmes on Security during Major Events in Europe (EU-SEC); Coordinating National Research Programmes and Policies on Security during Major Events in Europe II (EU-SEC II); reducing radicalization leading to terrorism; public and private partnership for the protection of vulnerable targets; a study on European expertise and capabilities for the protection of major events from terrorist attacks; the “Janus” project, which aims to develop and deploy a European Union integrated border management system; public and private partnership on security measures; and a programme of excellence entitled “Challenges and change”.

32. The countering human trafficking and emerging crimes unit plans to develop several projects that will result in action-oriented research on successful intervention modalities in specified areas of concern: prevention of trafficking in women and adolescents from Nigeria to Italy; a programme against trafficking in minors in Central America; institutional capacity-building against trafficking in minors in Latin America; in the context of trafficking in human beings and peace-support operations, development of a training manual for international law enforcement personnel; a programme on illegal trade in cultural property and stolen works of art; the establishment of a South-Eastern Europe permanent observatory on

human trafficking and illegal migration; countering organized crime and corruption by strengthening the rule of law in the former Yugoslavia; in the context of environmental crime and criminal organizations, a project on a new perspective in the fight against organized crime; strengthening the exchange and dissemination of experiences and best practices in the fight against organized crime involved in counterfeiting and piracy in Europe; a hackers' profiling project; a project on supervisory control and data acquisition security; and training on computer forensics and investigative techniques for the law enforcement agencies of developing countries.

33. The studies, courses and training unit will strengthen and enhance Institute activities in the fields of postgraduate training and applied research. In particular, the unit plans to design and implement Masters' programmes, as well as applied research activities in the fields of international criminal law, drug abuse prevention and ethics in clinical trials. Along with new research proposals, research projects from the previous biennium will be continued: the drug abuse comprehensive project and the programme on international criminal law. A new research project on ethics in clinical trials will be developed.

34. In terms of training, one associate expert, funded by the Government of Italy, will join the Institute in 2008. The Institute will increase the number of countries funding its junior professional officers and will continue to accept interns from all over the world.