UNODC
United Nations Office on Drugs and Crime

Promoting the Rule of Law and Human Security in Eastern Africa

Regional Programme 2009-12

FINAL DRAFT

Table of Contents

Executive Summary 3

I. Strategic Approach 4

II. Regional Overview 9

III. Structure of the Regional Programme 10

Sub-Programme I: Countering illicit trafficking, organized crime and terrorism 11

Sub-Programme II: Fighting Corruption and Promoting justice and integrity 15

Sub-Programme III: Improving health and human development 20

IV. Programme Management, Oversight, Reporting and Evaluation 24

V. Indicative Budget 28

VI. Results Matrices 29

Sub-Programme I: Countering Illicit Trafficking, Organised Crime and Terrorism 28

Sub-Programme II: Fighting Corruption and Promoting Justice and Integrity 40

Sub-Programme III: Improving Health and Human Development 49

Executive Summary

The Regional Programme for Eastern Africa for the period 2009-12 covers thirteen countries: Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Tanzania and Uganda.

The purpose of the Programme is to support the efforts of the Member States in the Eastern Africa region to respond to evolving security threats and to promote the rule of law and human security.

The Regional Programme articulates a holistic, integrated and nationally owned approach to key security and justice challenges. It sets out three priority sub-programmes for interventions, as identified by a regional expert group meeting held in Nairobi on 2-4 February 2009, with expert delegates from all thirteen countries in the region, as well as representatives from international organizations, UN agencies and funding partners. Experts on illicit trafficking and organized crime, criminal justice and health and human development were also present. The following sub-programmes were identified as strategic priorities in the region:

1. Countering illicit trafficking, organised crime and terrorism.

1.1. Strategic Information and Analysis
1.2. Legislative and Policy Advice
1.3. Capacity Building of National Institutions
1.4. Cross-border and Regional Cooperation Mechanisms

Activities included under this sub-programme will include support to the ratification and implementation of the United Nations Convention against Transnational Organized Crime and its Protocols (i.e. Trafficking in Persons, Especially Women and Children; Smuggling of Migrants; and the Illicit Manufacturing of and Trafficking in Firearms), the prevention of money laundering, development of border control systems and container control for illicit goods, as well as capacity building for counter-terrorism.

2. Fighting corruption and promoting justice and integrity.

2.1. Strategic Information and Analysis
2.2. Legislative and Policy Advice
2.3. Strengthening Integrity and Capacity of the Criminal Justice System
2.4. Regional and International Cooperation
2.5. Awareness Raising

Activities included under this sub-programme are intended to improve the quality and integrity of the justice and legal systems, the ratification and implementation of UN Convention against Corruption, and to put in place both national and regional strategies against crime, corruption and violence against women and children.

3. Improving health and human development.

3.1. Strategic Information and Analysis
3.2. Drug abuse Prevention, Treatment and Rehabilitation
3.3. HIV and AIDS Prevention and Care

Activities in this sub-programme are targeted to prevent drug abuse and strengthen drug dependence treatment services, and to reduce instances of HIV/AIDS through drug use, trafficking and in prison settings through targeted prevention, treatment and care activities.

UNODC estimates that a total of **US$38 million will be needed over the four year period** to achieve the outcomes listed under the three sub programmes. This includes financial resource that UNODC is allocating from previously mobilised funds, and additional resources which would be required from funding partners.

I. Strategic Approach

PROGRAMME OBJECTIVE

The overall objective of the "Regional Programme: Promoting the Rule of Law and Human Security in Eastern Africa (2009-12)" is to **support the efforts of Member States in the region to respond to evolving human security threats and promote good governance, with a focus on achieving clear outcomes with a tangible impact.** The Regional Programme for Eastern Africa covers thirteen countries: Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Tanzania and Uganda.

The UNODC's Medium-Term Strategy, reflected in ECOSOC Resolution 2007/19, provides the result-based framework guiding the programmatic activities of the Office for the period 2008-11.

Beginning in 2008, UNODC launched a major exercise to streamline its strategic planning and implementation tools, moving away from a fragmented project-based approach to a truly integrated "programme approach". Two instruments have been developed to put into operation the strategy both by topic and geographically – these are the Thematic Programmes and Regional Programmes.

A core objective of this new approach, particularly in relation to field level programming, is to ensure full consultation with Member States and more effective engagement with the UN system.

IN 2009, both the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice expressed broad support for the Regional Programmes as reflected in ECOSOC *Resolution 2009/23 "Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime"* which "Welcomes the adoption by the United Nations Office on Drugs and Crime of a regional approach for programming based on consultation and partnership at the national and regional levels and focused on ensuring that the Office responds in a sustainable and coherent manner to the priorities of Member States".

UNODC is committed to elaborating the Regional Programme in line with the following principles:

- ***Aligned with Paris Declaration principles on aid effectiveness (2005)* and Accra Agenda for Action (2008)*:*** The Regional Programme is designed to promote partner countries' ownership, be aligned with national policies and priorities, be effectively coordinated with other multilateral development agencies, and support mutual accountability for results.

- ***Responsive to need:*** The Regional Programme is designed to focus on key priority areas addressing the main challenges of the concerned countries. They will be deeply embedded in both the strategic prioritisation and programme design process. Full consultation is built into every stage of the process, and the programme will be regularly reviewed and updated with concerned countries to ensure its ongoing relevance and alignment with national and regional priorities.

- ***Programmatic and results-focused:*** Regional Programme intends to achieve results over the long term as it is not driven by ad-hoc project initiatives. It is focused on achieving sustainable reforms in line with international and national commitments on rule of law and public health matters related to UNODC's mandate.

- ***Transnational and cross-border challenges:*** In addition to promoting capacity-building at the national level, UNODC will make full use of its comparative advantages to facilitate the establishment of legislative and policy norms, the promotion of coordinated cross-border responses, and the exchange of comparative data and information. This would ensure effective international

coordination and cooperation through a cross-border, sub-regional and integrated dimension in the fight against transnational crime.

- ***Based on partnerships:*** Programme activities will be based on partnership arrangements that clearly articulate mutual responsibilities and accountability for results.

UNODC organized a Regional Expert Meeting, hosted by the Kenyan Government, to discuss the draft Regional Programme "*Promoting the Rule of Law and Human Security in Eastern Africa (2009-2011)"***,** in Nairobi, on 2-4 February 2009. Participants included delegates from thirteen countries in the region, as well as representatives from international organizations, UN entities and funding partners. Experts on illicit trafficking and organized crime, criminal justice and health and human development contributed with their comments and suggestions to the elaboration of the draft regional Programme.

The outcome of these discussions is reflected in the current document which UNODC is submitting to a High-Level Ministerial Meeting for Member States of the region to be held in 23-24 November 2009, in Nairobi, thus ensuring the required political support from all countries of the region.

UNODC COMPARATIVE ADVANTAGES

Since 1997, the United Nations Office on Drugs and Crime (UNODC) has been the centre of the United Nations' fight against "uncivil society"— drugs, organized crime, corruption, terrorism and human trafficking. Its work is grounded in the three international drug conventions, the UN Convention against Corruption, the UN Convention against Transnational Organized Crime, the universal instruments against terrorism, and the UN Standards and Norms in Crime Prevention and Criminal Justice.

UNODC comparative advantages lies in promoting strategic regional initiatives, facilitating cross border cooperation and dialogue, access to information about regional/global issues and trends, access to high-level technical expertise in the areas of anti-corruption, crime prevention, criminal justice reform, law enforcement, drug demand reduction, HIV, etc. and in advocating for and supporting the implementation of the various UN conventions, standards and norms.

In order to effectively support the regional programme, UNODC is planning to scale up its presence in the region, through its Regional Office based in Kenya. In 2007-9, UNODC delivered $5 million worth of technical assistance to countries in the Eastern Africa region, distributed among four main components: i) HIV/AIDS prevention and care; ii) illicit trafficking/organized crime; iii) terrorism prevention; and iv) justice and integrity. Much of UNODC's current programme activity will be completed by 2009 and there is an urgent necessity to build on the platform already prepared, and to move forward with a new comprehensive programme to meet the needs of the countries concerned.

The nature and extent of crime and drug-related issues in Eastern Africa have evolved significantly over the last decade, considering also the developments in the Horn of Africa. There is, therefore, an urgent need to bolster UNODC's capacity and programme delivery in the region to meet these challenges and to better respond to Member States' needs. As such, this regional programme lays out total needs of $38 million for thirteen countries in the period 2009-12.

PARTNERSHIPS

i. Regional Organisations

UNODC developed a strategic partnership with the African Union Commission (AUC) to support the implementation of the "AU Plan of Action on drug control and crime prevention, 2007-12", endorsed by the AU Heads of State Summit in January 2008. It will provide policy and technical support to the AUC, Regional Economic Commissions and Member States for the implementation of the above Plan and its mainstreaming into continental, regional and national development plans. The political and peacekeeping strengths of the AUC provide the foundation for its growing engagement against such challenges as drugs and crime. A close collaboration on crime and drugs related issues in Eastern Africa will also be pursued in the context of the Joint EU/Africa Strategy, and its related First Action Plan (2008-10) adopted in Lisbon in December 2007.

UNODC also supports the implementation of AU's Ouagadougou Action Plan to Combat Trafficking in Human Beings and the related African Union Commission Initiative against Trafficking. In addition, the partnership with the AUC will include further engagement with the Regional Economic Commissions, such as the Eastern African Community (ECA), the Intergovernmental Authority on Development (IGAD) and the Southern African Development Community (SADC) as well as the Indian Ocean Commission (IOC). These regional organizations have developed strategies that include drug control and crime prevention.

UNODC will continue to further develop partnerships in the area of crime prevention with other global and regional stakeholders, including INTERPOL, the World Customs Organization (WCO), the Regional Small Arms Centre, the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG), and, the Eastern African Police Chiefs Cooperation Organization. UNODC has established cooperation with the World Bank in the field of anti-corruption and will seek to expand this partnership in other areas of drug control and crime prevention as well. Initial discussions with the African Development Bank indicated a potential collaboration in the areas of HIV/AIDS, anti-money laundering and anti-corruption.

UNODC will strengthen its cooperation with ECA, IGAD and IOC by supporting the establishment of sub-regional plans and programmes on security with regards to drugs control and crime prevention. Such partnerships would respond to priorities identified by the regional organizations and build on cooperation already established. This cooperation would form the building blocks for regional cooperation between the countries.

In addition, and as identified by the Regional Experts meeting in February 2009, the regional organizations could play a key role in the establishment of a regional data collection and analysis mechanism on drugs and crime as well as sharing of related information and regional best practices to which UNODC would lend its support. This mechanism would provide the information needed for effective political and policy formulation in the areas of drugs and crime in Eastern Africa.

To this end UNODC will engage in discussions with the concerned regional organizations in order to assess needs and the best modus operandi to realize the above.

ii. UN System

The positive developments generated by the UN reform in the field are also providing UNODC with additional options for its field presence in the region. The reform has allowed space for cross-cutting themes as well as building the normative agenda and increased consideration of the expertise of all UN agencies, including non-resident agencies. As a result, the UN system is more fully aligning its programming to support national priorities and development plans, including the Millennium Development Goals. This provides UNODC with an excellent opportunity for closer interaction with the rest of the UN system especially by helping to mainstream justice and security issues in the new development agenda[1].

In December 2008, UNODC and UNDP signed a Memorandum of Understanding aimed at coordinating the provision of technical assistance in governance, anti-corruption, rule of law and criminal justice reform to Member States by drawing upon the comparative advantage of each Organizations.

Under the "Division of Labour" established within the Joint UN Programme on HIV and AIDS (UNAIDS), UNODC has lead agency responsibility in the following areas: i) drug users; ii) prison settings; and iii) a specific mandate for actual and potential victims of trafficking in persons. On health related matters, UNODC will work particularly closely with WHO and UNAIDS. In 2009 the UNODC-WHO Joint Programme on Drug Dependence Treatment and Care[2] was launched to promote humane and accessible treatment and care for persons affected by drug use and dependence.

In addition, as a key UN entity for delivering legal assistance in the area of counter-terrorism, UNODC carries out its work in the broader context of and coordinated with UN system-wide efforts by actively participating in the Counter-Terrorism Implementation task force (CTITF) established by the Secretary-General, and is working closely with the United Nations Security Council Committees dealing with counter-terrorism. Other important joint efforts include the UNODC-UNHABITAT collaboration on drug abuse and crime prevention among young people using sports and the planned UNODC-IOM Joint Programme under UN.GIFT to combat Human Trafficking in Rwanda and Burundi. The importance of delivering a coherent and coordinated response with respect to the rule of law assistance was further highlighted in the *Guidance Note of the Secretary-General on the UN Approach to Rule of Law Assistance (May 2008).*

iii. NGOs/civil society

UNODC will partner with NGOs (at both the international and local level) and with civil society groups to advance the objectives set out in the regional strategy. The fight against drugs and crime and the response to HIV requires not only a governmental, but also a community-based, response. Another important partner is trade unions especially in terms of workplace prevention programmes, and efforts are being made to reach out to trade unions and keep them fully engaged in the process.

iv. The private sector

The private sector is a key partner in addressing the problems of drugs and crime, including corruption. Business/industry codes of conduct can provide an important catalyst for private sector

[1] UNODC will actively participate in the UNDG team for Eastern Africa and in the UN Country Teams (UNCTs) through the United Nations Development Assistance Framework (UNDAF) process. UNODC involvement will add the cross-border and sub-regional dimension, thus stressing the critical fight against illicit trafficking in human beings, drugs, arms and money.

[2] UNODC-WHO joint programme on drug dependence treatment and care

action, and the private sector can also be an important source of expertise as well as financial contributions. The private sector is also a key partner in terms of workplace prevention programmes. In terms of promoting visibility and public awareness, high-profile personalities and the media will also be key partners.

II. Regional Overview

Eastern Africa comprises three diverse and culturally different geographical areas, namely the East African region (Kenya, Tanzania, Uganda, Burundi, and Rwanda), the Horn of Africa (Djibouti, Eritrea, Ethiopia and Somalia) and the Indian Ocean Islands off the East African coast (Seychelles, Comoros, Mauritius and Madagascar).

Natural disasters and civil war, recurrent food shortages and droughts have left the majority of the region's 180 million people struggling under extreme poverty. Poor governance, corruption and human rights abuses have dramatically stunted the development opportunities of these countries. In addition, Eastern Africa is the region second most affected by HIV in the world, and this has an extremely negative impact on the development of the countries concerned. The UNDP Human Development Report 2009 classifies four countries in Eastern Africa among the 24 least developed countries in the world. The Transparency International Corruption Perception Index 2008 ranks several countries of this region at the bottom of its list, indicating serious corruption practices.

The dramatic situation of Somalia is having an increasingly adverse effect on the security and stability of neighbouring countries and the safety of the seas. Scarce rainfall, poor harvests, soaring food prices, dying livestock, escalating violence and shrinking food aid have also contributed to the current emergency. Most recently, Kenya suffered a drought that left million of people facing hunger or starvation. In Kenya, according to UNDP, 45.9% of the population live under the threshold of absolute poverty and 20% experience hunger. According to the World Bank, Kenya is one of the ten most unequal societies in the world.

Poor governance, insecurity, conflicts, poverty and economic disparities among and within countries of the region are providing opportunities for trans-national organized crime, as is evidenced in widespread illicit trafficking in drugs, persons, money, arms, wildlife and timber products, and the consequential generation of proceeds of crime and acts of money-laundering.

Figure 1: Countries covered by the Eastern Africa Regional Programme

III. Structure of the Regional Programme

The overarching theme of the Regional Programme is the promotion of rule of law and human security and the full integration of the evolving human security threats posed by crime and drugs into the Eastern African development agenda. The Regional Programme will be composed of three sub-programmes :

1. **Countering illicit trafficking, organized crime and terrorism**
2. **Fighting corruption and promoting justice and integrity**
3. **Improving health and human development**

Each of the three sub-programmes is profiled in the sections below, in the form of a narrative addressing the rationale for the various initiatives. Annex 1 provides further details, in a Results Matrix, including the desired impact, objectives, outcomes and outputs, as well as indicators and means of verification related to each of the specific sub-programmes.

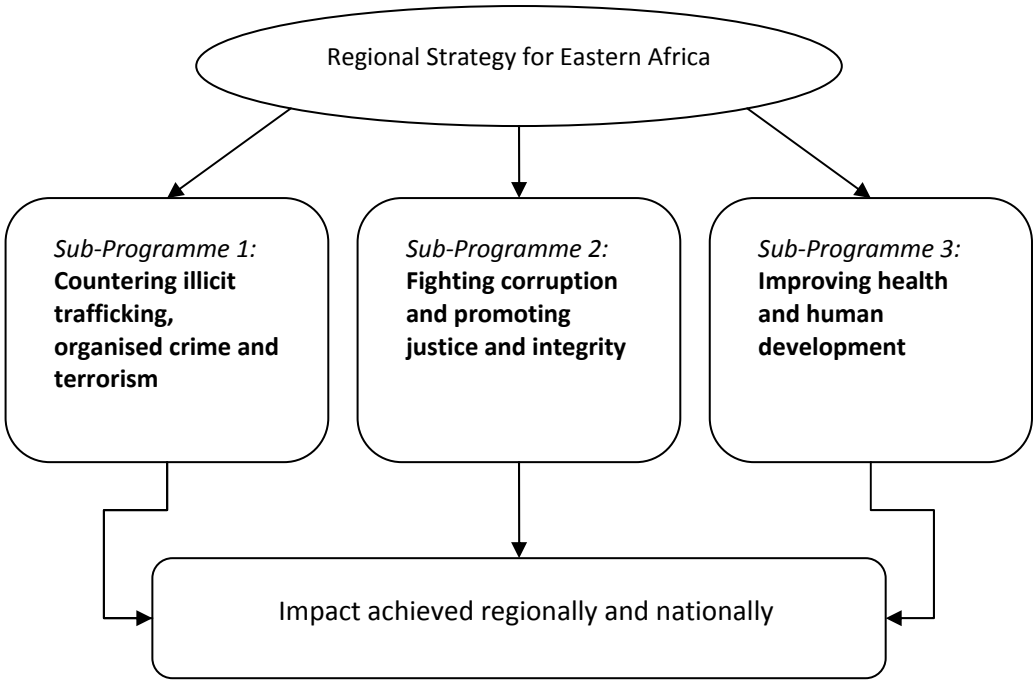

Figure 2: The Regional Programme Structure

Sub-Programme I: Countering illicit trafficking, organized crime and terrorism

BRIEF SITUATION ANALYSIS

Eastern African states are exposed to illicit drugs entering the region, destined to be consumed locally, for onward transport to West Africa and/or for direct further trans-shipment to consumer markets in Europe and elsewhere. Human beings are trafficked within and outside the region to more developed countries. The lack of an effective central government or rule of law in Somalia has provoked a surge of hijackings and piracy in the region. Environmental resources are illegally extracted or harvested in and around the region and shipped around the world, damaging biodiversity and leaving critical environmental impacts. Firearms are a deadly commodity in un-regulated regional circulation, which increase and aggravate other forms of violent crime such as armed robbery or piracy. As a region, its citizens have been subject to serious acts of terrorism. The actions of organised criminal groups contribute to these community destabilising activities. In addition, money-laundering is occurring relatively unchecked due to inadequate capacity to identify, investigate and prosecute the activity, which adds to the vulnerability of the region. Key challenges include the following:

- The level of awareness of and the institutional capacity to deal with **drug trafficking, human trafficking and smuggling of migrants** is inadequate, despite some recent efforts to develop legislation;
- General responses addressing **HIV among vulnerable groups have** little impact on trafficked persons due to the clandestine nature of human trafficking, and because they are unable to access sexual and reproductive health services that are available in the community. More focused action and tailored programming, specifically addressing PVHT, need to be urgently developed and implemented;
- Internal conflicts and criminal activity in the region have contributed to an increasing demand for and availability of **illicit small arms**;
- **Pirates** off the coast of Somalia have become much more organized and aggressive, equipping themselves with assault rifles and rocket-propelled grenades. “Mother ships” allow them to operate hundreds of kilometres off the coast to hijack larger vessels. Pirate groups may often be linked to other forms of organized crime since they maintain relatively sophisticated intelligence collection networks and are engaged in the systematic corruption of local officials. Funds from ransoms are widely distributed within local communities, and piracy is becoming a major source of income in some areas. The international community has also turned to countries in the region to prosecute suspected pirates captured by international naval forces;
- Environmental crimes and the looting of natural resources, covering the **illicit trade in timber products** (such as sandalwood) the **illegal trafficking in wildlife** (poaching and illicit sale of the regions bio diversity) and illegal disposal of commercial quantities of pollutants and toxin has developed into a criminal network in the region;
- **Porous borders**, lack of effective financial sector regulation, the prevalence of informal economies and the dominance of cash for most personal and business dealings present difficulties for authorities acting to counter money-laundering;
- The implementation of the universal instruments on counter-terrorism in Eastern Africa is far from complete, if the region wants to build an **efficient legal regime capable of preventing and suppressing terrorism**.

Countries needs to aggressively investigate, freeze and seize the funds generated by organized crime. The East African Community is working quickly to harmonize all laws relating to finance, immigration and customs as the community is becoming a free trade zone. Assistance will be required to assist in the development of regional legislation and harmonizing of legislation.

At the regional level, through UNODC support, the current fragmentation and often uncoordinated agency responses to the challenges of fighting illicit trafficking and organized crime will become better integrated, with improved communication and operational responses more closely aligned. The EAPCCO Regional Action Plan to prevent and combat human trafficking in East Africa, developed with the support of UNODC, is an example of this regional approach.

Under Sub-Programme 1: Countering Illicit Trafficking, Organised Crime and Terrorism, the Regional Programme will provide technical assistance to the countries of the region in the following four priority areas:

PROGRAMME OUTPUT AREAS

i. Strategic information and analysis

A prerequisite for developing an integrated response to dealing with the challenge of organised crime is access to comprehensive data and information on the nature and extent of its operations – both domestically and regionally. UNODC will assist countries to gather the necessary data and to build regional/national capacity to accurately assess and analyse the scope and scale of organised crime through the carrying-out of threat assessments, and from this support them develop effective counter measure strategies for adoption both nationally and collectively across the region.

UNODC will assist countries in the collection, analysis and dissemination of strategic information on drug trafficking, migrant smuggling and the other commodities from which organized crime derive profit. As a result, the regions concerned national governments will be better placed to develop effective intelligence-based response strategies.

ii. Legislative and policy advice

Legislation and policies are instrumental in combating trafficking in humans, illicit trafficking in drugs, firearms, fauna and flora, the looting of natural resources as well as counterfeit goods/currency, money-laundering and the illicit cross-border movements of cash, as well as supporting Member States in achieving a functional universal legal regime against terrorism in accordance with the principles of the rule of law.

UNODC will provide assistance to countries of the region to align their domestic legislation with the international conventions addressing illicit drug trafficking, transnational organized crime and terrorism. Specific legislative assistance is needed in the areas of the protection of victims and witnesses, combating human, drug and firearms trafficking, counterfeit goods/currency/medicines, money laundering and terrorism. Further assistance will also be given to assist countries in drafting national laws on extradition and mutual legal assistance in criminal matters, so as to strengthen sub-regional, regional and international cooperation, in particular in the area of counter-terrorism and organized crime.

In the context of the joint EC/UNODC programme to support the prosecution and related treatment of suspected pirates, UNODC will be conducting legislative assessments and providing legislative

advice to ensure that Kenya, the Seychelles and Tanzania have the necessary framework and tools in order to fairly and efficiently prosecute suspected pirates within the framework of the rule of law. UNODC may extend this assistance to other regional countries that are willing to undertake the prosecution of suspected pirates and into Somalia itself, subject to further funding.

iii. Capacity-Building of National Institutions

Effective Anti Money Laundering and Counter Terrorist Financing (AML/CFT) programs require each country to develop a national program to strategically address both threats and to ensure buy in from all the stakeholders in the country to prevent or identify AML/CFT offences and allow freezing, seizing and forfeiture of proceeds. UNODC works with partner countries to develop such strategies and assist in their implementation by developing the professional skills and operational effectiveness of the judicial, prosecutorial and law enforcement authorities and financial intelligence units (FIUs) across the region. The programme will introduce into the region its Computer Based Training (CBT) platform to develop skills and inform on issues related to trafficking in drugs, anti-money laundering and forensic awareness in order to increase the regional capacity to respond effectively against the various forms of crime.

The introduction of new procedures such as victim and witness protection will support law enforcement agencies in the investigation and prosecution of offences, whilst technical assistance will support better operational responses required if the States of the region are to be able to act effectively against trafficking in illicit drugs, trafficking in humans, environmental crime and combating money laundering. UNODC will encourage new approaches and procedures in the judicial system, such as better case management systems in the regions' courts, the hiring of ad hoc judges from the local bar, and as part of bilateral technical assistance hiring retired judges, where possible, from countries with a similar legal system.

UNODC will continue to provide capacity building support for national criminal justice systems to effectively implement the universal legal regime against terrorism. It includes: specialized and systematic on-site training of criminal justice officials; new online training courses to assist practitioners involved in counter-terrorism issues to develop the skills and knowledge required to effectively utilize the channels for international legal cooperation; new tailor-made technical assistance tools, such as the Compendium of bilateral, regional and international agreements on extradition and mutual legal assistance, developed jointly with IOC for the 5 IOC Member States and disseminated to 1200 practitioners. In order to support and complement national-level activities, UNODC will also pursue its regional level activities jointly with regional organizations, such as IOC and IGAD, in the area of counter-terrorism. In particular, UNODC will further reinforce, together with IOC, the "Justice" regional platform of focal points in charge of extradition and mutual legal assistance cases to effectively strengthen the cooperation between IOC countries.

UNODC will further assist countries in providing people vulnerable to human trafficking, particularly women and girls, with comprehensive, gender-sensitive, HIV and AIDS prevention and care in countries of origin and destination. The Office will support countries to put in place large-scale awareness and advocacy campaigns on the nature and extent of trafficking in persons and the related HIV risks and response.

As part of the drive for greater efficiencies in how existing resources are managed and deployed, UNODC will provide assistance to government authorities in establishing a coordinated agency

response with the scope, authority and skills to mobilise government resources in concert to address the entire spectrum of organized crime activity (i.e. Illicit trafficking of drugs, humans, firearms, fauna and flora, counterfeit goods/currency/medicines, piracy and money laundering), in response to the growing diversification in the operations of crime networks. Such a response will be supported through the establishment of Transnational Crime Units, which will promote a multi-agency approach to combating organised crime and drug trafficking as well as cross-border criminal activities. AML/CFT investigations would be essential in assisting in the dismantling of organized crime.

iv. Cross-border and regional cooperation mechanisms

UNODC will assist governments to develop an integrated approach to law enforcement that works to ensure effective coordination and cooperation between agencies and makes the best use of state investment in agency resources. Assistance is required to broker and bring about this change domestically, and to extend the same cooperation to information exchange and operational support between agencies and between countries across the region and wider.

UNODC will assist in building the capacity of judicial practitioners and central authorities to request and grant international cooperation in criminal matters, including extradition, mutual legal assistance and confiscation, which is an essential requirement in addressing drug trafficking and other transnational crimes at the regional level. The Office will also enhance capacity for police to police cooperation and FIU to FIU exchange of information. UNODC will seek to assist in establishing a network of witness protection authorities in East Africa in order to facilitate the exchange of experiences and to cooperate for the temporary and long term protection and relocation of victims and witnesses.

UNODC will foster cross-border collaboration and improved border security through the establishment of dedicated airport and seaport specialist response units, the application of risk assessment and targeting procedures, the sharing and networking of intelligence among strategic ports and airports, which will improve intelligence collection and data sharing among the regions to facilitate the work of law enforcement agencies in the region.

ONGOING UNODC ACTIVITIES RELATED TO SUB-PROGRAMME I

UNODC is currently involved in the following activities related to countering illicit trafficking, organized crime and terrorism in the region:

- Development of a joint programme with IOM within the framework of the Global Initiative to Fight Human Trafficking (UN.GIFT) against human trafficking in Burundi and Rwanda;
- Ongoing Global Project on “Strengthening the Legal Regime against Terrorism” to support Member States in achieving a functional universal legal regime against terrorism in accordance with the principles of the rule of law.
- Mentor/Advisor pilot project in Kenya to establish a witness protection programme;
- Planned activities under an EC-funded global project to promote the implementation of the Trafficking and Smuggling Protocols;
- Piracy: UNODC is providing considerable support to regional countries in their efforts to prosecute suspected pirates off the coast of Somalia. The joint EC/UNODC programme seeks to ensure that the trials and related treatment of suspected pirates are fair, efficient and conducted within the sound framework of the rule of law. To this end, UNODC is providing support to the police, prosecution, trials and prisons in Kenya, the Seychelles and other regional

countries that are undertaking prosecutions of suspected pirates. UNODC is planning to further expand its programme in the region and into Somalia itself as conditions permit;

- Anti Money Laundering and Counter terrorist financing projects are active in Kenya, Tanzanian Uganda, Rwanda and starting in Burundi, to assist in the development of each country's capacity to fight terrorism and organized crime.

Sub-Programme II: Fighting Corruption and Promoting justice and integrity

BRIEF SITUATION ANALYSIS

The efforts of Member States to respond to evolving human security threats and promote good governance are weakened by the absence of effective prevention policies and strategies, lack of legal frameworks, limited capacity of criminal justice institutions, lack of transparency and accountability in criminal justice institutions, widespread corrupt practices in the public and private sector, combined with limited regional and international cooperation of criminal justice agencies in the region.

Some key challenges facing criminal justice institutions in Eastern Africa are as follows:

- The **legislative and operational frameworks** for preventing crime and enforcing the rule of law in accordance with international human rights standards are weak;
- The capacity and infrastructure to **collect, analyse and share crime and criminal justice data** to inform policy are limited;
- Corruption is a wide-spread phenomenon and governments sometimes lack the political will to build effective mechanisms and institutions to promote good governance;
- The legislative and institutional frameworks for preventing and combating corruption are limited and need to be strengthened, in line with the provisions of the UN Convention against Corruption;
- Anti-corruption bodies lack the capacity and resources to effectively carry out their mandates;
- Regional and international cooperation to prevent and combat corruption meet legal and operational obstacles, especially in the field of asset recovery;
- **Criminal justice institutions** lack the resources and capacity to ensure access to justice for their populations, particularly those groups most at risk of becoming victims or being charged with criminal offences;
- Effective national and local **crime prevention policies and programmes**, particularly programmes to address the large youth populations in urban settings, are lacking or insufficient;
- The **security sector** lacks or has insufficient capacity to prevent and investigate crime efficiently. Insufficient oversight mechanisms are impediments to compliance with international standards;
- Most **prisons** in the region are overcrowded and inadequately staffed, accommodating prisoners in buildings from the colonial era, with a high proportion of pre-trial detainees. Prison management policies and practices do not promote the social reintegration of prisoners and the treatment of prisoners very often violates the provisions of UN Standards and Norms.
- **Access to health care in most prisons** is very poor, risks for transmission of infectious diseases such as HIV and tuberculosis are increased by poor environment, overcrowding, poor prison management as well a poor health care management. In several countries in the region, tuberculosis is the first cause of death for prisoners. Workplace environment is unsafe for the health of staff.

Justice and integrity as prerequisites for the promotion of peace, security and human rights must therefore be part of the development agenda. To prevent crime, strengthen justice systems, promote the rule of law and address impediments to human security and sustainable development, the Regional Sub-Programme on promoting crime prevention and building justice and integrity will focus on the following areas:

PROGRAMME OUTPUT AREAS

i. Strategic information and analysis

UNODC is collecting crime and criminal justice statistics at the international level through the UN Survey of Crime Trends and Operations of the Criminal Justice Systems (UN-CTS). Over the past ten years, only few countries from the Region have been able to respond to the questionnaire due to their limited capacity and infrastructure to collect, analyse and share crime and criminal justice data. Another important source of information is represented by victimization surveys, which should ideally be conducted in each country on a regular basis. UNODC has recently provided assistance for carrying out surveys in Rwanda, Tanzania and Uganda, and is in the process of organizing a national survey in Kenya. The victimization survey in Kenya is planned to be accompanied by a survey of prisoners, focusing on information on offending patterns and experience of the criminal justice system. More needs to be done to increase capacity and enable other countries to do the same. Surveys on the measurement of corruption, based on samples of general population, businesses, and public employees from selected sectors (for example, judiciary, police, etc.) should also be promoted in the region.

As part of its mandate from the Conference of the States Parties to the UNCAC, UNODC is gathering and analyzing information provided by Member States through the self-assessment checklist on the implementation of the UNCAC. The self-assessment contains information on substantive provisions and their practical implementation, as well as the identification of technical assistance needs by reporting countries. To date, five countries in the region have submitted their reports (Kenya, Mauritius, Rwanda, Tanzania, and Uganda) and the Secretariat is actively following up on information from the others in cooperation with ROEA. Information on implementation is also gathered in full gap analyses conducted in partnership with UNDP and GTZ. The pilot programme to review the implementation of the UN Convention against Corruption in 29 volunteer countries has provided the participating countries in the region, Rwanda and Tanzania, with opportunities to conduct in-depth assessments and peer reviews of their anti-corruption efforts. Technical assistance was provided as a result of the findings of the pilot review process.

ii. Legislative and Policy advise

UNODC, in consultation with key partners, has initiated the process of identifying areas in which legal and regulatory frameworks should be developed, strengthened and aligned with international conventions, norms and standards.

Immediate potential for strengthening Eastern African legal frameworks and promoting integrity have been identified in the thematic area of combating corruption.

UNODC will provide expertise and technical assistance to Member States in line with the provisions of the United Nations Convention against Corruption (UNCAC) and the relevant regional instruments against corruption. The objective is to improve governments' capacity to implement policies and

laws and develop institutions for enforcement/sanctions and prevention of corruption. More specifically, assistance will focus on building the strategic, tactical and operational capacity of specialized anti-corruption bodies; enhancing integrity, accountability and transparency in the private and public sectors, as well as in the judiciary.

In particular, UNODC has identified potential for strengthening legal frameworks for combating corruption in the following areas of activity:

- Provide legal assistance to support the ratification/accession to the UNCAC for those countries that are not yet Party and to support the implementation of UNCAC and the development of a legal framework focusing on combating corruption and promoting transparency, integrity and accountability. This assistance will include advice on drafting, adopting and applying legislation, strengthening the criminal justice infrastructure and capacity; improving international cooperation in corruption cases; and helping prosecutorial, judicial and other criminal justice professionals to address cases of corruption more skilfully.
- Provide specialist assistance to anti-corruption bodies in order to strengthen their capacity. This includes enhancing their institutional mandates where appropriate, and their operational capacity through training and provision of IT systems. Specific assistance is to be provided to effectively build and prosecute corruption cases.
- Provide legal and operational assistance in specific areas in anti-corruption such as income and asset declaration and monitoring systems.
- Support a regional network of anti-corruption agencies with the aim of providing a permanent forum in which national bodies can share experiences, develop joint policies, engage in knowledge exchange and peer-to-peer support in intelligence creation, as well as the sharing of specialised investigative techniques and advances in corruption prevention approaches. The two main fora for these activities are the East African Association of Anti-Corruption Authorities (EAAACA) and the Stolen Asset Recovery (StAR) Initiative. In particular developing the ability to freeze, seize and return assets which have been corruptly stolen from the victim country.
- Support the participation of civil society, local and provincial governments in the fight against corruption, as well as cooperation with other specialized international organizations.
- Support assessments and strategies against corruption in vulnerable sectors, including police, customs and the justice sector, as well as work on sectoral areas such as health and education jointly with UNDP.

Moreover, UNODC will assist countries of the region in the development of legal frameworks and facilitate comprehensive reform of criminal justice systems, including:

- Develop penal and penitentiary reform policies and strategies, at national and regional levels, to correspond to the requirements of the UN Standards and Norms;
- Assist legal reform or with the implementation of existing legislation relating to non-custodial measures and sanctions, including restorative justice programmes;
- Support programmes of legal aid and access to justice, in particular to counteract the over-use of pre-trial detention;
- Assist in revising or drafting national laws on victims assistance, including violence against women, train the police, prosecutors and judges on how to deal with victims in order to prevent secondary victimization, establish victims assistance programs, as well as assist the reintegration of victims. This is an area of focus which is cross cutting with sub-programme I of the Regional Programme as well as interventions on under the section of Capacity Building below.

iii. Strengthening Integrity and Capacity of the Criminal Justice System

With respect to capacity building in the criminal justice system UNODC will support and assist the institutions in applying the legal framework on crime prevention, criminal justice and anti-corruption, as well as promote transparency, integrity and accountability in the criminal justice system. Interventions relating to crime prevention and rehabilitation will be considered as an integral part of broader criminal justice reform programmes, including prison reform and the development of non-custodial sanctions and measures that aim to increase the social reintegration prospects of offenders and reduce prospects of recidivism.

The following outcomes have been identified by UNODC and partners:

- Increased national capacities to collect and analyse data on the levels and types of crime and their driving factors, criminal justice systems' performance and levels of corruption;
- Strengthened operational capacities of anti-corruption entities, supporting transparency, integrity and accountability in the public and private sectors as well as criminal justice institutions, building their monitoring and evaluation capabilities;
- Strengthened basic capacity of criminal justice institutions, with the provision of basic, continued and specialised training in connection with international norms and standards and the development of case management and performance evaluation / monitoring mechanisms.
- Assisting in the identification of proceeds of corruption as they leave the country and work to seize such funds.

Building on national counterparts and partner United Nations agencies' existing crime prevention programmes and initiatives, and on UNODC's expanding programme in penal reform and alternatives to imprisonment in Africa, national and regional programmes will be built focusing on:

- Programmes will focus in particular on the needs of the large at-risk youth populations in the countries of the region. Formulation of the programmes will be based on thorough crime data (victimization and juvenile delinquency surveys, safety audits), needs assessments as well as an integrated programming approach, and efforts will be made to achieve maximum government ownership and sustainability;
- Together with UN-HABITAT, a regional programme will be built on each agency's comparative advantage, i.e. Safer Cities programme (UN-HABITAT) and victimization surveys, national crime prevention programmes, community policing, access to justice and victim support, establishment of partnerships and oversight mechanisms between the police, the public and the civil society (UNODC) and sharing of experience between the large cities in the region;
- Together with the Armed Violence Prevention Programme (AVPP)'s partner agencies[3] a pilot multi-sectoral armed violence prevention programme for Kenya will be built on each agency's comparative advantage[4];

[3] UNDP, UN-HABITAT, UNICEF, WHO and UNODA

[4] UNODC will participate and lead relevant thematic aspects of the proposed AVPP Pilot Programme for Kenya. The proposed programme consists of five pillars aimed at reducing risk and strengthening institutional prevention to armed violence; fostering social inclusion of at-risk groups, promoting the reintegration of offenders, empowering victims of crime and reducing armed trafficking. The proposed actions within and across pillars will be further developed in consultation with the competent national counterparts and AVPP partners.

- Consider cross-cutting issues in connection with the focus areas to be mainstreamed, such as victim assistance and protection, violence against women, justice for children/juveniles in conflict with the law and crime prevention;
- Improve prison management, in line with the UN Standards and Norms, including with training, taking into account the needs of vulnerable groups, other capacity building measures, file and data-management and oversight and inspection of the prison system;
- Promote the social reintegration of prisoners with targeted programmes in prisons and support following release.
- Promote alternatives to detention and imprisonment, with a view to reducing overcrowding in places of detention.

iv. Regional and international cooperation

Inadequate cooperation among criminal justice institutions and entities within and across borders has been identified as an impediment to effective law enforcement responses in the region. To counter such obstacles to respond to crimes that are often transnational in character, the following key objectives and outcomes have been identified:

- Establish regional, continental and international cooperation mechanisms, including information and experience sharing, gathering and processing, as well as increasing awareness-raising and education curriculum development;
- Build the capacity of judicial practitioners and central authorities to request and grant international cooperation in criminal cases, including mutual legal assistance, extradition, confiscation and asset recovery;
- Support and expand the East African Association of Anti-Corruption Authorities by creating a platform of best practices and lessons learned on anti-corruption in the region;
- Facilitate regional knowledge exchange and peer-to-peer support in intelligence creation, specialised investigative techniques and advances in crime prevention approaches;
- Facilitate regional and international knowledge exchange on good practices and promising approaches for the prevention of crime.

v. Awareness-raising

- Establish public awareness-raising campaigns, including particularly among youth with the involvement of civil society on a range of topics relating to crime prevention and criminal justice, anti-corruption, access to justice, alternatives to prison and imprisonment;
- Support youth-led preventive initiatives in schools, including education curricula and in communities with the purpose of preventing youth from engaging in criminal behaviour and identifying corrupt practices.

ONGOING UNODC ACTIVITIES RELATED TO SUB-PROGRAMME II

UNODC is currently involved in the following activities related to promoting crime prevention and building justice and integrity in the region:

- Judicial Integrity and capacity building projects in Kenya and the Seychelles, with the aim of supporting the judiciaries in enhancing access to justice, quality and timeliness of justice delivery, accountability, integrity and transparency of the courts and improving coordination among criminal justice institutions;
- Technical assistance to enhance prison reforms in Kenya, Mauritius and Uganda through situation assessment and development of prison regulations and standing orders and programme development.

- Technical assistance to Kenya and Mauritius to promote police reforms, in cooperation with UNDP in the second case.
- A Mentorship to build the capacity of the office of the Director of Public Prosecution to develop a Witness Protection Programme in Kenya
- Voluntary Pilot programme to test methods for reviewing the implementation of the UNCAC (Rwanda and Tanzania participating), technical assistance provided following findings of the peer review.
- Victimization and prison survey in Kenya.
- Youth crime and gender based violence prevention programmes for Kenya, which are being developed within the framework of UN joint programming in Kenya.
- Joint programme with UNFPA aimed to strengthen Kenya's capacity to provide support to victims of gender based violence.

Sub-Programme III: Improving health and human development

BRIEF SITUATION ANALYSIS

Drug use poses significant challenges in the Eastern African region. Cannabis is widely produced and injecting drug use, in which heroin has been used, has been reported in at least eight countries of the region. Cocaine, amphetamine-type stimulants and methaqualone (Mandrax) are also trafficked and used in the region, though to a lesser degree than the drugs mentioned above. Research in Kenya, Zanzibar and Mauritius has clearly established the connection between injecting drug use and HIV. Sub-Saharan Africa is the region of the world most affected by HIV. In Eastern Africa, several countries report HIV prevalence rates above 5% such as in Kenya (5.5%) and in Tanzania (6.2%). This situation is particularly worrisome for people living in prison settings where the HIV prevalence rate is always higher than in the general population. This has been demonstrated in Uganda where the prison prevalence (11%) is almost twice the national prevalence (6.5%) (2009). It is also of major concern for the population of injecting drug users, for whom, in the absence of access to comprehensive HIV prevention means, the virus can spread very fast. Strategic information in prison settings is very poor or non-existent. In the other countries of the region, the lack of data and assessment of the IDU prevalence and HIV prevalence among IDU is a major obstacle.

UNODC has pioneered an innovative outreach programme to prevent HIV infection among injecting drug users in Kenya. It has made significant progress in responding to countries' needs to prevent drug abuse and HIV infection and provide drug dependence treatment. However, resistance to the implementation of comprehensive and evidence-based packages for the prevention of HIV transmission among injecting drug users is still very high. With the exception of Mauritius, no country in the region provides access to opioid substitution therapy or to a needles and syringe programme.

In the region, the development of HIV and collaborative HIV/TB programmes in prisons is only at its beginning, and despite very high morbidity and mortality related to these diseases, in no country in the region, except for Mauritius, prisoners have access to a comprehensive HIV prevention, treatment and care services in prisons.

In December 2007, UNODC hold a regional consultation for Eastern and Southern Africa. During this consultation countries have developed roadmaps for the development of HIV programme for injecting drug users and in prison settings.

The key challenges in the region are as follows;

- The region has the second highest HIV prevalence rate in the world and, therefore, an emergence of concentrated HIV epidemics is a major concern;
- Only one country in the region has started Opiate Based Treatment, while others have integrated drug abuse and use prevention in the core functions of its public sector through performance-based contracts;
- There is almost no existing support for establishing facilities for treatment care or general awareness on drug abuse and HIV campaigns;
- Lack of feasibility studies/ pilot programmes on OST and NSP in the region;
- Lack of feasibility studies/ pilot programmes on OST and NSP in the region;
- HIV and related TB situation in prisons in the region is much neglected: lack of strategic information; lack of programme; lack of funding; poor capacity.

The following section summarizes the "Improving health and human development" programme sub-programme by highlighting the intended overall impact, outcomes and outputs, based on the situation analysis outlined above. The achievement of the desired impact, and the delivery of the outcomes and outputs, is primarily the responsibility of Member States, working effectively together. The responsibility of UNODC is to provide high quality support services and technical support to the relevant national and regional institutions so that the results may be achieved.

PROGRAMME OUTPUT AREAS

i. Drug prevention, treatment and rehabilitation

To help prevent drug abuse, UNODC will give priority to activities including life-skills education in schools, which is one of the most tried drug prevention interventions which can also be effective in reducing high-risk sexual behaviour. Another evidence-based activity is family skills training, which shows good results both in the school context with respect to improving positive behaviours (i.e. sharing, listening, turn taking) and in the family (targeting both all families in the community at the universal level and more at risk families at the selective level) and reduces negative and aggressive behaviours. It has also been used effectively in the context of juvenile justice systems and/or crime prevention. The UNODC programme for prevention of drug abuse in the workplace is a programme which has been successful in reducing substance use among employees and has brought substantial gains to companies in terms of reduced absenteeism and accidents and improved productivity.

To strengthen drug dependence treatment services, UNODC will advocate for evidence- and human rights-based drug dependence treatment, build the capacity of service providers to deliver drug dependence treatment and HIV/AIDS prevention within a continuum of care. UNODC will further forge partnerships with healthcare systems and civil society to increase coverage of treatment in the community and provide access to comprehensive services for all people in need of treatment and rehabilitation services. Another focus will be given to build bridges between legislative bodies and systems of healthcare, drug dependence treatment, social services, vocational training, law enforcement and criminal justice, to facilitate a comprehensive programme of care, including

diversion schemes from the criminal justice system and provision of evidence-based treatment services within penitentiary institutions.

An Eastern Africa network on drug dependence treatment should be developed, including government counterparts, academic institutions, and treatment providers that is in line with the objectives of the UNODC-WHO Programme on Drug Dependence Treatment and Care, which is presently being operationalized through Treatnet Phase II (GLOJ71). UNODC will address the specific needs of young people in need of treatment (together with UNICEF and UNHABITAT) and female prisoners (in partnership with UNIFEM). Furthermore, UNODC will provide training and technical assistance to selected countries for establishing drug information systems and building the capacity to assess the availability, quality, coverage and impact of prevention, treatment and rehabilitation interventions, using internationally harmonized indicators and tools.

ii. HIV and AIDS prevention and care

UNODC will provide coordination, advocacy and technical support to the countries in the region and build local capacity to address the problem of HIV in areas for which it is the lead agency under the UNAIDS Division of Labour. The regional strategic plan includes the following two objectives:

- By 2010, Governments should be providing comprehensive evidence-based HIV and AIDS prevention and care services to 60% of injecting drug users (Kenya, Tanzania, Mauritius), people in prison settings (Kenya, Tanzania, Mauritius, Uganda, Burundi, Rwanda, Ethiopia, Madagascar) and actual and potential victims of human trafficking (Kenya, Tanzania, Uganda, Ethiopia, Djibouti and Somalia).
- Governments, other UN agencies and civil society partners in Eastern Africa should have timely access to strategic information and analysis concerning the above areas of responsibility.

UNODC will coordinate and support regional collaboration with the African Union (AU) and the East African Community (EAC) and support inter-country regional consultations, as well as provide advocacy and technical support to the same organizations and selected Member States in the region. UNODC will further develop national capacity to manage comprehensive HIV prevention, treatment and care programmes for drug users, persons in prison and people vulnerable to human trafficking. Support will be provided to the development of the policies and legislations needed for an evidence-based programme of HIV and HIV/TB prevention and care among drug users, in prison settings and in relation to trafficking in human beings. There is a need to develop national capacities, to support the regional adaptation and dissemination of evidence-based policy tools , and guidelines, to collect, analyse and report strategic information related to HIV in the three above-mentioned contexts and document and disseminate strategic information and best practices across the region.

At the regional level:

In continuation to the launch of the African network on HIV in prison settings launched in November 2009 in Johannesburg, a sub-regional Eastern Africa network on HIV in prison settings will be established with representative from Ministries responsible for prisons and closed settings, from national AIDS programme, from MoH and civil society.

UNODC will facilitate exchange of information and expertise in the region. UNODC will organise a new consultation to update roadmaps developed in the region as it relates to providing comprehensive HIV prevention treatment and care for drug users and for prison settings.

ONGOING UNODC ACTIVITIES RELATED TO SUB-PROGRAMME III

UNODC is currently involved in the following activities related to Improving Health and Human Development in the region:

- UNODC is implementing a project on quality drug dependence treatment through capacity building and improvement of services in Kenya, Tanzania and Mozambique (as well as in other countries of West and South Africa). This project (Treatnet II) is in line with the UNODC-WHO Joint Programme on Drug Dependence Treatment and Care.
- Projects on evidence-based drug abuse prevention are under development.
- In Eastern and Southern Africa, UNODC is working in close partnership with UNAIDS and its co-sponsors and the World Bank to promote evidence-based policies, legislation and interventions regarding HIV prevention among injecting drug users and in prison settings;
- In Kenya, as part of the UN Programme on AIDS, UNODC is working with the Ministry of Health, the National AIDS Control Council, and the National Agency for the Campaign Against Drug Abuse Authority, Kenya Prison Service and civil society organizations on a major initiative to prevent HIV among injecting drug users and in prisons;
- In Tanzania, Mauritius, Uganda and Seychelles, UNODC is currently working with the UNCT and the Joint UN Team on AIDS to increase these countries' capacity to address HIV prevention among injecting drug users and in prisons;
- In Uganda, UNODC is providing support to build the capacity of prison staff to increase access to collaborative HIV/TB services in prisons.

IV. Programme Management, Oversight, Reporting and Evaluation

REGIONAL PROGRAMME MANAGEMENT

The Regional Programme will be managed from the UNODC Regional Programme Office for Eastern Africa (ROEA), under the direct oversight of the UNODC Representative. The capacity of the Regional Office will be built up in order to be able to successfully fulfil this expanded role.

As the Regional Programme moves into the implementation phase, the Regional Office will establish a core team of experts covering each sub-programme. The size and level of the core team will depend on the size of the sub-programme, the number of countries covered and the complexity of the programming environment. The Sub-Programme Core Team, under the overall supervision of the UNODC Representative, would be responsible for the following:

- Organize, plan and monitor the sub-programme development process including adherence to technical specifications and counterpart requirements;
- Conduct required consultations with local counterparts and main stakeholders;
- Guide the further specification of outcomes/outputs/activities/indicators etc. under the relevant sub-programme;
- Establish and maintain detailed sub-programme's costed work plan;
- Lead/supervise the planning, coordination and implementation of the sub-programme;
- Contribute to resource mobilization/implementation partnership strategy so as to secure funding for the Regional Programme components;
- Monitor delivery of the sub-programme budget;
- Participate in relevant international, region and or/national meetings, workshops, training courses and provide expert advice on relevant subjects/issues;

Sub-regional offices may be established to manage sections of the Sub-Programme, where there is a rationale for doing so – for example, a particularly large and complex programme; a technical assistance or capacity building programme that requires very close liaison with national counterparts. It is anticipated that for the implementation of the Eastern Africa Regional Programme, given the large geographic area covered, one regional hub may not prove sufficient.

Sub-regional offices will be responsible for moving forwards with the implementation of national activities, for the preparation of country initiatives, as derived from the Regional Programme, and for maintaining close working relationships with the national authorities, other national actors and the broader UN Country Team.

OVERSIGHT AND COORDINATION

Under the Regional Approach, the onus and responsibility for monitoring and oversight of the Regional Programmes rests within the Regional Office. The UNODC Representative will have overall accountability for the results of the Regional Programme.

Each of the programme pillars will be overseen by a Programme Manager that reports directly to the Regional Representative. The Programme managers will ensure regular monitoring, including quality

control of actions, technical support, as well as budgetary and administrative controls, with a view to ensuring timely delivery and the achievement of planned outcomes. UNODC headquarters will facilitate the implementation of the Programme through the provision of administrative support, selected technical advice from both substantive and operational experts, as well as guidance on programme management.

The Regional Programme activities will be subject to the same rigorous management cycle monitoring that previous UNODC projects followed. However, in the spirit of ongoing national ownership, this has been modified to include a greater degree of national consultation and member states review. The modified Programme Management cycle is as follows:

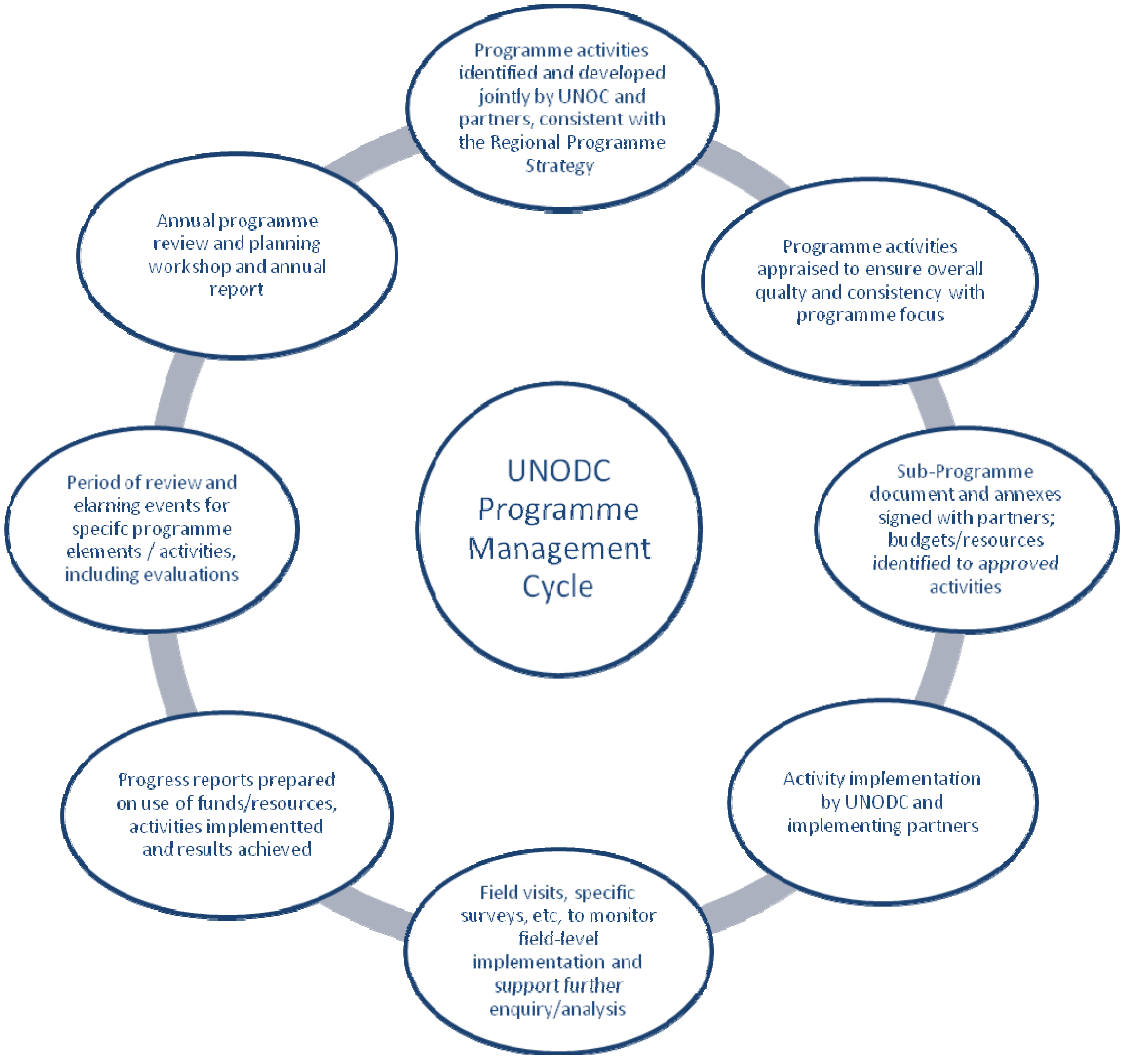

Figure 3: Programme Management Cycle

MONITORING AND EVALUATION

Monitoring and evaluation (M&E) are critical elements of good programme management. They support informed and timely decision-making by programme managers and other stakeholders, offer opportunities for ongoing institutional learning and increase accountability for achieving results.

Precise M&E Modalities will be specified at the planning stage of individual programme activities, and specific resources dedicated to M&E will be provided at both the overall Regional Programme level, for evaluation of the entire Regional Programme as a whole, as well as at the programme activity level. A thorough mid-term review is expected at the mid-point of the Regional Programme duration, and a full evaluation will be prepared at the end of each programme in 2012.

The figure below provides a summary overview of the UNODC Regional Office M&E system.

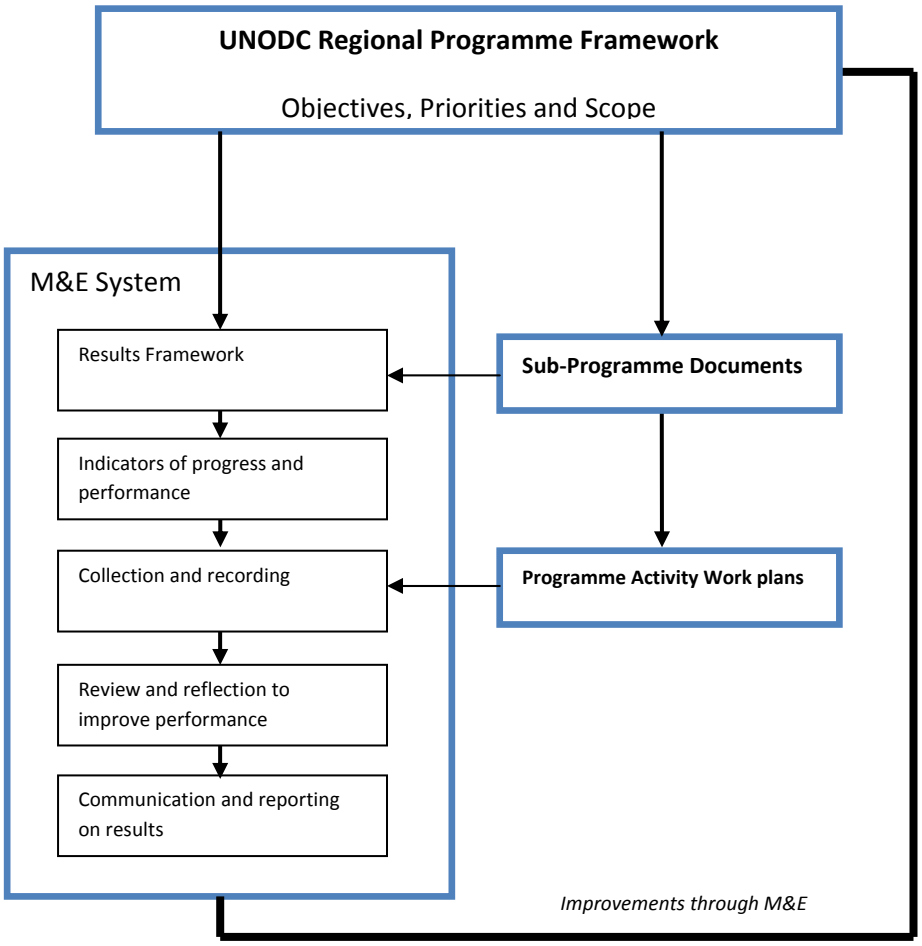

Figure 4: Regional Programme Framework M&E System

The main points to note about the M&E system is that it:

- Is based upon the structure of objectives contained in the Results Matrix, which is available both in the Regional Programme and in the sub-programmes;

- Is focused on assessing performance against a clear set of indicators directly related to measuring programme outputs and outcomes;
- Includes sources of information for each indicator and the means by which it will be collected;
- Includes review and reflection mechanisms and processes, such as project and programme reviews, so that stakeholders can learn about what is being achieved, challenges that arise and what supportive action may be required;
- Provides for formal reporting on results against the programme framework; and
- Emphasizes the important of feedback from M&E into future programme planning.

Each Regional Programme will have a milestone mid-year review, which will serve as a checkpoint on progress of the Regional Programme as a whole, and give a strategic opportunity for further resource mobilisation for priority activities as yet unsupported. The Mid-Term Review should include a Member-States and donor briefing either at Headquarters or in the Region, and should allow sufficient time for a substantive evaluation of the implementation of the Regional Programme thus far, against the goals, objectives and priorities set out in the original Regional Programme document .

REPORTING AND COMMUNICATION

At the programme level, an annual programme review report will be prepared by UNODC and disseminated to all key stakeholders on progress of the Regional Programme. The report will be made available in hard copy, as well as on the UNODC website.

Semi-annual reports will be available on individual programme activities, which will also prepare a completion report within one month of the end of project financing.

In support of the RP, the Regional Office communication strategy will amplify the voices of partners from across the region working on drug control, HIV and AIDS, trafficking in persons, smuggling of migrants, corruption, money laundering and prison reform, etc., pointing to individual and collective achievements. The strategy shall facilitate networking and collaboration among grassroots workers, academics, students, researchers, journalists, government representatives, donor agencies and international organizations.

V. Indicative Budget

In order to translate the Regional Programme outlined above into action, an estimate d total of **US$ 38 million** will be needed.

Estimated Summary Budget 2009-2012 *(US$)*	
Illicit Trafficking, Organised Crime and Terrorism Prevention	**20.3 million**
• Organised Crime and Money Laundering	9.9 million
• Human Trafficking and Migrants	5.8 million
• Terrorism	3.5 million
• Forensics	0.5 million
• Strategic Information and Analysis	0.6 million
Fighting Corruption, and Promoting Justice and Integrity	**11.8 million**
• Capacity Building for Criminal Justice	7.2 million
• Corruption	4.1 million
• Strategic Information and Analysis	0.5 million
Health and Human Development	**5.4 million**
• Drug Prevention, Treatment and Rehabilitation	2.6 million
• HIV and AIDS Prevention and Care	2.65 million
• Strategic Information and Analysis	0.15 million
Programme oversight, evaluation and reporting	**0.5 million**
TOTAL	**38 million**

Financial requirements by Outcome area provided in the attached Results Matrices.

VI. Results Matrices

Sub-Programme I: Countering Illicit Trafficking, Organised Crime and Terrorism

Objective	Reduced human trafficking, migrant smuggling, illicit trafficking in drugs, firearms, flora and fauna, counterfeit medicine, money laundering, proceeds of crime, piracy and terrorism.
Indicator	Reduction in the estimated trend, magnitude and volume of human trafficking, migrants smuggling, illicit trafficking in drugs, firearms, flora and fauna, counterfeit medicine, money laundering, piracy and terrorism during the period under review.

1 Strategic Information, Analysis and Awareness Raising

Outcome 1.1	**Data on illicit trafficking and organized crime trends, forms and laundered money and proceeds of crime consequences in the region improved and increased**	**Budget**
Indicator	• Increased number of States that have an accurate, reliable and common system for collecting and recording data on trafficking is in place and used by all relevant government institutions. • Number of UNODC surveys and reports. • High level of peer and client satisfaction with surveys and reports	$0.6 million

	Outputs	**Indicators**	**Means of Verification**
Output 1.1.1	Member States of the region assisted in the conduct of surveys and collection of data on illicit trafficking and organized crime trends, forms and consequences	• Increased number of baseline studies completed and published.	• Periodical data by UNODC • Periodic qualitative 'survey' of selected countries conducted by UNODC • Relevant UNODC and other international community reports

Output 1.1.2	Capacity established in the region to monitor the situation of illicit trafficking and organized crime.	• Common systems developed for collecting and recording data. • Timely criminal justice-related data are made available to all relevant government institutions and regularly developed into useful intelligence • Evidence of collected data being analyzed and turned into intelligence and/or being used for designing appropriate countermeasures • Evidence of the increased use of threat assessments	• Periodical data by UNODC • Periodic qualitative 'survey' of selected countries conducted by UNODC • Relevant UNODC and other international community reports

Outcome 1.2	**Comprehensive strategies and policies to prevent and combat trafficking, organised crime, money laundering and terrorist financing established by Member States**	**Budget**
Indicator	• Evidence of assessment of polices and strategies	$1.7 million
Means of Verification	• Relevant UNODC and other international community reports	

	Outputs	**Indicators**	**Means of Verification**
Output 1.2.1	Regional / National coordination structures established to support the development, coordination, monitoring and regular evaluation of action plans and policies to combat trafficking and organized crime	• Regional / National coordination structures are established, budgeted for and coordination meetings occur regularly • Increased number of States that review action plan efforts and accomplishments.	• Relevant UNODC and other international community reports

Output 1.2.2	Regional / National strategies and action plans developed to combat trafficking and organized crime	• Number of regional and national strategies developed and operationalized • Number of operational, collaborative, multi-agency action plans • Increase in the amount of the national budget allocated to programs/activities	• Relevant UNODC and other international community reports
Output 1.2.3	National AML/CFT programs established to combat money laundering and terrorist financing	• National AML/CFT programs established • Increased number of States that review action plan efforts and accomplishments.	• Relevant UNODC and other international community reports • National data and analysis

2 Legislative and Policy Advice

Outcome 2.1	**Member States take action to establish National and regional legal frameworks necessary to implement the illicit trafficking provisions of UNTOC and its Protocols, the three international drug control conventions and the international instruments against terrorism**	**Budget**
Indicator	• Number of regional draft model laws based on UNTOC and its protocols developed for member states to adopt. • Draft laws presented to countries in the region. • Number of countries with developed implementing legislations, laws and regulations in line with UNTO and it's supplementing protocols. • Number of TPB-assisted countries that have adopted domestic legislation for incorporating the provisions of the international legal instruments against terrorism.	$1.3 million
Means of Verification	• Relevant UNODC and other international community reports	

	Outputs	Indicators	Means of Verification
Output 2.1.1	Member States of the region provided with capacity building in legislative drafting and implementation in developing national legal frameworks in line with international norms and standards on human trafficking, migrants smuggling, illicit trafficking of drugs, flora	• Number of staff trained to draft laws • Number of countries with draft laws in accordance with the provisions of UNTOC • Number of draft legislations in accordance with the provision of UNTOC submitted to the parliaments .	• Reports of UNDOC projects implementations and reports submitted by the member states of the region to secretariat of the COP to UNTOC
Output 2.1.2	Member States have capacity to conduct gap analysis and needs assessments to develop legal frameworks to implement UNTOC and the drug control treaties as required.	• Number of legal reviews conducted. • Number of new draft laws introduced as a follow up to legal reviews	• Relevant UNODC and other international community reports
Output 2.1.3	Member States have capacity to develop legal frameworks to implement international instruments against terrorism (National legislation is analyzed and required steps are identified for bringing national legislation in compliance with the international legal instruments against terrorism)	• Number of legal analyses provided by TPB to assisted countries (per year) for bringing national legislation in compliance with the international legal instruments against terrorism	• Relevant UNODC and other international community reports
Output 2.1.4	Member States assisted in implementing legislation which facilitates international cooperation on combating organised crime	• Number of countries assisted in implementing legislation which facilitates regional cooperation in combating illicit trafficking • Number of legal frameworks developed.	• Information from national governments, UNODC programme progress reports, and other qualitative studies on substantive laws and rules of procedure using structured assessment tools.

Output 2.1.5	Provide legal assistance for the enhancement and implementation of relevant anti-money laundering and countering the financing of terrorism (AML/CFT) legislation and regulations, by utilising the model provisions developed for common and civil law legal systems.	• Number of laws and decrees that incorporate UNODC recommendations developed and number enacted, which are in accordance with international norms and standards on illicit trafficking, money-laundering and terrorist financing. • Number of cases prosecuted using ML legislation	• Information from national governments • UNODC (or other agency's) and qualitative studies on implementation of legislation and regulatory frameworks, using structured assessment tools

3 Capacity Building of National Institutions

Outcome 3.1	**Law enforcement agencies show increased effectiveness in investigating trafficking in persons, migrants smuggling and illicit trafficking cases**			**Budget**
Indicator	• Increased number of cases investigated and prosecuted by 5%. • Number of victims and migrants rescued and assisted, • Volume and type of drugs, illicit items and goods seized by location • Production facilities and trafficking routes identified and enforcement action taken resulting in seizures and arrests			$ 3.8 million
Means of Verification	• National data analysis • Relevant UNODC and other international community reports			
	Outputs	**Indicators**	**Means of Verification**	
Output 3.1.1	3.1.1 Number of law enforcement officials including police and investigators trained on human trafficking and smuggling of migrants	• Increased number of law enforcement units and specialised prosecutors involved in trafficking in persons and migrants smuggling • Increased cases charges laid and convictions obtained • Evidence of the use of the case management system	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis	

Output 3.1.2	Number of law enforcement officials including investigators and police trained to investigate illicit trafficking in flora and fauna, firearms, counterfeit medicine and money-laundering	• Increased number of law enforcement units specialised in investigating illicit trafficking in flora and fauna, fire arms, counterfeit medicine, etc. by 5% in each country in the region. • Increased number of specialised prosecutors involved in the prosecution of trafficking in flora and fauna, fire arms, counterfeit medicine etc. by 5% in each country in the region. • Evidence of the use of the case management systems.(as above no case management system exists) • Increase in the level of knowledge of number of LEOs trained and see a 5% rise in charges presented to court	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis
Output 3.1.3	Number of prosecutors, law enforcement officials including investigators and police trained to investigate and prosecute piracy cases	• Number, type and location of police prosecutors trained in each country • Number of trained investigators and prosecutors investigate charge suspects arrested for piracy and obtain convictions.	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis
Output 3.1.4	Law enforcement officials have acquired basic understanding of forensic process and basic capacities to take appropriate initial action at crime scenes	• Increase in the level of increased number of law enforcement officials with capacities to collate evidence from the crime scene by 5%. • Increased number of cases successfully investigated using crime scene evidence by 15% in the year after training was presented. • Evidence of utilisation of best practice procedures in investigations of crime scenes by an increased conviction rate. • Evidence of utilisation of best practice procedures in evidence recollection by an increased conviction rate.	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis

		• Evidence of utilisation of forensic examinations and analyses in a laboratory. • Evidence of utilisation of physical evidence in court proceedings.	
Output 3.1.5	• Introduction of UNODC computer-based training (CBT) to law enforcement officials in combating illicit drug trafficking, money laundering and proceeds of crime	• Number of CBT Centres established or upgraded and the number, type and location of officials undergoing training through CBT will result in a 5% increase in cases being investigated.	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis

Outcome 3.2	**Judicial authorities show increased effectiveness in investigating illicit trafficking and piracy cases.**	**Budget**
Indicator	• Increased number of cases of trafficking disposed successfully through the court system. • Increased number of traffickers convicted of the crime charged.	$2.7 million
Means of Verification	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis	

	Outputs	**Indicators**	**Means of Verification**
Output 3.2.1	Number of judicial authorities trained on applying the legislative framework on human trafficking, migrant smuggling, illicit trafficking and piracy.	• Level of knowledge among trained judicial officials. • Evidence of legislative framework on human trafficking, migrant smuggling, illicit trafficking and piracy being used in published cases	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis
Output 3.2.2	Judicial authorities have acquired basic understanding of forensic process	• Increased application of forensic evidence in the cases disposed of by the courts. • Increased use of forensic evidence in courts. • Level of knowledge among trained judicial officials.	• Relevant UNODC and other international community reports • Training evaluations • National data and analysis

Outcome 3.3	**National criminal justice officials in assisted countries apply the international legal instruments against terrorism and related implementing legislation, in accordance with the rule of law**			**Budget**
Indicator	• Total (cumulative) number of participants in TPB workshops providing feedback (in follow-up annual enquiry) that application of international legal instruments and related legislation is taking place			$3.0 million
Means of Verification	• Relevant UNODC and other international community reports			
	Outputs	**Indicators**	**Means of Verification**	
Output 3.3.1	Concerned national officials in assisted countries have acquired increased substantive knowledge and competence for applying the international legal instruments against terrorism and related implementing legislation	• Number of officials trained by TPB • Percentage of participants in TPB workshops indicating (in assessment questionnaire) acquisition of enhanced knowledge/competence	• Communications and information from assisted countries • Action plans of assisted countries • Training evaluations	
Outcome 3.4	**Assisted countries use specialized knowledge on thematic legal aspects of countering and preventing terrorism**			**Budget**
Indicator	• Percentage of participants in TPB workshops indicating (in assessment questionnaire) usefulness of tools developed by TPB • Number (per year) of visits to the counter-terrorism segment of the UNODC website			$0.5 million
Means of Verification	• Relevant UNODC and other international community reports			
	Outputs	**Indicators**	**Means of Verification**	
Output 3.4.1	Officials of Governments are provided with specialized tools and substantive publications on specific thematic legal issues pertaining to countering and preventing terrorism	• Total (cumulative) number of tools (database, guides, manuals and publications) developed and made available	• TPB assessment questionnaire for participants of workshops on usefulness of TPB tools • Data provided by ITS on visits to the counter-terrorism segment of the UNODC website	

Outcome 3.5	**Law enforcement agencies and judicial authorities establish and/or strengthen with victim/witness assistance and protection mechanisms**		**Budget**
Indicator	• Number of victims collaborating with law enforcement based on protection and assistance received. • Increased number of victim/witness agreeing to testify in court because of the protection measures put in place.		$2 million
Means of Verification	• UNODC project reports and surveys • Qualitative 'survey' of selected countries (using structured stakeholder interviews, focus groups etc) conducted by UNODC • Relevant national government agency records, summarized in annual report by UNODC		
	Outputs	**Indicators**	**Means of Verification**
Output 3.5.1	Officials trained to establish and operate witness protection programmes	• Number of witnesses willing to enter witness protection programme, • Number of victim/witnesses protected • Increased level of the knowledge among trained officials	• Relevant national government agency records, summarized in annual report by UNODC • UNODC project reports and surveys • Qualitative 'survey' of selected countries (using structured stakeholder interviews, focus groups etc) conducted by UNODC

Output 3.5.2	National authorities trained to identify victims of trafficking in persons/smuggling of migrants and to handle them appropriately	• Increased use of best practice procedures to identify victims of trafficking/smuggling • Decrease in number of victims held in detention facilities • Increased use of best-practice interviewing techniques (including gender and child-sensitive techniques) in trafficking in persons and smuggling of migrants cases • Increased application by Member States of the principle of non-criminalization of trafficking victims • Number of States establishing measures providing access to compensation for victims • Number of well-coordinated service facilities for victims established or developed by Member States	• Training evaluations • Relevant UNODC and other international community reports • Qualitative 'survey' of selected countries (using structured stakeholder interviews, focus groups etc) conducted by UNODC
Output 3.5.3	Member States have referral systems and practices established, including mechanisms for law enforcement and NGO cooperation	• Number of operational national referral mechanisms established • Number of victim referrals • Number of victims receiving assistance • Number of incentives for victims to cooperate with the justice system • Increase in number of cooperation agreements concluded between law enforcement and NGOs.	• Relevant UNODC and other international community reports

4 Cross-border and Regional Cooperation Mechanisms			
Outcome 4.1	**The operational responses of border, air and seaport control officials strengthened**		**Budget**
Indicator	• Number of illicit trafficking seizures made and offenders arrested. • Number of victims/migrants rescued.		$4.2 million
Means of Verification	• National reports		
	Outputs	**Indicators**	**Means of Verification**
Output 4.1.1	Evaluation and assessment of 6 key container ports (Mombasa, Dar Es Salaam, Zanzibar, Mogadishu and Bossasso (Puntland) and the dry port in Uganda) for participation in the UNODC global container security initiative	• Number of assessments carried out. • Number of seizures of illicit goods.	• Relevant UNODC and other international community reports • UNODC surveys conducted
Output 4.1.2	Number of customs officials trained and equipped to identify and inspect high-risk freight containers	• Number of high-risk containers identified and seized. • Level of knowledge among border, air and seaport control officials. • Quality of management.	• Relevant UNODC and other international community reports • UNODC surveys conducted
Output 4.1.3	Equip customs and related enforcement officers to identify and inspect high-risk freight containers	• Variety and number of equipment provided.	• UNODC trainings conducted • Evaluation of training • National reports • UNODC programme progress reports

Outcome 4.2	**Member States establish and operate national Transnational Organized Crime Units**		**Budget**
Indicator	• Number and type of created TOCUs • Quality of the created TOCUs		$0.5 million
Means of Verification	• UNODC trainings conducted • Evaluation of training • National reports • UNODC programme/project progress reports		
	Outputs	**Indicators**	**Means of Verification**
Output 4.2.1	Train staff to create and operate national TOCUs	• Number of trainings conducted • Increase level of knowledge of staff trained	• UNODC trainings conducted • Evaluation of training • National reports • UNODC programme progress reports
Output 4.2.2	Law enforcement entities and judicial practitioners trained to request and grant international cooperation in criminal matters, including extradition, mutual legal assistance and confiscation	• Number of mutual legal assistance requests. • Number and names of countries which have signed MLA agreement, • Number of countries that have designated central authorities to coordinate requests	• National reports • UNODC programme progress reports

Total Budget Pillar I **US$20.3 million**

Sub-Programme II: Fighting Corruption and Promoting Justice and Integrity

Goal	Reduction in the level of corruption, through an improvement in the tools and integrity of national justice systems.
Indicator	Countries in the region see an improvement in international and national indicators of corruption, population satisfaction with governments improves in national surveys, evidence of increased capacity in the justice system with more successful trials and convictions.

1 Strategic Information, Analysis and Awareness Raising

Outcome 1.1	**Member States have access to and utilise strategic information for policy formulation**	**Budget**
Indicator	• Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community • Increased volume/quantity of data usage by Member States through the central database on drugs and crime	US$0.5 million
Means of Verification	• Periodical data by UNODC • Periodic qualitative 'survey' of selected countries conducted by UNODC • Relevant UNODC and other international community reports	

	Outputs	**Indicators**	**Means of Verification**
Output 1.1.1	Countries in the region have a victimisation survey	• Number of victimisation surveys conducted	• Relevant UNODC and other international community reports • Periodical data by UNODC • Periodic qualitative survey of selected countries conducted by UNODC

Output 1.1.2	Countries in the region respond to the UN Crime Trends Survey	• Number of countries reporting to the UN Crime Trends Survey	• Relevant UNODC and other international community reports
Output 1.1.3	Countries in the region have corruption surveys	• Number of corruption surveys conducted	• Relevant UNODC and other international community reports • Periodical data by UNODC
Outcome 1.2	**Awareness of corruption, organised crime, youth and urban crime and crime prevention enhanced among relevant stakeholders in the region**		**Budget**
Indicator	Number of stakeholders reached, their responses and follow-up action as well as media coverage generated as a response to the awareness campaigns implemented, disaggregated by issue and country		$0.5million
Means of Verification	• Relevant UNODC and other international community reports		
	Outputs	**Indicators**	**Means of Verification**
Output 1.2.1	Comprehensive assessment for baseline data conducted in all countries in the region.	• Credible, evidence based data is available	• Relevant UNODC and other international community reports
Output 1.2.2	Awareness campaign on youth violence implemented in selected countries in the region	• Number of awareness raising campaigns	• Relevant UNODC and other international community reports
Output 1.2.3	Public awareness about the criminal justice process, access to justice, non-custodial responses to crime and the impact of the over use of imprisonment raised	• Number of awareness raising campaigns	• Relevant UNODC and other international community reports

Output 1.2.4	Anti-corruption awareness campaign aimed to enhance the active involvement of citizens in the fight against corruption launched, including citizens' advocacy for governance, whistle-blowing, and budget monitoring at local government level	• Number and quality of awareness raising campaigns, (including number of stakeholders reached, their responses and follow-up action as well as media coverage)	• Relevant UNODC and other international community reports

2 Legislative and Policy advise			
Outcome 2.1	**United Nations Convention against Corruption (UNCAC) increasingly implemented by Member States at national and regional levels.**		**Budget**
Indicator	• Number of countries that have a national legal framework in place in line with the UNCAC and the relevant regional instruments against corruption		US$0.8 million
Means of Verification	• Relevant UNODC and other international community reports • Self-assessment reports and gap analyses		
	Outputs	**Indicators**	**Means of Verification**
Output 2.1.1	Assistance provided to countries to draft and initiative change in national legal structures to conform to the UNCAC and relevant regional instruments against corruption	• Number of countries in receipt of UNODC assistance that have introduced national legislation to bring the legal framework in conformity with UNCAC and relevant regional instruments against corruption	• Relevant UNODC and other international community reports • Self-assessment reports and gap analyses

Outcome 2.2	**Standards and Norms in Crime Prevention and Criminal Justice increasingly implemented by Member States at national and regional levels**			**Budget**
Indicator	• Number of countries assisted in implementing legislation. Number of legal frameworks developed			$0.65 million
Means of Verification	• Relevant UNODC and other international community reports			
	Outputs	**Indicators**	**Means of Verification**	
Output 2.2.1	All Member States have incorporated the Standards and Norms into their Criminal Justice System	• Number of countries assisted in implementing legislation. • Number of legal frameworks developed	• Information from national governments, UNODC programme progress reports, and other qualitative studies on substantive laws and rules of procedure using structured assessment tools	
Output 2.2.2	Member States assisted in implementing legislation which facilitates criminal justice proceedings	• Number of countries assisted in implementing legislation. • Number of legal frameworks developed	• Information from national governments, UNODC programme progress reports, and other qualitative studies on substantive laws and rules of procedure using structured assessment tools	
Outcome 2.3	**Member States are implementing national crime prevention, criminal justice and anti-corruption strategies and action plans**			**Budget**
Indicator	• Number of Member States in receipt of UNODC assistance that develop national crime prevention, criminal justice and anti-corruption strategies and action plans. • Number of Member States in receipt of UNODC assistance start implementation of national crime prevention, criminal justice and anti-corruption strategies and action plans			$0.65 million
Means of Verification	• Self-assessment reports and gap analyses • Relevant UNODC and other international community reports			

	Outputs	Indicators	Means of Verification
Output 2.3.1	Member States in receipt of UNODC assistance develop national crime prevention, criminal justice and anti-corruption strategies and action plans	• Number of Member States in receipt of UNODC assistance develop national crime prevention, criminal justice and anti-corruption strategies and action plans.	• Relevant UNODC and other international community reports • Self-assessment reports and gap analyses
Output 2.3.2	Member States in receipt of UNODC assistance start implementation of national crime prevention, criminal justice and anti-corruption strategies and action plans	• Number of Member States in receipt of UNODC assistance start implementation of national crime prevention, criminal justice and anti-corruption strategies and action plans	• Relevant UNODC and other international community reports • Self-assessment reports and gap analyses

3 Strengthening Integrity and Capacity of the Criminal Justice System

Outcome 3.1	**MS establish anti-corruption bodies in line with the requirements of the UNCAC**	**Budget**
Indicator	• Number of anti-corruption bodies established, assisted and trained by UNODC	US$2.8 million
Means of Verification	• Self-assessment reports and gap analyses • Relevant UNODC and other international community reports • National data and analysis	

	Outputs	Indicators	Means of Verification
Output 3.1.1	MS assisted in designing and establishing new anti-corruption bodies or strengthening the operational capacities of existing bodies	• Number of new anti-corruption bodies established with the assistance of UNODC • Number of relevant officials trained • Increase in level of knowledge of trained officials	• Relevant UNODC and other international community reports • Training evaluation • National data and analysis • Self-assessment reports and gap analyses

Output 3.1.2	Anti-corruption entities and criminal justice operatives in the region trained in topics relevant to the implementation of the UNCAC	• Number of existing Anti-corruption bodies assisted • Number of Officials trained • Increase in level of knowledge of officials trained	• Relevant UNODC and other international community reports • Training evaluation • National data and analysis • Self-assessment reports and gap analyses
Output 3.1.3	Software provided to dedicated anti-corruption bodies, including 'goCASE' software (Specialised case management software for AC bodies)	• Delivery and full integration of such hard and software to AC agencies, including the level of data entry, and the practical use of such hard and software)	• Relevant UNODC and other international community reports • Training evaluation • National data and analysis
Outcome 3.2	**Operational capacity of Crime Prevention and Criminal Justice Institutions in the region strengthened**		**Budget**
Indicator	• Number of programmes developed and launched. • Number of measures (e.g. Codes of Conduct, Inspection and Performance Evaluation Systems, Professional Ethics Training, etc), implemented.		$2.4 million
Means of Verification	• Relevant UNODC and other international community reports		
	Outputs	**Indicators**	**Means of Verification**
Output 3.2.1	Member States in the region implementing criminal justice reform and crime prevention programmes with the assistance of UNODC	• Number of programmes developed and launched.	• Relevant UNODC and other international community reports
Output 3.2.2	Criminal Justice Institutions in the Region adopted measures and tools aimed to enhance and maintain integrity, accountability and oversight in their respective agencies	• Number of measures (e.g. Codes of Conduct, Inspection and Performance Evaluation Systems, Professional Ethics Training, etc), implemented.	• Relevant UNODC and other international community reports
Output 3.2.3	Cooperation and coordination mechanism established for criminal justice institutions at national level	• Number of national coordination mechanisms established/ strengthened with the assistance of UNODC.	• Relevant UNODC and other international community reports

Output 3.2.4	Members States developed and implemented crime prevention programmes with a focus on violent crime, youth-led prevention, violence against women, and community centred prevention	• Number of prevention programmes developed with the assistance of UNODC in partnership with other relevant stakeholder	• Relevant UNODC and other international community reports
Outcome 3.3	**Member States create/strengthen Child Justice Systems with relevant UN standards and norms and international good practices**		**Budget**
Indicator	• Overall quality of the juvenile justice system is improved, in line with international standards and best practices		$ 0.8 million
Means of Verification	• Relevant UNODC and other international community reports		
	Outputs	**Indicators**	**Means of Verification**
Output 3.3.1	Member States established child justice systems, including the passing of relevant legislation, the introduction of alternative to imprisonment and restorative justice, the establishment of juvenile courts and special detention/ rehabilitation facilities	• Number of rehabilitation programmes offered in line with international good practice • Number of legislation on child justice adopted, juvenile courts established and special detention/rehabilitation facilities created with the assistance of UNODC	• Relevant UNODC and other international community reports
Outcome 3.4	**Member States develop and start operating National Prison Reform Programmes with a focus on Rehabilitation of Prisoners**		**Budget**
Indicator	• Capacity is built for the management of prisons and the treatment and rehabilitation of prisoners. • Overall quality of national prison systems is improved • Regional prison capacity is increased.		$2.2 million
Means of Verification	• Relevant UNODC and other international community reports		

	Outputs	Indicators	Means of Verification
Output 3.4.1	Support Governments in the region in establishing prison reform programmes	• Number of prison reform programmes developed and operational	• Relevant UNODC and other international community reports
Output 3.4.2	Increased level of measures aimed at the rehabilitation and social reintegration of offenders	• Number of rehabilitation and social reintegration programmes developed by MS with the assistance of UNODC	• Relevant UNODC and other international community reports

4 Regional and International Cooperation

Outcome 4.1	**Member States cooperate and coordinate efforts regionally to prevent and combat crime and corruption**	**Budget**
Indicator	• Number of networks created/established as well as their functionality (regularity of meetings and other forms of information exchange such as shared internet portals, mailing lists etc.)	US$ 0.5 million
Means of Verification	• UNODC project progress reports • web statistics reports	

	Outputs	Indicators	Means of Verification
Output 4.1.1	A regional cooperation and coordination mechanism established among criminal justice institutions	• Quality of coordination mechanism established (including regularity of meetings, reports prepared and follow-up action taken)	• UNODC project progress reports • web statistics reports
Output 4.1.2	Central authorities and relevant justice sector practitioners trained on international cooperation in criminal matters, including the request and granting of mutual legal assistance, extradition, and asset recovery	• Number of relevant officials trained and participants evaluation of such training	• UNODC project progress reports • Training reports and participant evaluations

Output 4.1.3	Coordination and Information exchange within the East African Association of Anti-Corruption Authorities (EAAACA) enhanced, including the collection and dissemination of best practices and lessons learned on anti-corruption	• Platform in place and utilised by x number of people	• UNODC project progress reports • web statistics reports
		Total Budget Pillar II	**US$ 11.8 million**

Sub-Programme III: Improving Health and Human Development

Goal	Member States are supported to implementing large-scale and wide-ranging interventions to prevent drug use and HIV infections, and in providing care and support to people living with HIV and AIDS and drug dependence
Indicator	International statistics and surveys of drug use, and HIV/AIDS prevalence and rate of infection begin to fall. Number of programmes available for HIV/AIDS, drug prevention, treatment and care are increased.

1 Strategic Information, Analysis and Awareness Raising

Outcome 1.1	**Strategic knowledge used to inform the design and implementation of HIV and AIDS, and drugs dependence, treatment and care programmes**	**Budget**
Indicator	• Number of countries where the design and implementation of HIV and AIDS and drug dependence, treatment and care programmes reflect available strategic knowledge on the vulnerabilities of most at risk populations, assessed against a set of agreed good practice criteria.	US$0.15 million
Means of Verification	• UN RST reports • UNODC assessments of national strategic plan documents • Relevant UNODC and other international community reports • Information dissemination records • Surveys of stakeholder satisfaction with quality policy guidance and information	

	Outputs	Indicators	Means of Verification
Output 1.1.1	Stakeholders have access to high quality strategic knowledge.	• Satisfaction of target groups with the quality of policy guidance and information provided. • Number of countries that accessed policy guidance and other information that address the vulnerabilities of most at risk populations (UBW Principal Outcome VI / Key Output 2)	• UN RST reports • UNODC assessments of national strategic plan documents • Relevant UNODC and other international community reports • Information dissemination records • Surveys of stakeholder satisfaction with quality policy guidance and information
Output 1.1.2	Conduct research on the current scope of the problem, and generate data to inform programmatic work.	• Number of countries where drug use surveys are conducted • Number of countries where data on the extent of injecting drug use exists. • Number of countries with data on HIV prevalence and risk behaviour among people who inject drugs • Number of countries with data on HIV and TB prevalence in prison settings.	

2 Drug Prevention, Treatment and Rehabilitation			
Outcome 2.1	**More evidence-based, ethical and low-cost drug dependence treatment and care services available**		**Budget**
Indicator	Increased coverage, accessibility, diversity and quality of drug dependence treatment and care services		US$1.4 million
Means of Verification	• Partner country drug treatment agency records. • WHO and other international agency reports and study findings. • UNODC project documents, possibly including studies/surveys to assess scope and quality of these		
	Outputs	**Indicators**	**Means of Verification**
Output 2.1.1	Drug dependence treatment and care services implemented.	• Number of drug dependence treatment and care services that show proof of increased coverage, accessibility, diversity, quality and linkages with other services	• Partner country drug treatment agency records. • WHO and other international agency reports and study findings. • UNODC project documents, possibly including studies/surveys to assess scope and quality of these
Output 2.1.2	Recovery services supporting recovering drug users in the community supported / created	• Number of recovery services that show proof of implementing good practice and evidence-based recovery management services	

Outcome 2.2	**Number of drug abuse prevention programmes implemented**		**Budget**
Indicator	Number of drug prevention programmes that show proof of increased coverage and quality.		US$1.2 million
Means of Verification	• Partner country policy and programme documents. • Partner NGO and WHO reports • UNODC project documents, possibly including specific studies/surveys to assess scope and quality of these		
	Outputs	**Indicators**	**Means of Verification**
Output 2.2.1	Life skills education, family skills training programmes and workplace prevention programmes adapted and implemented.	• Number of evidence-based life skills education programmes adapted and implemented and number of students reached through school (by country) • Number of family skills training programmes adapted and implemented and number of families reached (by country) • Number of evidence-based workplace prevention programmes adapted and implemented and number of companies and employees reached (by country)	• Partner country policy and programme documents. • Partner NGO and WHO reports • UNODC project documents, possibly including specific studies/surveys to assess scope and quality of these

3 HIV and AIDS Prevention and Care			
Outcome 3.1	**Strengthened resource mobilization and coordination structure (UBW 8)**		**Budget**
Indicator	• Number of countries supported for financial resources mobilisation (disaggregated by group of population and by source of funding – Global Fund) • Budget earmarked for HIV comprehensive programme (disaggregated by group of population)		US$0.3 million
Means of Verification	• Relevant UNODC and other international community reports • HAU monthly reports • Global Fund proposals • UN reports • Global Fund funding		
	Outputs	**Indicators**	**Means of Verification**
Output 3.1.1	Financial resources mobilized and leveraged in a timely, predictable and effective manner to match projected resource needs for a scaled up response for IDUs, prison population and people vulnerable to human trafficking.	• Number of countries supported for financial resources mobilisation (disaggregated by group of population and by source of funding – Global Fund) • Budget earmarked for HIV comprehensive programme (disaggregated by group of population)	• Relevant UNODC and other international community reports • HAU monthly reports • Global Fund proposals • UN reports • Global Fund funding

Output 3.1.2	Enhanced regional coordination and collaboration on HIV prevention among IDUs and in prisons with UNAIDS RST, East African Community, the Indian Ocean Commission and the Sub-Saharan Harm Reduction Network.	• Number of countries supported for the establishment of multisectoral working groups; • Number of countries where authorities responsible for DU, Prison population and PVHT are represented in HIV coordination bodies such as NAC and CCM (disaggregated by group of population)	• Relevant UNODC and other international community reports • HAU monthly reports • Regional and national workshop reports • Participants reports • UNODC and UNAIDS reports
Outcome 3.2	**Human resources and systems of government and civil society enhanced to develop, implement and scale up evidence informed comprehensive HIV responses (UBW PO3)**		**Budget**
Indicator	1. Number of countries supported to develop evidence-informed and costed AIDS Strategies and Action Plans including IDUs, prison settings and PVHT (disaggregated by population group) 2. Number of countries that have include and cost for IDUs, prison populations, PVHT within their national AIDS strategy (disaggregated by population group)		US$0.3 million
Means of Verification	• UNODC HAU team reports • Mission reports • Consultant reports • National AIDS strategies		
	Outputs	**Indicators**	**Means of Verification**
Output 3.2.1	National AIDS Strategies and Action Plans are costed, inclusive, multisectoral, sustainable, prioritized and informed by scientific evidence, reflecting social and epidemiological data. (UBW KO 3.2)	• Number of countries supported to develop evidence-informed and costed AIDS Strategies and Action Plans including IDUs, prison settings and PVHT (disaggregated by population group) • Number of countries that have include and cost for IDUs, prison populations, PVHT within their national AIDS strategy (disaggregated by population group)	• UNODC HAU team reports • Mission reports • Consultant reports • National AIDS strategies

Outcome 3.3	**Human rights-based and gender-responsive policies and approaches to reduce stigma and discrimination are strengthened including as appropriate focused efforts on sex work, drug use, incarceration, and sex between men. (UBW PO 4)**		**Budget**
Indicator	• Number of countries supported to address stigma and social determinants of vulnerability for drug users, prison populations and PVHT. • Number of countries supported to retain or develop an enabling legal environment (disaggregated by population group)		US$0.15 million
Means of Verification	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports • Legal reviews reports • NGOs reports • Project reports		
	Outputs	**Indicators**	**Means of Verification**
Output 3.3.1	Number of countries supported for the development for integrating the specific need of women IDUs, in prison settings or vulnerable to human trafficking	• Number of countries supported to retain or develop an enabling legal environment (disaggregated by population group) • Number of countries that have laws and regulations that protect people living with HIV against discrimination (disaggregated by population group) • Number of countries supported to build the capacity of law enforcement to facilitate the provision of evidence informed, human rights based and gender responsive comprehensive HIV services for IDUs, prison settings and PVHT.	• UNODC HAU team reports • Mission reports • Consultant reports • Legal reviews reports • NGOs reports • Project reports

Output 3.3.2	Stigma, discrimination and other key social determinants of vulnerability of prison populations, IDUs and PVHT addressed in HIV policies and programmes. (UBW KO 4.2)	• Number of countries supported to address stigma and social determinants of vulnerability for drug users, prison populations and PVHT.	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports
Output 3.3.3	Gender inequality, GBV and discrimination against women and girls more specifically addressed in the populations of IDUs, prison and of PVHT. (UBW KO 4.3)	• Number of countries supported for the development for integrating the specific need of women IDUs, in prison settings or vulnerable to human trafficking	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports
Outcome 3.4	**National capacity for scaling up HIV prevention, treatment care and support for injecting drug users, in prison settings and for PVHT are enhanced. (UBW PO 5)**		**Budget**
Indicator	Number of countries that scale-up joint HIV/TB programmes (disaggregated by type of population)		US$0.8 million
Means of Verification	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports • National AIDS and TB programmes reports.		
	Outputs	**Indicators**	**Means of Verification**
Output 3.4.1	Scaled-up and harmonised joint HIV/TB planning, training, procurement and delivery for HIV/TB services for IDUs, in prison settings and PVHT (UBW KO 5.6)	• Number of countries supported for collaborative HIV/TB (by type of population and type of support) • Number of countries that scale-up joint HIV/TB programmes (disaggregated by type of population)	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports • National AIDS and TB programmes reports.

Outcome 3.5	**Coverage and sustainability of programme for HIV prevention, treatment, care and support are increased and address the vulnerability and impact associated with drug use, incarceration, human trafficking (UBW PO 6)**		**Budget**
Indicator	• Number of countries supported to implement policy guidance and other information that address the vulnerabilities and MARP (disaggregated by population group) • Number of countries supported to develop and/or implement programmes to scale-up provision of HIV prevention, treatment, care and support (disaggregated by population group – and type of support)		US$0.6 million
Means of Verification	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports • NAP reports • Coverage reports/ assessments		
	Outputs	**Indicators**	**Means of Verification**
Output 3.5.1	Evidence informed policies and practices and improved coordination and harmonization of approaches for HIV prevention, treatment and care for injecting drug users, PVHT (UBW KO 6.1)	• Number of countries supported to implement policy guidance and other information that address the vulnerabilities and MARP (disaggregated by population group) • % of national spending on IDUs, prison population and PVHT. • % of IDUs, prison population covered by comprehensive HIV prevention, treatment, care services;	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports • NAP reports • Coverage reports/ assessments

Output 3.5.2	HIV prevention, treatment, care and support services scaled-up with, by and for those engaging in injecting drug use, those in prison settings and those vulnerable to human trafficking. (UBW KO 6.2)	• Number of countries supported to develop and/or implement programmes to scale-up provision of HIV prevention, treatment, care and support (disaggregated by population group – and type of support)	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports
Outcome 3.6	**Increased coverage and sustainability of programmes including to address the vulnerability of, and impact on women, girls, young people, population affected by humanitarian crisis and mobile population (UBW PO 7)**		**Budget**
Indicator	• Number of countries supported to develop/implement/ integrate comprehensive HIV programme for IDUs, prison settings and PVHT for populations affected by humanitarian crisis		US$0.5 million
Means of Verification	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports		
	Outputs	**Indicators**	**Means of Verification**
Output 3.6.1	HIV policies and programmes are implemented for IDUs, PVHT and prison settings for populations affected by humanitarian crisis (UBW KO 7.4)	• Number of countries supported to develop/implement/ integrate comprehensive HIV programme for IDUs, prison settings and PVHT for populations affected by humanitarian crisis	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports
Output 3.6.2	Equitable access to comprehensive HIV prevention, treatment, care and services in the workplace and for mobile populations (UBW KO 7.5)	• Number of countries supported to provide workplace HIV prevention and information to prison officers and other law enforcement workers;	• UNODC HAU team reports • Mission reports • Consultant reports • Project reports

Total Budget Pillar III **US$ 5.4 million**