Promoting the Rule of Law and Human Security in Central America

Regional Programme 2009 - 2012

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Executive Summary

The Regional Programme for Central America for the period 2009-12 covers Belize, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

The purpose of the Programme is to support 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.

UNODC organized a Regional Expert Meeting in San José, on 5-6 February 2009 on priorities for action in Central America for the period 2009-2011. Participants agreed that the most convenient framework for UNODC’s technical assistance to the region would be the Central America and Mexico Security Strategy Action Plan, approved by the Heads of State or Prime Ministers of the member countries of SICA and Mexico in December 2008.

The Regional Programme for Central America is the operational translation of the UNODC Programme to Support the Plan of Action and the Security Strategy for Central America and Mexico, adopted at the Ministerial Conference in Managua on 23-24 June 2009. During this conference, governments also endorsed the creation of Centres of Excellence in the region.

The Regional Programme has been designed in close cooperation and partnership with Member States and regional organizations. The Central American Integration System (SICA) will act as one of the main reference partners for the implementation of this programme.

The following Sub-Programmes have been identified as strategic priorities in the region:

1. Countering illicit trafficking, organized crime and terrorism.

Activities under this Sub-Programme are related to the implementation of the United Nations Convention on Transnational Organised Crime (UNTOC). They will aim at strengthening the fight against drug trafficking, the capacity of law enforcement authorities in the region, the fight against illicit trafficking in human beings and smuggling of migrants. An emphasis will also be placed on the combat against money laundering. This Sub-Programme will contribute to an enhanced capacity of Member States in the field of counter-terrorism.

2. Fighting corruption and promoting justice and integrity.

Activities under this Sub-Programme aim at the ratification and implementation of the UN Convention against Corruption (UNCAC) through the adoption or modification of legal and policy frameworks, support to key institutions and training. It will also aim at reforming and enhancing criminal justice systems in the region. A particular attention will be paid to crime prevention as part of the holistic response to the growing power and violence of gangs in the region.

3. Improving health and human development.

Activities under this Sub-Programme will focus on drug prevention, treatment and rehabilitation as well as HIV/AIDS prevention and care in prison settings and for victims of smuggling and human trafficking.

Budget requirements estimated for the implementation of the Regional Programme reach a total of US$ 34.19 million for a total of three years. This includes financial resources that UNODC is allocating
from previously mobilised funds, and additional resources which would be required from funding partners.

This Regional Programme will be implemented by the UNODC Regional Programme Office in Panama. Additional national programme offices will also be open in selected countries based on resource mobilization for their respective country Integrated Programmes.
Map of Central America

Note: The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Part 1. Regional Context

1.1 PROGRAMME OBJECTIVE

The overall objective of the Regional Programme 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. This programme is in line with the overall UNODC Mid-Term Strategy 2008-11 and aims to establish a basis for building an integrated set of activities.

Countries covered by the Regional Programme are Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Belize, Panama and the Dominican Republic.

1.2 MAIN CHALLENGES

Central America’s ability to move toward economic growth is severely compromised by the struggle to overcome decades of authoritarian rule and armed conflict, including full-scale civil wars in Guatemala (1960-1996), El Salvador (1980-1992), and Nicaragua (1972-1991). The region is still one of the least (and most unequally) developed regions in the world, struggling with poverty, corruption, violence and organized crime.

Due to its geographical location between the world’s cocaine suppliers in the Andean region and its main consumers, North America and Europe, Central America is literally caught in the crossfire of the drug trade. It is a conduit for some 450 metric tons annually of cocaine headed to Mexico and the United States, with a wholesale value in the region of some US$10 billion, and a retail value in the United States of about US$50 billion. The potential destabilizing impact of this massive illegal flow is self-evident, considering that the entire annual revenue of Belize, for instance, is less than US$600 million. Recently, heroin seizures have begun to increase in a number of Central American countries, including Panama, Costa Rica, Nicaragua and El Salvador. In Guatemala, some small-scale cultivation of opium poppy is taking place.

The UNODC report Crime and Development in Central America: Caught in the Crossfire (2007) analyses the vulnerability of the Central American countries to crime and violence as a result of poverty and the pressure of organized crime associated with the drug trade. Several countries in the region are among the 10 countries with the highest homicide rates in the world (INTERPOL and UNODC statistics). An estimated 70,000 youth in Central American countries are members of violent gangs. Perhaps the most damaging impact drug trafficking has had on the region is the fostering of corruption.

Some of the main challenges impeding efforts to address the above-named problems are as follows:

- The legislative and operational frameworks for combating organized crime, corruption and money laundering and the financing of terrorism are weak in the countries of the region, leaving them vulnerable and attractive to criminals.
• **Criminal justice institutions** lack the resources and capacity to ensure that their populations, particularly those persons most susceptible to becoming victims of crime or being involved in crime, have access to justice.

• Effective national and local **crime prevention policies and programmes**, particularly programmes to address the large youth populations in urban settings, are lacking.

• There is a need to **strengthen the capacity of law enforcement agencies to control their territories** and fight organized crime.

• **Intelligence analysis and exchange** among law enforcement agencies in the region and particularly between the CCP\(^1\) countries and Mexico and Colombia is essential to effectively plan joint investigations and strengthen law enforcement cooperation in Central America.

• **Forensics capacities** need to be upgraded, particularly in violent crime scene investigations and organized crime cases, including the capacity to preserve the integrity of evidence, from the crime scene to the courtroom.

• Despite some recent efforts to develop legislation, much remains to be done to raise awareness and build institutional capacity on **human trafficking and smuggling of migrants**, particularly among law enforcement officials and the diverse government agencies charged with addressing these issues and the protection of victims.

• **Internal conflicts and criminal activity**, particularly connected with the drug trade, have led to an increasing demand for **illicit small arms** in the region.

• Political will is a key requirement for building effective mechanisms and institutions to respond to illicit trafficking and promote good governance. This is particularly evident in the case of **corruption**. The magnitude of this problem and the government response to combating it varies significantly within the region.

• Most **prisons** in the region are overcrowded, inadequately staffed, and housed in old buildings. There is little consideration of vulnerable groups such as women, children, prisoners with health problems, in particular HIV/AIDS and mental illness, and an over-use of pre-trial detention. Alternatives to imprisonment are lacking.

• Despite the fact that most of the countries in Central America are not the target countries of narcotics traffickers, **drug abuse** is a problem in the region. Cocaine abuse is significant in Panama, Nicaragua, Honduras and Belize. Cannabis, widely produced in the region, is the most common drug of abuse (used by 8.5% in Belize), and its use among youth is a major concern. Although Amphetamine Type Stimulants (ATS) are trafficked to a lesser degree than the other drugs mentioned, El Salvador has, according to the World Drug Report 2009, the highest level of abuse in the world, namely 3.3%.

• Research has uncovered **hidden epidemics of HIV and AIDS** among men who have sex with men in several Central American countries\(^2\). Although levels of HIV infection among female sex workers tend to be much lower\(^3\) (Bautista et al., 2006a), focused prevention efforts are needed to

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1 Central American Permanent Commission for the Eradication of Production, Traffic, Consumption and Illicit Use of Drugs and Psychotropic Substances (CCP).


protect sex workers who are injecting drug users, their clients and other sexual partners of the latter against HIV. The problem of injecting drug users is not adequately recognized by governments.

In order to tackle the above challenges, a comprehensive and multi-disciplinary response, supporting a programme of reforms in the region, is required.
Part 2. Strategic Approach

2.1 REGIONAL APPROACH: CONCEPT AND PRINCIPLES

The importance of adopting an integrated regional approach to the drugs and crime challenges has been recognized by the Central American Permanent Commission (CCP) since 2003, when it approved the 2003-2008 Regional Action Plan, now being revised to be in effect until 2013.

There is an urgent necessity to build a new generation of programmes to meet the needs of the countries in the Central American region, both at the national and regional level.

UNODC interventions will be harmonized to complement ongoing programmes supported by local resources and bilateral initiatives such as the Merida Initiative. These interventions will also build upon the pooling of expertise from countries in the region, including from Mexico and other Latin American countries.

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

- Aligned with Paris Declaration and Principles on Aid Effectiveness;
- Programmatic and results-focused;
- Focused on transnational and cross-border challenges;
- Based on partnerships; and
- Responsive to specific needs.

2.2 UNODC’S COMPARATIVE ADVANTAGE

UNODC has been active in Central America in the past few years, seeking to draw attention to the growing threat faced by the region due to illicit trafficking and organized crime as well as to other violence and corruption stemming from the narco-trafficking. The Office is committed to upgrading its capacity within the region through an integrated Regional Programme for Central America and the implementation of (quick-impact) integrated national programmes. Programme development and implementation will be supported by the new UNODC Regional Programme Office in Panama and the establishment of several Centres of Excellence in various countries of the region. Synergies will also be sought with wider initiatives such as the Santo Domingo Pact and the SICA-UNODC Mechanism, a partnership and monitoring mechanism in the Caribbean and Central American regions.

The Office has proven expertise in the design, management, delivery and monitoring of specialized law enforcement capacity-building projects to the Member States of Central America and other regions. This includes established programmes to:

- upgrade the professional skills of law enforcement agencies in specialized areas;
- collect, collate and analyze information in support of intelligence-led operational responses;
- support the conduct of specialized investigations in complex and organized crime cases;

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4 CCP members are Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. The CCP has national counterparts in all six member countries: the Instituto Costarricense sobre Drogas (Costa Rica); the Comisión Nacional Antidrogas in El Salvador; the SECCATID in Guatemala; the Consejo Nacional Contra el Narcotráfico in Honduras; the Consejo Nacional de Lucha contra las Drogas in Nicaragua; and the CONAPRED in Panama. Such permanent national anti-drug and crime entities constitute the focal points for UNODC in the development of programmes in the region.

5 In order to move forward on the Merida Initiative, in October 2007 the U.S. Government requested its Congress to approve $500 million for fiscal year 2008 with a view to providing additional funding necessary to reinforce the significant efforts that Mexico is currently undertaking with its own resources. This has been the first part of a multi-year funding request of $1.4 billion. In addition, the U.S. requested an initial $50 million in fiscal year 2008 for Central American countries to bolster the efforts regionally. The Merida Initiative will allow Central American countries to better confront the common threat of drug trafficking and other transnational organized crime.
• implement crime prevention activities;
• promote integrity, prevent and combat corruption within specialized law enforcement agencies;
• reinforce and build cooperation amongst law enforcement agencies both within and between Member States; and
• support the criminal justice reforms in the framework of the rule of law.

2.3 REGIONAL PROGRAMME DEVELOPMENT PROCESS AND SYNERGIES WITH OTHER UNODC REGIONAL INITIATIVES

The Regional Programme for Central America is the result of an in-depth consultation process fully supported by Member States of the region. UNODC organized a Regional Expert Meeting in San José, on the 5th and the 6th of February 2009 on priorities for action in Central America for the period 2009-2011. Participants included delegates from the seven Central American countries, ILANUD as well as Dr. Juan Daniel Alemán Guardián, Secretary General of the Central American Integration System (SICA). During the Meeting it was concluded that the most convenient framework for UNODC’s technical assistance to the region would be the Central America and Mexico Security Strategy Action Plan, approved by the Heads of State or Prime Ministers of the member countries of SICA and Mexico in December 2008.

Thereafter, UNODC developed a document, the “Programa de UNODC para el reforzamiento del plan de acción de la estrategia de seguridad en Centroamérica y México”, on which the present programme is based.

The “Programa de UNODC para el reforzamiento del plan de acción de la estrategia de seguridad en Centroamérica y México” was adopted at the Ministerial Conference in Managua (23-24 Junes 2009) by the seven Member States of SICA (Costa Rica as observer), the Dominican Republic as an Associated State to SICA and Mexico. It is intended to complement the Central America and Mexico Security Strategy Action Plan.

Representatives of the States at the Ministerial Conference also presented their national priorities and requested UNODC to provide state-of-the-art advisory services and technical assistance in order to design and implement an appropriate answer to the problems of drug trafficking and related transnational organized crime.
In the final declaration of the Managua Ministerial Meeting, Member States also endorsed the creation of Centres of Excellence in the region, which will gather the existing expertise in Central America and leverage it to deliver highly successful programmes and projects. (See Part 3.)

2.4 THE SANTO DOMINGO PACT AND SICA-UNODC MECHANISM

The Santo Domingo Pact and SICA-UNODC Mechanism is a technical assistance inter-Regional Programme with the overall objective to help governments of Central American and the Caribbean regions to control and reduce the level of drug trafficking and related transnational organized crime by improving national and regional capacities to adequately confront the challenges which are directly resulting from being positioned along the trafficking routes which exist between one of the world’s biggest drug producing regions (Andean countries and the Southern Cone) and the biggest drug consuming regions (the United States and Europe). The first phase of this programme (18 months) will focus on Mexico, Central America and the Caribbean.

The 52nd session of the Commission on Narcotic Drugs approved Resolution L.21 in which Member States requested UNODC to prepare the Santo Domingo Pact and Partnership Mechanism. Resolution L.9, approved during the 18th annual session of the Commission on Crime Prevention and Criminal Justice, held in Vienna in April 2009, reiterated the importance of establishing the Santo Domingo Pact.

The Santo Domingo Pact and SICA-UNODC Mechanism focuses on three major dimensions:

1. A Consultative and Coordination Mechanism is established with the objective of facilitating periodical consultations and strategic thinking between partners at expert and policy levels in order to jointly discuss, identify and set in motion coordinated actions to stem the increasing levels of illicit drug trafficking and related organized crime from, to and through Central America and the Caribbean.

2. An Automated Donor Assistance Mechanism, referred to as ADAM enables the coordination of technical assistance in the field of counter narcotics and the fight against transnational organized crime, a concept developed for and successfully in operation within the Paris Pact Initiative.
3. An Assistance and Programming Mechanism for normative issues is embedded in the SDP/SICA-UNODCM. Normative assistance and advice will be provided regarding international legal instruments related to drugs and organized crime, with special attention to the ratification and implementation of the UN Convention against Transnational Organized Crime (UNTOC), the United Nations Convention against Corruption (UNCAC), the three Conventions on drug control as well as the universal instruments against terrorism.

All countries involved in the Santo Domingo Pact and SICA-UNODC Mechanism inter-Regional Programme are full partners and jointly participate in the establishment of a regional and international network of experts, information and expertise. The network will function as a main tool for cooperation between the participating authorities and will be constructed in a way which may easily allow new partners and organizations to participate in the future.

Decentralized SDP/SICA-UNODCM coordination offices will be established in the region with a Programme Coordinator for Central America (P4), a Technical Coordinator for the Caribbean (P3) and a programme assistant (G6) responsible for the management, implementation and supervision of ADAM as well as for the cooperation with the focal points and the organization, management and implementation of the conferences, round tables and overall coordination of assessment missions in the region. Furthermore a network of 14 high-calibre national programme assistants/analysts (G6) will be deployed in selected pilot countries to liaise with the respective government authorities. The analysts will be responsible for the gathering and analysis of data on an ongoing basis and for providing the international community with brief analytical reports on matters related to drug trafficking and organized crime, as well as other information analysis and tools that will facilitate the coordination and strategic orientation of technical assistance at field level.
National Focal Points will be established in each of the SDP/SICA-UNODCM member countries with key government counterparts serving as coordination and liaison officers in programme-related matters.

2.5 NATIONAL INTEGRATED PROGRAMMES

Within the framework of the Regional Programme, Quick Impact National Integrated Programmes are being developed to cope with specific urgent country priorities. Quick Impact Integrated Programmes have already been developed for Guatemala and El Salvador during the last quarter of 2009 and are expected to be launched in the first quarter of 2010. Others may be foreseen depending on priorities.

The scope and content of the National Integrated Programmes vary depending on the results of the prior assessment of the Justice and Security Sectors in the country. National Integrated Programmes are developed through a highly participative process involving the definition of needs during national inter-institutional consultations, culminating with an endorsement of the programme document at the highest level of the State.

National Integrated Programmes fully complement activities of the Regional Programme and are also a response to urgent needs expressed by Member States during the Managua conference in June 2009.

2.6 PARTNERSHIPS AND DONOR COORDINATION

The present Regional Programme was developed in compliance with the principles set-up in the Paris Declaration on Aid Effectiveness (2005):

- **Ownership.** Supporting ownership of development policies and programmes by partner governments and other local stakeholders is critical. Without effective ownership, policies and programmes become less relevant to local needs. Ultimately, they become ineffective and unsustainable.

- **Alignment.** A key element of promoting ownership is aligning donor assistance with national policies and plans. In other words, not setting up a plethora of parallel programmes and projects with different objectives and management structures. Alignment with, and working through, partner systems also aims at reducing the transaction costs associated with establishing and managing multiple (often overlapping) project initiatives.

- **Donor/development, agency coordination and harmonisation.** Donors and development agencies are often doing the same things in the same place and with the same partners. This can result in duplication and fragmentation of efforts, confusion among partners and a waste of resources (including through the high transaction costs of partners dealing with different donor requirements, programming missions, review missions, etc). Improved donor coordination and an harmonisation of systems are therefore considered critical to improving aid effectiveness.

- **Results focus and mutual accountability.** Many development projects have been input-driven rather than results-focused (e.g. decreased illicit trafficking or improved access to health care). At the same time, even when results are given appropriate focus, donors have often set up monitoring and accountability systems that focus on demonstrating ‘their’ achievements, rather than emphasising mutual accountability for results.
In order to successfully implement these aid effectiveness principles, UNODC will strongly cooperate and coordinate with all the international, regional and national organizations working with security or rule of law issues.

**Central American Integration System (SICA)**

SICA will act as the reference partner for the implementation of the whole Regional Programme, a role that has already been assumed in the programme development process. A Memorandum of Understanding between UNODC and SICA was signed on the 28th of November 2008. As a follow-up, the subsequent coordination arrangements were taken between UNODC and SICA:

(a) **Goals on Institutionalization of SICA-UNODC consultations:**

   I. Host two high-level meetings per year (one in San Salvador, and the second one in Panama) with the participation of senior staff from UNODC Vienna HQs;

   II. Post a SICA liaison officer at the UNODC Regional Office in Panama.

(b) **Goals on the implementation of the Regional Programme:**

   I. Field joint fund-raising missions;

   II. Prioritize quick impact and high visibility projects included in the Regional Programme approved in Managua. UNODC’s initiative of the regional **Centres of Excellence** was welcomed as the top priority for the 12 coming months;

   III. **A road map** of activities and projects to be jointly undertaken between October 2009 and June 2010.

   IV. Tri-partite MoU to be signed between SICA-UNODC and INTERPOL.

**International Police Organization (INTERPOL)**

INTERPOL has a central role to play in strengthening the capacity of law enforcement in Central American States to address the scourge of organized crime and drug trafficking.

All INTERPOL member countries, including the 8 member countries constituting SICA (Belize, Costa Rica, the Dominican Republic, Guatemala, Honduras, Nicaragua and Panama) maintain National Central Bureaus (NCB). NCBs are equipped with INTERPOL’s state-of-the-art global communications system, I-24/7, which links NCBs in all member countries. The I-24/7 system allows law enforcement to share intelligence and request assistance with transnational investigations 24 hours a day, 7 days a week in a secure manner and in real time. Through the I-24/7 system law enforcement can also access a range of global databases and data services.

In 2008, INTERPOL, with support from the Government of Germany, established in Central America a regional initiative called OASIS (Operational Assistance, Services, and Infrastructure Support). The OASIS programme aims to achieve three integrated goals: 1) training and capacity building, 2) infrastructure reinforcement, and 3) operational support through targeted training as well as preparations for joint regional police operations.

The regional Centres of Excellence will benefit from INTERPOL’s expertise and operational networks particularly with regards to organized crime, forensics, databases and tailored-made capacity building exercises.

**UN agencies**

A key goal is to find effective ways to pursue development and security together. In this complex field of work, a coherent and integrated approach is required. For this reason, inter-agency cooperation, advocacy and partnership building will be essential elements of UNODC’s work.

The ongoing **UN reform** provides UNODC with the opportunity to focus on cross-cutting issues involving the expertise of other agencies of the UN system, thereby aligning its programming more effectively with national priorities, including the **Millennium Development Goals**. Based on the recent
Guidance Note of the Secretary-General on the UN Approach to Rule of Law Assistance (May 2008), UNODC will work in particular with UNDP, UN HABITAT, UNICEF, UNAIDS, UNHCR and IMO to improve joint planning and programming and mainstream justice and security issues in the new development agenda6.

UNODC will also develop synergies with the United Nations Latin American Institute for the Prevention of Crime and the Treatment of Offenders (ILANUD). The main assignment of the Institute is to collaborate with the governments in order to support the formulation and incorporation into national development plans of adequate policies in the field of crime prevention and criminal justice through research, training and technical assistance. In 2008 ILANUD also actively took part in the regional meeting of the UNODC for Central America and Panama on crime and development.

NGOs/civil society
UNODC will partner with NGOs (at both the international and local levels) 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. Other important partners are trade unions especially in terms of workplace prevention programmes.

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 action. Private companies can also be an important source of expertise as well as financial contributions. The private sector is a key partner also 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.

Academic institutions
To ensure sustainability of training activities undertaken by UNODC, it will be important to bring local academic institutions such as universities and training institutes on board as partners. They can ensure training of students and a constant update of materials, based on the latest research and studies. A partnership of the Centres of Excellence with such institutions represents a critical element that will determine their success and regional acceptance.

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6 UNODC will promote a holistic “development” perspective in the United Nations Country Teams (UNCTs) through the United Nations Development Assistance Framework (UNDAF) process. In particular, UNODC field offices assume an active role in the UNDAF process on the issues of governance, criminal justice and corruption.
Part 3. Centres of Excellence

3.1 BACKGROUND, STRUCTURE AND FUNCTIONING

Within the new integrated programming approach for Central America, “Centres of Excellence” (CoEs) are in the process of being created by UNODC, which are meant to serve as focal points for expertise, training, data collection and analysis. The objective is to have three established and fully operative CoEs by mid-2010: 1. A CoE in Panama within the UNODC Regional Programme Office in Panama City with special emphasis on Maritime Security; 2. A CoE in El Salvador in the Attorney General’s Office in San Salvador with special focus on Urban Crime Prevention; 3. A CoE in Guatemala with special emphasis on Organized Crime and Public Security.

Additional CoEs will be set-up in 2010. These are: 4. A CoE in the Dominican Republic on Prison Reform and Drug Demand Reduction; 5. A fifth CoE in Mexico on Crop Monitoring and 6. A sixth one in Nicaragua on Community Policing.

During the period of the first semester of 2011, three additional CoEs will be established: 7. One in Belize on Corruption; and two more in 8. Honduras (which mandate is still to be defined), and 9. Costa Rica, with a focus on Forensics.

CoEs will normally be headed by a nationally-recruited UNODC National Programme Officer and a programme assistant, and will comprise a team of dedicated, high-calibre internationally-recruited and regionally-seconded professionals with special expertise in their respective field of knowledge. The costs for facilities and running costs of the CoEs will be covered by the respective hosting governments.

3.2 KEY ACTIVITIES AND OUTCOMES

The main objective of the CoEs is to assist Central American governments in building up national and regional capacities dealing with threats and risks stemming from illicit trafficking, drug abuse, organized crime and related violence as well as to strengthen the rule of law. CoEs will also support governments in developing effective programmes by identifying areas of opportunity and areas
needing immediate attention by sharing information, providing research and analysis. The mandates of the CoEs will be as follows:

1. **Research and support to regional expertise through providing the following services:**
   a. Research and threat assessments,
   b. Analysis and strategy development,

2. **Capacity-building through training:**
   a. Training of national staff,
   b. Establishment of a network of future regional experts to be accredited by the Centres,
   c. Establishment of e-learning centres delivering the UNODC Computer-Based Training (CBT) syllabus for law enforcement, border management, the judiciary and other stakeholders.

3. **Information sharing and cooperation:**
   a. Information gathering and sharing in the respective areas of expertise for the entire Latin American region through the establishment of online and in-situ documentation centres,
   b. Promotion of alliances between relevant government agencies, NGOs, academia, and the private sector to facilitate regional cooperation.

The establishment of the CoEs will result in improved data collection, a thorough diagnosis of and trend analysis concerning their respective areas of research and work in Central America as well as in the development of well focused, balanced and targeted technical assistance programmes to combat and prevent crime in the region. Furthermore, in the medium-term they aim to serve as centres of reference for the whole continent.

The CoEs will also liaise and closely cooperate with selected law enforcement agencies (police, customs, prosecution authorities, maritime authorities, forensics institutes, etc.), other relevant authorities, training institutes and academia which are providing high level vision and direction and have a genuine interest and concern to reduce and prevent crime in Central America and Mexico.

A unique branding and identity will be developed for each of the CoEs so that they become easily recognisable by all stakeholders as “hubs” for co-ordination, liaison and expertise in their specific areas. Logo, branding and basic communications and advocacy functions, such as websites, will need to be developed so that information and news updates can be accessed and shared easily amongst target audiences, thus strengthening the power of expert networks which will be at the core of the CoEs.

**3.3 CENTRES OF EXCELLENCE: COORDINATION MECHANISMS**

As CoEs are established, coordination needs will dramatically increase to avoid any overlapping and generate synergies. A Senior International Law Enforcement Advisor (SILEA) based at UNODC’s new Regional Programme Office in Panama (ROPAN) will be instrumental in ensuring a proper and fruitful cooperation.

Some CoEs will have to work closely together, as their expertise areas are closely correlated: community policing and urban crime, corruption and organized crime, etc.
Part 4. Structure of the Regional Programme

The Regional Programme will focus on the promotion of Rule of Law and Human Security and the full integration of the evolving human security threats posed by drugs and crime into the Central American 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

These three Sub-Programmes are based on the components of the programme presented by UNODC at the Ministerial conference in Managua, which was adopted by the SICA member states and Mexico. For each Sub-Programme, priorities have been jointly identified by UNODC and SICA during the mission to Central America that took place from the 22nd of July to the 4th of August.

Phase I will be implemented between December 2009 and April 2011, giving way afterwards to Phase II which will be implemented between May 2011 and December 2012. Priorities have therefore been indicated by Central America’s own institutions, reflecting consequently the regional perceptions on which are the greatest threats to governance and development.

Phase I is intended to have a quick and measurable impact, tackling the most pressing issues and allowing the whole programme to promote a deep and lasting improvement of security, justice, health and human development in the region.

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.

Part 6 further details outcomes, outputs, activities and indicators in each of the specific Sub-Programmes.
4.1 SUB-PROGRAMME I: COUNTERING ILLICIT TRAFFICKING, ORGANIZED CRIME AND TERRORISM

**Situation Analysis**

UNODC will work with regional organizations and governments to strengthen their legal and technical capacities to prevent and stop the trafficking of drugs, people, firearms and natural resources and the smuggling of migrants, in line with the provisions of the UN drug control conventions and the *UN Convention against Transnational Organized Crime (UNTOC)* and its supplementary Protocols. Technical assistance envisaged under the programme will be carried out in a way consistent with established UNODC programme practices and coherent with the political guidance given by the Conferences of the Parties to *UNTOC* and its monitoring functions.

To achieve this objective, UNODC will assist governments nationally and across the region in launching a programme on law enforcement, forensics and judicial capacity-building and strengthening international judicial cooperation to fight illicit trafficking. UNODC’s added value is its experience and established technical assistance programmes that will help governments to consolidate the collective resources of state authorities and provide direct access to specific areas of law enforcement expertise in order to combat illicit trafficking and organized crime more effectively.

At the **regional level**, working side-by-side with SICA, the Programme will seek to support and facilitate regional and cross-border cooperation among national law enforcement and judicial agencies, as well as forensic science laboratories, in partnership with relevant regional agencies. At the **national level** the programme will help governments to develop an integrated approach to fighting illicit trafficking and organized crime, and to overcome the current fragmentation and at times uncoordinated agency responses to this challenge. UNODC will:

- provide **legal assistance** in support of the implementation of international instruments to counter drug trafficking, organized crime and corruption, as well as of relevant United Nations standards and norms in crime prevention and criminal justice. This will include
providing legal and policy advice and assistance in drafting, adopting and implementing relevant legislation;

• provide training, on-site mentoring and practical tools to *prosecutorial, judicial and forensic professionals*;

• help government authorities respond to the growing diversification of criminal networks by establishing a coordinated agency response – an agreed-upon coordinated strategy and procedure with the scope, authority and skills to focus agency resources on a unified response to the entire spectrum of organized crime activities (including illicit trafficking of drugs, precursors, firearms, human beings, money laundering);

• provide countries with technical assistance in implementing measures in anti-money laundering and countering the financing of terrorism (AML/CFT) and assisting them in detecting, seizing and confiscating illicit proceeds, as required under UN-related instruments and worldwide accepted standards.

### 4.1.1 Strengthening of the strategic and institutional frameworks to fight against organized crime

#### i Regional strategic framework

At the regional policy level, UNODC will assist Central American States in the implementation and regular review of the Central American Plan against Organized Crime in order to reduce crime and violence incidence, and strengthen overall fighting of criminality in the region. Specific support will therefore be required in the following key areas:

- Assessment of results of the Central American Plan and other current national plans;
- Strengthening of information sharing mechanisms at the regional level;
- Development or fine tuning of regional indicators for Central America to measure organized crime;
- Assistance and training to regional and national authorities to support the implementation of plans against organized crime;
- Dissemination and publications on insecurity at the regional level.

The CoE of Guatemala specialised in organized crime will play a key role in the above mentioned activities.

#### ii Development of a regional intelligence police model

UNODC will assist the Commission of Heads of Police in Central America and the Commission of Central American Security in the building of a regional intelligence model.

#### iii Set-up of a regional sustainable Network of Central American Anti Organized Crime / Narcotic Units (OCNs)

In order to successfully investigate and prosecute the trafficking of narcotics and other crimes across borders, including the associated money laundering activities, law enforcement and justice sector officials need to work together at the national level as well as to share information and coordinate at regional and international levels. Most of the countries of the region have established special anti-narcotic and/or organized crime units within the police and the Attorney General’s offices. However,
across the board, the law enforcement capacities of countries need strengthening. For some, like Guatemala, the legal authority to use special investigative techniques is relatively new. Cooperation and understanding of the roles between police and prosecutors needs work in most of the countries. For all, following the money trail and confiscating assets remains a challenge as does obtaining mutual legal assistance. UNODC will therefore assist with the creation of a sustainable Network of Central American Anti Organized Crime / Narcotic Units (OCNs) in order to provide a forum for the exchange of best practices, the sharing of intelligence and case information, the development and sharing of money laundering typologies as well as the facilitation of training. In addition the Network could assist with the identification of needs at the regional and national levels that can be addressed by UNODC or by others. The target group will consist of prosecutors and investigators from each country of Central America plus Colombia and Mexico since they are crucial countries in the region with respect to drug trafficking.

iv Strengthening of Regional Law Enforcement Training Institutions

UNODC will aim at strengthening regional training institutions active in the field of law enforcement. Subject to a preliminary assessment, advice and support to the development of curricula will be provided to the Central American Institute for Police studies (ICESPO). Areas of co-operation will include fighting corruption, cyber-crime, crime prevention and counter-terrorism. Possibilities of strengthening the Anti-Drug Training Centre of Central America (CIADCA) will also be envisaged.

UNODC will provide support in the following areas:

- Assessment of training needs in the region and training strategy in order to avoid duplication with curricula offered by national training institutes;
- Institutional / organizational strengthening;
- Development of a regional faculty (incl. external trainers);
- Support to development of face-to-face training and Computer Based Training);
- Training of trainers;
- Implementation of pilot courses;
- Provision of documentary resources to the two centres; and
- Implementation of a training quality management system.

4.1.2 Improving the fight against illicit trafficking in human beings and smuggling of migrants

As a transnational crime that needs a transnational response, the prevention and combat of trafficking in persons in the Central America area requires States and the international community to work in a cooperative way to overcome political, legal, institutional, technical, financial and personnel obstacles as identified in UNODC’s “Assessment of National and Regional Capacities to Prosecute Trafficking in Persons in Central America”. This report considers the investigation phase as the main operational challenge to obtain successful convictions in the area of trafficking in persons in this region. Confusion between trafficking in persons and smuggling of migrants, weak coordination between prosecution and police services, poor technical standards for the collection of evidence, lack of case management systems, little exposure to mutual legal assistance tools, and deficiencies concerning the protection of victims and witnesses stand out as the primary weaknesses of Attorney General Offices and National Police bodies. Legal vacuums and little involvement of the private sector in the prevention of trafficking in persons are other areas to be addressed.
The ongoing UNODC Regional Project against Trafficking in Persons and Smuggling of Migrants (XCAS26) for Central America already offers a solid platform to prosecutors and police agents to enhance inter-institutional and international cooperation, establish inter-regional networks and exchange good practices in the investigation of crime. A capacity-building component centred in train-the-trainers activities and professional certification constitutes the cornerstone of the project. Other components in the areas of: a) regional institutional strengthening; b) mutual legal assistance; c) legal reform; d) advocacy and awareness-raising; and e) dissemination of the UN Convention against Transnational Organized Crime and its Protocols have been developed to provide Member States with a comprehensive technical assistance package in the area of trafficking in persons.

A thorough consultation and coordination process has been carried out by UNODC in order to avoid duplication of efforts and optimize resources. This process resulted in fruitful collaboration agreements with ILANUD, the UNODC Project to combating trafficking in Human Beings in Colombia (COLR52); AECID-SICA; the International Labour Organization (ILO) – International Program for the Elimination of Child Labor Program (IPEC); INTERPOL; the Ibero-American Association of Public Prosecutors Offices (AIAMP); the Inter-secretarial Commission to Prevent and Combat Trafficking in Persons in Mexico; the USA Department of Justice Liaison Office in Mexico; the Attorney General Offices of Spain and Chile; and the Victim/Witness Assistance and Protection Program of Brazil.

UNODC will build on the results of the aforementioned XCAS26 project launched in Guatemala, Honduras, Nicaragua, El Salvador, Costa Rica and Panama in early 2008 and extend it to other countries in the region and beyond. Activities against the smuggling of migrants may be included, as requested by counterparts in the region. The outputs of the project will be assessment reports on the current response of the criminal justice system to trafficking in persons and smuggling of migrants, and training activities will be conducted in order to strengthen the capacities of national law enforcement agencies. As requested by SICA, assistance will also be given for the development of temporary shelters for migrants.

In addition, UNODC will keep on offering support within the framework of the UN.GIFT Initiative. This will include conducting training courses on human trafficking for frontline officers (Navy, Immigration and Police) piloting the recently developed First Aid Kit as the region is witnessing an increase in maritime and air arrivals. The training courses will be conducted by Steering Committee Members of UN.GIFT but also in partnership with other agencies. The first training course took place in Panama in November 2009, and other courses will be offered in 2010 in other countries in the region. In addition, in 2010 UN.GIFT will be part of assisting Panama and other countries through capacity-building specifically for the Navy and other maritime agencies.

UNODC will roll-out the international awareness raising campaign against Human Trafficking at the regional level with the support of local partners and regional actors. The campaign and materials will be adapted to local needs addressing the human trafficking challenges of the region. UNODC Mexico will launch its Blue Heart campaign against human trafficking in Spring 2010 and the extension of the Blue Heart campaign (http://www.unodc.org/blueheart/) to Central America would reinforce the fight against human trafficking in the wider region.

**4.1.3 Strengthened cooperation at the regional level to fight against the theft of vehicles and related fraud**

Upon request from the regional authorities, UNODC will offer support to coordinated actions against the theft of vehicles and related fraud.

More specifically, UNODC will play a key part in the following areas:
• Evaluation of the second phase of the so-called “Plan Huracán”;
• Strengthening of cooperation mechanisms for the repatriation of stolen vehicles to their legal owners or to the countries;
• Support to the evaluation of the RECSI project. The RECSI project coordinated by INTERPOL has set up the Central American Network Information System for the location and recovery of stolen vehicles. The RECSI data bases on stolen vehicles are accessible 24/7 by Central American authorities.

UNODC will seek close synergies in this area with INTERPOL which has had a leading role in the design and implementation of the existing regional response against the theft of vehicles and related fraud.

4.1.4 Building forensics capacity

UNODC will enhance forensic capacity in the region and promote the exchange of experiences and data through improved national and regional networking. Activities will build on UNODC ongoing provision of laboratory quality assurance support.

Co-operations will be sought with the Ibero American Network of Forensic Science Institutes (AICEF) which has approached UNODC for assistance in improving the quality and performance of Central American laboratories in forensic procedures such as analysing drugs in seized materials and biological specimens, and nominated the Costa Rican Forensic Laboratory as the lead laboratory to liaise with UNODC and ensure regional coordination. Proposed activities include:

• Training courses, including train-the-trainers courses, and IT-based courses including post-graduate online programmes;
• Provision of certified reference materials and scientific literature and establishment of a regional mechanism to acquire reference materials;
• Expansion of proficiency testing in the Central American region.

Initial activities may also include the provision of basic forensic equipment.

4.1.5 Improving the fight against drug trafficking

Drug trafficking remains a major challenge that Central American States are facing which requires a specific component on that issue. UNODC will provide support to governments of the region in the implementation of the international drug control regime as well as contribute to the strengthening of operational capacities of law enforcement authorities. The transnational dimension of drug trafficking will also require UNODC to put an emphasis on the enhancement of co-operation at the regional level and the coordination in the exchange of information and implementation of anti-drug trafficking operations.

UNODC will therefore focus on the following areas:

• The programme will contribute to improving the sharing of experience between all the relevant actors in the field of drug trafficking in the region. In priority, support will be provided to established information sharing mechanisms.
• Assistance will be provided in order to strengthen regional procedures for the detection, identification and interception by land, sea and air of drug trafficking.
In cooperation with SICA, UNODC will support the strengthening of early warning mechanisms, through the provision of equipment and the set-up / improvement of protocols.

Support will also be channelled towards the implementation of the international drug control regime including already-existing regional agreements in Central America.

UNODC will strengthen regional capacities in the field of investigation and control of chemical precursors and the dismantling of illegal synthetic drug labs. The programme will expand and strengthen the mechanisms available to States of the region for the exchange of information in order to prevent diversion of precursor chemicals, and link them in with the international efforts of the International Narcotics Control Board (INCB). The coordination efforts of the UNODC project XCAS186 and the precursor control model devised as part of this initiative in Mexico will be extended to incorporate the Central American region. With a view to supporting these procedural changes, there will be training in the investigation of seized chemical precursors and attempts at their diversion, together with instruction in safe practices in the dismantling of illegal synthetic drug labs. Training will be delivered through both the specialist e-learning syllabus of UNODC’s computer based training programme together with subject matter experts for specialist topics.

4.1.6 Improving screening procedures at borders, ports and airports for controlled goods

In order to improve border security, UNODC will assist with the training of anti-organized crime units, the use of organized crime threat assessments and exchange of information (with INTERPOL), the establishment of dedicated airport and seaport specialist response units, the application of risk assessment and targeting procedures and the sharing and networking of intelligence between strategic ports and airports through inter-agency (INTERPOL and World Customs Organization) and regional cooperation.

UNODC has commenced negotiating the introduction of the UNODC Container Control Programme with the governments of Costa Rica and Panama. The Programme establishes dedicated multi-agency container control units trained to select high-risk containers for physical examination.

Drawing on a track record of successful delivery of border control programmes UNODC’s intervention will be structured as follows:

- Improvement of maritime security and implementation of a containers control programme: activities in this field will rely on the new CoE on Maritime Security established in Panama. Selection of pilot ports will be done in collaboration with SICA and Central American Member States.
- Strengthening of security in international airports: the strengthening of Joint Interdiction Teams and the building of inter-agency cooperation will be crucial in the success of UNODC’s intervention.
- Border management: a focus will be placed on the enhancement of cooperation at major border points and building the capacities of the staff of all involved agencies (e.g. police, customs, and immigration).

4.1.7 Improving the fight against money laundering related to drug trafficking and other illegal activities

Money-laundering in the Central American region is mostly related to narcotics trafficking and, to a lesser degree, kidnapping, corruption, counterfeiting, fraud, and contraband. Although most Central
American jurisdictions have strengthened their legal and institutional anti-money laundering systems, certain vulnerabilities remain.

Building on existing initiatives and tools developed by UNODC in Central America, the Programme will focus on the following areas:

- At the regional level, UNODC will focus on possibilities of strengthening co-operation through the development of joint policies and legal instruments in order to ensure a better allocation of seized properties related to drug trafficking and other illegal activities.
- UNODC will continue to provide training to law enforcement and justice officials, placing long-term anti-money laundering advisors or mentors directly within the law enforcement agencies, providing computer-based training syllabus, and running mock trial exercises for the judiciary and law enforcement authorities. Particular emphasis will be placed on the confiscation of criminal assets and investigating and prosecuting the financing of terrorism.
- The Office will strengthen the operations of financial intelligence units (FIUs) to enable the collection and analysis of financial information regarding possible money-laundering or financing of terrorism cases. Support to particular FIUs will be provided after the realisation of a previous assessment by UNODC.
- A targeted focus will be put on the enhancement of public-private sector partnerships against money-laundering. The private sector will include the non-financial sector, particularly trade and commerce (trade-based money-laundering), in an innovative move to incorporate anti-money laundering standards into business management.

4.1.8 Fighting firearms smuggling in the region, avoiding their use in crime commission

The Programme will help national and regional institutions to better control the legal trade in firearms and ammunition and prevent firearms from falling into the hands of criminal networks. It will aim to increase official institutions’ capacity to investigate and stem illicit trafficking and manufacturing of firearms and ammunition in compliance with obligations under international agreements, including the Firearms Protocol to the United Nations Convention on Transnational Organized Crime (UNTOC) and the Inter-American Convention against the Illicit Trafficking in Firearms, Ammunitions and other related explosives.

At the policy level, UNODC will work closely in coordination with the Central American Security Commission, the Central American Regional Commission of National Police Chiefs and the Central American Programme on Small Arms and Light Weapons Control (CASAC). In order to avoid duplications and develop synergies, co-operation will be sought with other international actors such as the United Nations Office on Disarmament Affairs (UNODA).

The Regional Programme will therefore focus on the following areas of intervention:

- The implementation of international legal agreements in combating illicit arms trafficking;
- The strengthening of regional cooperation mechanisms; and
- The provision of support to national authorities in designing firearms policies, training public officials in the control, prevention and judicial matters related to the illicit manufacturing, use and trafficking of firearms and advocacy campaigns (such as non-violence campaigns).
4.1.9 Creating an intelligence and information exchange system, capable of detecting and evaluating terrorist risks and menaces

The overall objective of UNODC’s counter-terrorism technical assistance is to support Member States in achieving a functional universal legal regime against terrorism in accordance with the principles of the Rule of Law. The assistance provided by UNODC also assists countries in their compliance with the requirements of Security Council Resolutions relating to terrorism, especially Resolutions 1267 (1999) and 1373 (2001).

UNODC has held bilateral legislative technical assistance workshops and specialized training workshops for judges, prosecutors and judicial police in all countries of the region. Six countries have ratified 12 or more instruments (El Salvador 14; Mexico and Panama 13; Costa Rica, Honduras and Nicaragua 12). Guatemala has ratified 10. Recent accomplishments include:

- Organization of two Ministerial Conferences on the prevention and fight against terrorism in Panama, in April 2006 and May 2008, with the participation of international experts, attorneys general and ministers from all the Central American countries and adoption of two declarations;
- Legislative technical assistance contributing to the adoption of counter-terrorism legislation: Costa Rica, El Salvador, Mexico and Panama. Guatemala and Mexico have adopted laws on terrorism financing; Guatemala, Honduras and Nicaragua have draft legislations against terrorism, tabled before Congress, with the support and advice of the UNODC Terrorism Prevention Branch (TPB);
- Specialized training sessions for prosecutors, judges and judicial police conducted in Costa Rica (October 2006), El Salvador (March 2008), Guatemala (November 2008), Mexico (November 2006) and Panama (July 2007);
- Technical assistance in the reporting and legislative requirements under UNSC Resolution 1540 (2004) provided jointly with the UNSC 1540 Committee to Guatemala in March 2008.

UNODC will continue to provide countries of the region with:

- Legislative technical assistance in becoming parties to and implementing the relevant international conventions and protocols relating to terrorism;
- Specialized training workshops for criminal judicial officers on the prevention and fight against terrorism and its financing, including investigative techniques, application of the international legal instruments against terrorism and on international legal cooperation in criminal matters;
- Specialized training for criminal justice officials and other relevant officials on the financing of terrorism, in particular, on alternative remittances, wire transfers, non-profit organizations and cash couriers as means to finance terrorism;
- At the regional level, UNODC will also provide substantive policy advice support in the revision of the regional plan against terrorism and contribute to the strengthening of regional cooperation.

Activities will continue to be implemented in close collaboration with regional policy organizations, such as the Organization of American States (OAS) and its Inter-American Committee Against Terrorism (CICTE/OAS).
4.2 SUB-PROGRAMME II: FIGHTING CORRUPTION AND PROMOTING JUSTICE AND INTEGRITY

Situation analysis

Justice and integrity are cornerstones of development, human rights and peace and security. Rule of Law can only be established when everybody – individuals, organizations and institutions, both in the public and private sector – is accountable to laws that are publicly promulgated, equally enforced and independently adjudicated through an institutional framework governed by the principles of transparency, integrity and accountability.

UNODC has already begun to identify a range of areas in which it can make an active contribution in the region. It will focus on crime prevention and corruption. Depending on the needs expressed by countries, assistance could also be provided in prison reform and alternatives to imprisonment, justice for children and youth (as victims and offenders) and integrity and accountability of the justice sector (judiciary, police and correctional services), at the national or regional level.

The Office will also facilitate the exchange of good practices and experience among the countries of the region and with South American countries facing similar challenges, in particular Brazil and possibly Colombia.

4.2.1 Improving transnational and national criminality prevention

In accordance with the United Nations standards and norms on crime prevention and criminal justice, and other relevant international instruments, in particular the Bangkok Declaration on “Synergies and Responses: Strategic Alliances on Crime Prevention and Criminal Justice”7, a Memorandum of Understanding between the Government of El Salvador and UNODC was signed in early 2009 for the establishment of a regional CoE on Urban Crime Prevention. Similarly, the government of Nicaragua and UNODC are undertaking steps for the signature of a Memorandum of Understanding for the establishment of a CoE on Community Policing in Managua. The long-term objective of the CoE on Urban Crime Prevention in El Salvador is to contribute to a reduction in urban crime in the affected areas in Central America and the Caribbean, by supporting Member States to strengthen national and regional capacities, and to serve as a platform for knowledge exchange and increased regional cooperation. The Centre in El Salvador will also support Member States to develop and implement programmes to prevent and reduce urban violence as for example armed violence prevention programmes and disarmament campaigns. The activities of the CoE on Urban Crime Prevention in El Salvador will be closely coordinated with those of the CoE on Community Policing in Nicaragua, as well as other relevant regional organizations and institutions including ILANUD and the US-led Transnational Anti-Gang Centre (CAT)8.

Some emphasis on crime prevention activities will be placed on youth gangs as this has been highlighted as a growing threat to security in the region. In coordination with SICA, UNODC will support countries in the region to strengthen existing mechanisms and programmes aimed at preventing membership in violent youth gangs and reintegrating former gang members into society. Activities in this thematic area will be included in the programme of work of the CoE for Urban Crime Prevention and may focus on:

- Facilitation of exchange of knowledge on successful anti-gang programmes;
- Development of school-based and livelihoods-focused programmes;

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7 General Assembly resolution 60/177.
8 The Centro Antipandillas Transnacional (CAT) was established by the FBI on 5 October 2007 with the aim to coordinate national plans and advanced technology in the fight against criminal gangs in the United States and Central America.
- Activities and interventions aimed at increasing civil society participation in prevention and reintegration programmes; and
- Facilitation of experience-sharing between criminal justice systems, from a preventative perspective, in particular as regards the police sector and prison system.

In order to implement the Managua Political Declaration, in particular with regard to the need to implement integrated programmes focusing on prevention, social reintegration and rehabilitation of former gang members, and given that many gang members are children or young people, UNODC will:

- Support efforts to bring juvenile justice systems in conformity with international standards, focusing on alternatives to imprisonment, restorative justice, and strengthening of national institutions to provide for rehabilitation and reintegration of children and young people.
- Make a particular effort to address the needs of girls and young women who have been instrumentalized within gangs or forced to seek gang membership for their own protection.
- Ensure that the treatment of children and young people in conflict with the law is carried out in accordance with the relevant international and national standards and is separated from the adult criminal justice system. At the regional level, exchange of experience will be facilitated in this area within the CoE on Urban Crime Prevention.

UNODC will also support national authorities in developing and implementing comprehensive and participatory policies and programmes, facilitate the sharing of good practices in youth crime and violence prevention and support the monitoring and evaluation of ongoing programmes. Initial support by UNODC has already started. Since June 2009, UNODC counts with a national programme officer in El Salvador tasked with programme development in crime prevention, criminal justice and integrity/anti-corruption related issues in Central America. UNODC is also an active partner of the UN Armed Violence Prevention Programme (AVPP), under which Guatemala and El Salvador are foreseen as countries for joint AVPP assessments and AVPP country programme development in late 2009-early 2010.

Countries will be assisted in developing, monitoring and evaluating crime prevention policies and programmes and designing, implementing and evaluating local safety audits, victimization surveys, diagnoses and social crime prevention interventions. Particular attention will be paid to the social integration of youth at risk into society. As indicated above, partnerships with UN-HABITAT and other UN agencies, including AVPP partner agencies (UNDP, UNICEF, WHO, UN-HABITAT and UNODA) will be sought. Also, opportunities for activities in the context of UNODC’s Global Sports Fund for drug abuse and crime prevention in the region will be explored.

4.2.2 Strengthening of criminal justice systems in the region

The Office will contribute to the strengthening of the Criminal Justice Systems in selected countries in the region. This will encompass:

(i) legal reform and/or implementation of current legislation relating to alternatives to imprisonment and restorative justice;
(ii) legal aid and access to justice to address the over-use of pre-trial detention;
(iii) development or strengthening of a juvenile justice system; and
(iv) development of supervision and accountability mechanisms for law enforcement agencies.
UNODC will provide support in the field of prison reform. The following aspects will be covered through regional or targeted national initiatives:

(v) refurbishment of prisons facilities whenever necessary;
(vi) prison staff training, with focus on vulnerable groups;
(vii) file and data management;
(viii) oversight and inspection of the prison system; and
(ix) social reintegration of prisoners and former offenders.

Based on a UNODC previous assessment mission in September 2009, UNODC could provide support in the short term to Panama in the field of capacity building for prison management in one or two selected prisons.

In the Dominican Republic, UNODC will establish a CoE on prison reform and drug demand reduction. This will result in improved data collection, a thorough diagnosis of prison systems and the overall condition in prisons in Central America and the Caribbean. It will also lead to the development of well focused, balanced and targeted technical assistance programmes to ameliorate prison conditions, especially for prisoners with special needs, as well as to the development of crime prevention programmes and alternatives to imprisonment. The CoE will furthermore provide governments in Central America and the Caribbean with a well-researched, cross-disciplinary strategy for crime prevention for the region. The CoE will also liaise and closely cooperate with selected law enforcement agencies (police, national prosecution authorities), other relevant authorities from the Dominican Republic, training institutes and academia, who are providing high level vision and direction and have a genuine interest in reforming the prison system where necessary, improving prison conditions with special regard to prisoners with special needs in the Dominican Republic, Latin America and the Caribbean.

4.2.3 Develop and implement Regional Programmes and projects to update and harmonize legislation, research, education and corruption prevention

Corruption is a particular challenge and one of the main obstacles to development for Central American countries. Corruption can occur at all levels of government, from the petty corruption of public civil servants requiring a payment to fulfill (or withhold) the performance of their duties, to the grand corruption of high level procurement fraud and embezzlement of state funds. Drugs are a key driver of corruption in transit areas, starting among border and law enforcement officials but potentially reaching even the highest government levels. While data on corruption levels in the region are often confusing and contradictory, the arrest of public officials for involvement in corrupt activities is a regular feature of life in many Central American countries.9

The efforts of Central American countries to respond to this challenge and promote good governance are impeded by the absence of effective prevention policies and strategies, lack of legal frameworks, weak capacity of and lack of transparency and accountability in criminal justice institutions, combined with limited regional and international cooperation of criminal justice agencies in the region.

Seven out of eight countries in the region have ratified the United Nations Convention against Corruption (UNCAC). While the Convention constitutes a major achievement in international law, its potential in contributing to the achievement of the Millennium Development Goals remains under-utilised. Putting the Convention into effect, in terms of both domestic implementation and international cooperation, can only become a realistic goal if countries are equipped with the capacity not only to adhere to the letter of the treaty but also to effectively implement its provisions. For most

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9 Crime and Development in Central America. Caught in the Crossfire, p. 18, 70-73, UNODC.
countries in the region, this constitutes a challenge which they will not be able to meet unless they are provided with significant technical assistance.

According to the self-assessment checklists submitted and State representatives at the Regional Conference on the Implementation of the Convention, held in La Paz, Bolivia in December 2007, assistance is most urgent in connection with formulating national action plans and anti-corruption policies, building institutional capacity, providing judicial assistance and training and strengthening existing communication technologies for exchanging experience and information among countries. A key objective will be to continue working jointly with the OAS Secretariat towards the full implementation of both the Inter-American Convention against Corruption and UNCAC in the region.

UNODC will provide expertise and technical assistance to Member States in line with the provisions of 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.

i Strategic information and analysis

As with other forms of organized crime, detection of corruption can be difficult, and enforcement is generally reliant on pro-active work of the authorities. As a result, crime statistics are of little value, and most of the internationally comparable data on corruption comes from surveys of victims and opinion surveys. Conducting research on and analysis of corruption patterns and trends as well as activities and sectors exposed to corruption is key as a basis for the development of preventive anti-corruption strategies.

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, 5 countries in the region have submitted their reports (Costa Rica, the Dominican Republic, El Salvador, Guatemala and Panama) and the Secretariat is actively following up on information from the others.

ii Implementation of legal frameworks

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 Central American legal frameworks and promoting integrity have been identified in the thematic area of combating corruption. 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 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.
• Constitute a Central American Forum of institutions that are responsible for the implementation of the Convention and the design of anti-corruption authorities, in coordination with SICA and the Secretaría de Función Pública of Mexico, and support this forum in the elaboration of programmes for the full implementation of the Convention and the harmonization of anti-corruption legislation in the region.

• Facilitate the exchange of knowledge and peer-to-peer support on corruption prevention approaches throughout Central and South America, including on means to generate and share intelligence and specialised investigative techniques (controlled delivery, undercover operations and electronic surveillance).

### iii Capacity-building

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.

Building on national counterparts and partner United Nations agencies’ existing crime prevention programmes and initiatives, national and Regional Programmes will be built focusing on:

• In cooperation with the Central American Forum, design interactive capacity-building modules for each country, in accordance with their specific anti-corruption plans;

• Consider placing an anti-corruption mentor in the region, within the framework of the Anti-corruption Mentor Programme launched in 2007, to provide top-level and long-term specialized expertise to government institutions tasked with the prevention and control of corruption.

### 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:

• **Enhance frameworks for international cooperation and asset recovery.** Participants at the Regional Conference on the Implementation of the Convention, held in La Paz, Bolivia in December 2007 recognized that legislative frameworks for the implementation of the chapters of the Convention relating to international cooperation and asset recovery are inadequate, and experience at an international level is scarce.

• **Strengthen communication channels:** Participants at the regional Conference on asset recovery held in Buenos Aires in August 2009 stressed that both at the regional and global levels the designation of asset recovery focal points was essential and that focal points should create synergies with existing structures and networks.

• **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.

• Assistance in legislative drafting and model legislation, as well as institutional capacity-building and the strengthening of communication channels, can be provided by UNODC, in particular through the joint UNODC/World Bank Stolen Asset Recovery (StAR) Initiative.
v Awareness-raising

- In cooperation with the Central American Forum (to be established, cf. above), UNODC will develop publications on international anti-corruption instruments and consolidate an annual publication for celebrating the International Anti-Corruption Day (9 of December).
- The International Anti-Corruption campaign will be reframed in a regional context to appeal to local issues and regional audiences and will be promoted via regional media, stakeholders and partners through a variety of communications tools. A specific regional communications strategy for the Anti-Corruption campaign will be developed with activities being organized in the lead up to the International Anti-Corruption Day.
4.3 SUB-PROGRAMME III: IMPROVING HEALTH AND HUMAN DEVELOPMENT

Due to the increased availability of illicit drugs at lower price levels for local consumption, drug abuse has become a severe problem in Central America during the past decade. Consumption of cocaine and its derivates, specifically crack, and of synthetic drugs have increased while the initiation age of drug abuse has decreased.

In 2002, Central American countries approved minimum standards of treatment and, in December of that year, the CCP approved a sub-regional plan of action (PAR) to address the drug problem in the region. Still, treatment, rehabilitation, and social reintegration of those suffering from drug abuse are uncoordinated, ad hoc and insufficiently informed.

In 2004 UNODC started a project (CAMH90) in six Central American countries – Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama – which promotes professional exchange and networking among practitioners working in drug abuse treatment, rehabilitation, and social reintegration centres in Central America. In 2006 Belize was incorporated in the project.

UNODC project GLOJ71: Treatnet II is being implemented in 20 countries in four regions, including Nicaragua in Latin America (2008-2011). This project has the overall goal to contribute to improve quality of drug dependence treatment services and increase access to drug treatment for all those in need, thus reducing the negative health and social consequences of drug dependence, including HIV and AIDS. The project strategy is based on systematic advocacy to promote a sound understanding of drug dependence and its treatment and counteract stigma and discrimination; capacity building; and support to the respective governments to provide evidence-based, high quality drug dependence treatment through the development of national/regional networks of drug dependence treatment centres.

4.3.1 Drug prevention, treatment and rehabilitation

i Prevention

There are currently few on-going prevention activities in the region and there is a need to re-launch action promoting evidence-based interventions. Current activities include:

- A training workshop on monitoring and evaluating drug abuse prevention programmes in Mexico organized in collaboration with the Ibero-American Network for NGOs Working in the
Field of Drug Dependence (RIOD) and the Global Youth Regional Network in Mexico and Central America. The workshop has taken place in early 2009;

- Building social and labour integration strategies in public policies at the municipal level, and providing vocational training to young, unemployed Honduran school dropouts without professional training.

New programmes will include:

- Life-skills education in schools – one of the most evaluated drug prevention interventions, which can also be effective in reducing high-risk sexual behaviour. This could be offered in conjunction with other health and/or violence prevention education efforts;

- Family skills training, another proven intervention for the prevention of drug abuse, which in the school context also shows good results with respect to improving retention of students and disruptive behaviour. Family skills training has been used effectively in the context of the juvenile justice system in the United States;

- The UNODC programme for prevention of drug abuse in the workplace. This programme has been successful in reducing substance use among employees and has brought substantial gains to companies in terms of reduced absenteeism and accidents. This programme has been successfully implemented in Brazil, where firms have agreed to cover 90% of the costs;

- The 26 of June International Drug Day awareness-raising campaign will be tailored to regional needs and specific materials developed for regional audiences (campaign materials, PSAs, etc.). These materials will be developed in conjunction with other materials developed for schools and young people and for the workplace described above.

### Treatment

Considering the estimated number of drug users and the adverse social and health consequences on the individual, the family and the community, there is an urgent need for the provision of quality and accessible services for drug users. This includes the establishment of a wide variety of services taking into account the different needs of target groups. Quality drug treatment and rehabilitation services will contribute to reducing the demand for illicit drugs, HIV transmission amongst drug users, drug related crime, incarceration and recidivism. In order to strengthen drug dependence treatment services, UNODC will:

- Raise awareness and advocate for evidence- and human rights- based drug dependence treatment;
- Train drug treatment professionals in scientific research-based practices;
- Mainstream drug dependence treatment in health care systems, thus increasing access to quality drug treatment services and reducing the negative health and social consequences of drug dependence, including HIV and AIDS, Hepatitis C and other blood borne infections;
- Support the networking of governmental agencies, universities and academic institutions and governmental and non-governmental drug treatment and rehabilitation service providers;
- Foster regional and national alliances to implement evidence-based national/regional quality standards; and
- Develop data collection methods to support treatment evaluation programmes.
4.3.2 HIV and AIDS prevention and care

i HIV in prison settings

The work of UNODC, which is a co-sponsor of UNAIDS, on preventing HIV and AIDS targets the three most vulnerable groups: people in prison settings, (injecting) drug users and people vulnerable to human trafficking. UNODC assists countries in implementing large-scale gender sensitive, human rights and evidence-based programmes to prevent HIV infection and provide care and support to people living with HIV and AIDS.10

Since 2007, in collaboration with UNAIDS, ILANUD and PAHO, UNODC has been developing regional networks among countries in Latin America and the Caribbean to address HIV/AIDS in prison settings, with the participation of relevant national ministries, agencies, NGOs and penitentiary administrations. Currently there are three sub-regional networks: Central America, the South Cone, and the Andean Countries. The networks have adopted a common declaration on STD/HIV/AIDS in prison settings, agreed on basic principles for developing a joint sub-regional work plan and establishing technical secretariats and work groups.

In October 2007, UNODC facilitated the establishment of the Central American and Dominican Republic Network on HIV/STD/AIDS prevention and care in prison settings (REDCARD). Guatemala, Honduras, Nicaragua, Costa Rica, Panama, Belize, the Dominican Republic and El Salvador are part of the Central American network.

In 2008, ILANUD received a grant from UNODC to conduct an assessment of programmes and environmental issues related to HIV risks in prison settings in five countries in Latin America and the Caribbean11.

In May 2008, UNODC, in partnership with ILANUD, UNAIDS, the Horizontal Technical Cooperation Group on HIV (GCTH) and the International Centre for Technical Cooperation (ICTC), organized a Regional Consultation on HIV and AIDS in Prison Settings for Latin America and the Caribbean in Brazil. The meeting resulted in a set of recommendations for the development of integrated penitentiary policies on HIV and AIDS prevention, care, treatment and support. In this occasion representatives from REDCAR developed and agreed upon a strategic plan12 for HIV prevention and Care in prison settings for 2008 and 2009.

Activities to be developed will be based on both the recommendations of research and the joint plan of work developed by the members of the HIV in prisons network.

The Project on National Strategies and Rapid Assessment on HIV/AIDS in prisons for Central America responds to the UNAIDS Latin-American Regional Directors Group mandate made to UNODC in December 2008. It is co-funded by UNDP, UNICEF, PAHO, UNAIDS and UNODC and it will last 6 months. The countries included in the Project are Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and the Dominican Republic.

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12 Red Centroamericana y de República Dominicana para la Prevención y Atención Integral de las ITS/VIH y SIDA en Centros Penitenciarios, Ministerios de Salud, Sistemas Penitenciarios y Sociedad Civil de los Países; Plan Estratégico Regional para la Prevención y Atención Integral de las ITS/VIH/SIDA en Personas Privadas de Libertad de los Centros Penitenciarios de Centroamérica y República Dominicana (2008-2009).
The objectives are to strengthen sub-regional and national penitentiary and health policies with regard to the prevention of HIV, and the care and treatment offered to AIDS patients in prison settings. Partners include, in addition to national governmental counterparts, UNODC, UNIFEM, PAHO, UNAIDS, UNICEF, and UNDP, as well as donors and any other institution that must, specifically and by virtue of the implementation of specific activities, be included into its implementation processes. Its vision includes institutional strengthening of prison health services and strengthening the role of the civil society to adjust legislative frameworks. The projects have two main arms:

I: Sub-regional and national institutional strengthening; and
II: National management of penitentiary policies related to HIV and AIDS.

The project will be implemented using UN interagency task force on HIV/prisons in Latin America, established by UNAIDS. Additional funding will be required to conduct activities at country level.

Based on the practical implications of *A Framework for an Effective National Response to HIV and AIDS: Prevention, care, treatment and support in prison settings* (2006), published by UNODC in collaboration with WHO and UNAIDS, the following activities are proposed:

- Assessing HIV prevalence, risks and responses in prisons;
- Strengthening capacity for the development and implementation of a comprehensive HIV prevention, care and treatment programme in prison settings;
- Strengthening the capacity of individual countries to assess HIV prevalence among drug users and injecting drug users; and
- Providing technical assistance for the development of comprehensive (legal review, advocacy, training, monitoring and evaluation) HIV and AIDS prevention and care interventions for injecting drug users in affected countries (Mexico, Guatemala and Nicaragua).

**ii HIV Prevention and Care and people vulnerable to human trafficking**

Within the framework of the UNODC project for Central America, Mexico and the Caribbean on human trafficking XCAS26, UNODC is proposing the following activities:

- Inclusion of an HIV component in training material/lessons; and
- Preparation of a regional assessment to identify the links between trafficking in persons and HIV as well as other STDs in Central America.

A “safe mobility kit” will be developed and distributed to people vulnerable to human trafficking.

**iii HIV and AIDS prevention and care interventions for injecting drug users in affected countries** (Mexico, Guatemala, El Salvador, and Nicaragua)

In countries of the region where IDUs are reported, support will be provided for the development of comprehensive HIV prevention and care programme for injecting drug users.

**iv HIV prevention among non-injecting drug users**

All data available from the region seems to show that non-injecting drug users are also more at risk for HIV. In this context, it is important to develop operational research to confirm the exact importance of the links between drug use and HIV among non-injecting drug users thus developing comprehensive HIV prevention and care programmes for non-injecting drug users.
HIV/AIDS Prevention through awareness raising

A 1st December international HIV/AIDS Day awareness raising campaign will be developed for the region, targeting (i) prison populations and (ii) young people who are either injecting drugs or may potentially engage in risky behaviour. The aim of this regionally focused campaign will be to promote healthy and risk-averse behaviour amongst these target audiences. Communications materials will be developed for specific target audiences.
PART 5. Programme Management, Oversight, Reporting and Evaluation

5.1 REGIONAL PROGRAMME MANAGEMENT

The Regional Programme will be managed from the UNODC Regional Programme Office for Central America in Panama (ROPAN), under the direct oversight of the UNODC ROPAN 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 recruit a Regional Programme Core Team per substantive 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 ROPAN Representative, will be responsible for the following:

- Organize, plan and monitor the Sub-Programme development process including adherence to technical specifications and donor-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; and
- Perform other duties as required.

Given the importance of the first Sub-Programme on organized crime, trafficking and terrorism prevention, it is envisaged to proceed with the recruitment of a Senior International Law Enforcement Advisor/programme manager for the first Sub-Programme in the first months of implementation of the Regional Programme.

UNODC Country Programme Offices will also be responsible for moving forward with the implementation of national activities 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. UNODC Country Offices will also have a driving role in the implementation of National Integrated Programmes.

5.2 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 in Panama will have overall accountability for the results of the Regional Programme.

The Core Programme Management Team will establish an enhanced Programme Management and quality assurance system. Each of the Sub-Programmes will be overseen by a Programme Manager...
that reports directly to the UNODC 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. Programme Managers will also guide Programme Activity Coordinators on emerging threats and new opportunities for action and programme growth.

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 from the Strategic Planning and the Monitoring and Support Units 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:

5.3 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 Sub-Programme in 2012.

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

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

- Is based upon the structure of objectives contained in the Results Matrix, which is available both in the Regional Programme Framework and in the Sub-Programme;
- 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 importance of feedback from M&E into future programme planning.

The Regional Programme will have a milestone mid-year review, which will serve as a checkpoint on progress of the 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 Framework. A revision of the Regional Programme Framework may be necessary in light of the Mid-Term Review.

5.4 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; a completion report within one month of the end of project financing will also be prepared.

In support of the Regional Programme, 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.

Advocacy and awareness raising activities will be carried out where possible to support the implementation of key policies and activities at the regional level. This will be either through promoting a prevention and awareness agenda on certain high profile issues or reaching out to key audiences in order to convince them of the need for change or for action, thus mutually reinforcing crime and drug prevention activities in the region. In addition, there is a growing need to inform all stakeholders of key results and outcomes in order to explain the added value and demonstrate the results based approach of UNODC’s regional activities. Consequently, the Regional Programme will include a communications and advocacy element which will keep all regional actors, donors, Member States and actors informed of concrete results and actions. This will include the setting-up of a regional website, electronic newsletters, communications databases and other communications materials, as well as a regional media function to promote the outputs of the Regional Programme.
Part 6. Consolidated Budget

FINANCIAL REQUIREMENTS 2009-2012 (36 MONTHS)

In order to translate the programme outlined above into action, an estimated total of US$ 34,190,000 will be needed. This figure should be considered a minimum requirement. It provides an indication of what will be needed to fund an initial set of new activities across the region on the basis of which it will be possible to build up a comprehensive programme.

Activities are implemented through two 18-month implementation phases:
- Phase I: December 2009 / April 2011
- Phase II: May 2011/ December 2012

Summary of Budget of the Regional Programme for Central America

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

<table>
<thead>
<tr>
<th>Outcome 1: Strengthening of the strategic and institutional framework to fight against organized crime</th>
<th>Amount in US Dollars</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.1 Regular review and update of the Regional Plan against Organized Crime implemented by the Committee of the Chiefs of Police of Central America and of the current security plans with the participation of the competent Mexican authorities</td>
<td>USD 1,500,000</td>
<td>Phase II</td>
</tr>
<tr>
<td>Output 1.2 Development of a police intelligence model in the region</td>
<td>USD 1,000,000</td>
<td>Phase I</td>
</tr>
<tr>
<td>Output 1.3 Creation of a sustainable Network of Central American Anti Organized Crime / Narcotic Units (OCNs)</td>
<td>USD 800,000</td>
<td>Phase I</td>
</tr>
<tr>
<td>Output 1.4 Strengthening regional training institutions</td>
<td>USD 1,500,000</td>
<td>Phase II</td>
</tr>
<tr>
<td><strong>Total outcome 1</strong></td>
<td><strong>USD 4,800,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Outcome 2: Improving the fight against trafficking in human beings and smuggling of migrants

<table>
<thead>
<tr>
<th>Outcome 2: Improving the fight against trafficking in human beings and smuggling of migrants</th>
<th>Amount in US Dollars</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2.1 Strengthening co-operations between regional actors and capacity for conducting repatriation of smuggling and trafficking victims respectfully and with dignity</td>
<td>USD 660,000</td>
<td>Phase I</td>
</tr>
<tr>
<td>Output 2.2 Set-up of temporary shelters</td>
<td>USD 945,000</td>
<td>Phase II</td>
</tr>
<tr>
<td><strong>Total outcome 2</strong></td>
<td><strong>USD 1,605,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Outcome 3: Strengthened co-operation at the regional level to fight the theft of vehicles and related fraud

<table>
<thead>
<tr>
<th>Outcome 3: Strengthened co-operation at the regional level to fight the theft of vehicles and related fraud</th>
<th>Amount in US Dollars</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3.1 Evaluation of results of second phase of the <em>Hurrracán</em> Operation</td>
<td>USD 190,000</td>
<td>Phase II</td>
</tr>
<tr>
<td>Output 3.2 Strengthened mechanisms for repatriation of vehicles</td>
<td>USD 245,000</td>
<td>Phase II</td>
</tr>
<tr>
<td>Output 3.3 Evaluation of the RECSI project</td>
<td>USD 190,000</td>
<td>Phase II</td>
</tr>
<tr>
<td><strong>Total outcome 3</strong></td>
<td><strong>USD 625,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Outcome 4: Building of Forensics capacity in Central America

<table>
<thead>
<tr>
<th>Outcome 4: Building of Forensics capacity in Central America</th>
<th>Amount in US Dollars</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 4.1 Provision of equipment</td>
<td>USD 500,000</td>
<td>Phase I</td>
</tr>
<tr>
<td>Output 4.2 Building of capacities in forensics</td>
<td>USD 600,000</td>
<td>Phase I</td>
</tr>
<tr>
<td>Output 4.3 Exchange of good practices at the regional level</td>
<td>USD 200,000</td>
<td>Phase II</td>
</tr>
<tr>
<td>Outcome 4</td>
<td>USD 1,300,000</td>
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<tr>
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</tr>
<tr>
<td><strong>Outcome 5: Improving the fight against drug trafficking</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 5.1 Exchange of experiences</td>
<td>USD 85,000 Phase I</td>
<td></td>
</tr>
<tr>
<td>Output 5.2 Strengthening of regional procedures for the detection, identification and interception of drug trafficking by land, sea and air</td>
<td>USD 765,000 Phase I</td>
<td></td>
</tr>
<tr>
<td>Output 5.3 Strengthening of early warning mechanisms</td>
<td>USD 600,000 Phase II</td>
<td></td>
</tr>
<tr>
<td>Output 5.4 Drafting of a Memorandum of Understanding on international drug trafficking interdiction and interception, ensuring the implementation of international treaties on the subject</td>
<td>USD 30,000 Phase II</td>
<td></td>
</tr>
<tr>
<td>Output 5.5 Strengthening investigation and control of chemical precursors and the dismantling of illegal synthetic drug labs</td>
<td>USD 380,000 Phase II</td>
<td></td>
</tr>
<tr>
<td><strong>Total outcome 5</strong></td>
<td><strong>USD 1,860,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Outcome 6: Improving screening procedures at green borders, ports and airports for controlled goods |
| Output 6.1 Improving maritime security | USD 500,000 Phase I |
| Output 6.2 Strengthening of security in international airports | USD 500,000 Phase II |
| Output 6.3 Control is enhanced in major seaports | USD 1,000,000 Phase I |
| Output 6.4 Strengthening of border management | USD 1,000,000 Phase II |
| **Total outcome 6** | **USD 3,000,000** |

| Outcome 7: Improving the fight against money laundering related to drug trafficking and other illegal activities |
| Output 7.1 Strengthening of mechanisms to allocate seized properties related to drug trafficking and other illegal activities | USD 1,100,000 Phase II |
| Output 7.2 Strengthening of Financial Intelligence Units (FIU) in the region | USD 1,000,000 Phase I |
| Output 7.3 Training to law enforcement and justice officials | USD 900,000 Phase I |
| **Total outcome 7** | **USD 3,000,000** |

| Outcome 8: Fighting firearms smuggling in the region, avoiding their use in crime commission |
| Output 8.1: Implementation of international legal agreements in combating illicit arms trafficking | USD 250,000 Phase II |
| Output 8.2: Strengthening of regional cooperation mechanisms | USD 800,000 Phase II |
| Output 8.3: Support to national authorities | USD 800,000 Phase I |
| **Total outcome 8** | **USD 1,850,000** |

| Outcome 9: Create an intelligence and information exchange system, capable of detecting and evaluating terrorist risks and menaces |
| Output 9.1: Revision of regional plan against terrorism and increased regional cooperation | USD 800,000 Phase I |
| Output 9.2: Legislative technical assistance to Member States to become parties to and implement the relevant international conventions and protocols relating to terrorism | USD 450,000 Phase I |
| Output 9.3 Strengthening of capacities in the field of counter-terrorism | USD 600,000 Phase II |
| **Total outcome 9** | **USD 1,850,000** |

**Total Sub-Programme I** | **USD 19,890,000**
### Sub-Programme II: Corruption, Integrity, Criminal Justice

**Outcome 1: Preventing and fighting against transnational criminality in the region**
- **Output 1.1** Strengthening criminality analysis and monitoring capacities in the region  
  - USD 800,000 Phase II
- **Output 1.2** Implementation of crime prevention programmes  
  - USD 800,000 Phase I

**Total outcome 1**  
- USD 1,600,000

**Outcome 2: Strengthening of criminal justice systems in the region**
- **Output 2.1** Building up the capacities of the criminal justice sector  
  - USD 2,000,000 Phase II
- **Output 2.2** Prison reform programmes  
  - USD 2,500,000 Phase I

**Total outcome 2**  
- USD 4,500,000

**Outcome 3: Develop and implement Regional Programmes and projects to update and harmonize legislation, research, education and corruption prevention**
- **Output 3.1** Implementation of a legal framework  
  - USD 800,000 Phase I
- **Output 3.2** Strengthening capacities to fight corruption in the region  
  - USD 1,400,000 Phase I
- **Output 3.3** Strengthening regional and international cooperation  
  - USD 700,000 Phase II

**Total outcome 3**  
- USD 2,900,000

**Total Sub-Programme II**  
- USD 9,000,000

### Sub-Programme III: Improving health and human development

**Outcome 1: Strengthening of Drug prevention, treatment and rehabilitation**
- **Output 1.1** Drug prevention  
  - USD 1,000,000 Phase II
- **Output 1.2** Improvement of treatment and rehabilitation capacity in Central America  
  - USD 600,000 Phase I

**Total outcome 1**  
- USD 1,600,000

**Outcome 2: HIV and AIDS prevention and care**
- **Output 2.1** Prevention and care of HIV in prison settings  
  - USD 600,000 Phase I
- **Output 2.2** HIV Prevention and Care and people vulnerable to human trafficking  
  - USD 400,000 Phase II
- **Output 2.3** HIV and AIDS prevention and care interventions for injecting drug users in affected countries (Mexico, Guatemala, El Salvador, and Nicaragua)  
  - USD 600,000 Phase I
- **Output 2.4** HIV prevention among non-injecting drug users  
  - USD 600,000 Phase II

**Total outcome 2**  
- USD 2,200,000

**Total Sub-Programme III**  
- USD 3,800,000

**Total Sub-Programmes I + II + III**  
- USD 32,690,000

**Programme Management and Oversight**  
- USD 1,500,000

**Grand Total**  
- USD 34,190,000
**Indicative budget breakdown by phase**

<table>
<thead>
<tr>
<th>Sub-Programme</th>
<th>Phase I</th>
<th>Phase II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Programme I: Countering illicit trafficking, organized crime and terrorism</td>
<td>USD 10,660,000</td>
<td>USD 9,230,000</td>
</tr>
<tr>
<td>Sub-Programme II: Corruption, Integrity, Criminal Justice</td>
<td>USD 5,500,000</td>
<td>USD 3,500,000</td>
</tr>
<tr>
<td>Sub-Programme III: Improving health and human development</td>
<td>USD 1,800,000</td>
<td>USD 2,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>USD 17,960,000</strong></td>
<td><strong>USD 14,730,000</strong></td>
</tr>
</tbody>
</table>
**Part 7. Log Frame**

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

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Strengthening the strategic and institutional framework to fight organized crime</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 1.1: Regular review and update of the Regional Plan against Organized Crime implemented by the Committee of Chiefs of Police in Central America, and of the current security plans with the participation of the competent Mexican authorities** | - Assess the results of the Plan Against Organized Crime implementation in reducing crime and violence incidence, and overall fighting of criminality in the region,  
- Support countries in the design / revision of national plans in line with the regional Plan Against Organized Crime,  
- Provide recommendations for joint regional operations and provide support in the implementations of selected operations,  
- Support development of measures of violence and criminality rate in the region and the use in the updated regional plan against organized crime through the implementation of the template generated by SEPOLCAC, OCAVI and other observatories,  
- Provide equipment and software,  
- Facilitate exchange of experiences through at least 6 regional technical workshops,  
- Design an annual analysis of insecurity in the region. | - Assessment conducted,  
- Support provided to countries in the design / revision of national plans in line with the regional Plan Against Organized Crime,  
- Recommendations for joint operations made and support to selected operations provided,  
- Harmonized methodology for measuring criminality developed and 50 key staff trained in using it,  
- Equipment and software provided,  
- Support provided in the design / revision of national plans against organized crime,  
- Exchange of experiences made possible through 6 regional workshops,  
- Annual analysis of insecurity prepared and published. |
<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Strengthening the strategic and institutional framework to fight organized crime</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td>Activities related to output</td>
</tr>
</tbody>
</table>
| **Output 1.2: Development of a police intelligence model in the region** | - Identify needs in terms of intelligence strategy, model and Criminal Intelligence at the regional and national levels,  
- Strengthen the capacities of the Intelligence Community through training, including Computer Based Training (CBT),  
- Assess needs and provide equipment and software,  
- Study and improve channels of information in the field of police intelligence,  
- In cooperation with INTERPOL, develop connectivity protocols and platforms 24/7 and train staff in using the protocols,  
- Organization of an annual regional criminal intelligence conference. | - Needs in intelligence strategy, model and Criminal Intelligence identified,  
- 150 staff trained on intelligence issues,  
- Equipment and software provided,  
- Channels of information improved at the regional level,  
- Connectivity protocols in place and staff trained in using them,  
- Annual regional conference on criminal intelligence organized. |
| **Phase I** |  |  |
| **Output 1.3: Creation of a sustainable Network of Central American Anti Organized Crime / Narcotic Units (OCNs)** | - Assessment and group training for Panama’s new anti-organized crime unit,  
- Ongoing on-ground advice by an advisor to Panama’s anti-organized crime unit,  
- Organize the initial meeting of the OCN to gain input for future meetings and to identify needs at the national level and follow-up with organizations/agencies to respond,  
- Organize two (2) two-day meetings per 12-month period of the OCN focusing on particular themes (e.g. money laundering, confiscation, cyber-crime, emerging crimes, electronic evidence gathering, identity-theft, mutual legal assistance, organizing and presenting evidence in court, witness protection, etc.),  
- Provision of assistance to OCNs at the national level. | - Multiplied regional and inter-regional contacts between law enforcement actors,  
- Officials gain knowledge about trends, routes and modus operandi concerning organized crime, narcotics trafficking and money laundering activities in the region,  
- Initial meeting of the OCN organized,  
- Officials trained on best practices within and outside their region in investigating and prosecuting of organized crime and narcotics trafficking,  
- Officials gain experience in training others,  
- A reference manual and specific training material dedicated to preventing and combating the smuggling of migrants by sea,  
- Provision of training materials on combating organized crime and money laundering. |
### Outcome 1
Strengthening the strategic and institutional framework to fight organized crime

#### Output 1.4: Strengthening regional training institutions

**Phase II**

- Asses training needs in the region and training strategy in order to avoid duplication with curricula offered by national training institutes,
- Institutional/organizational strengthening of the Central American Institute for Police Studies (ICESPO) and the Anti-Drug Training Centre of Central America (CIADCA),
- Develop a regional faculty for both training institutes (incl. external trainers)
- Support development of curricula in ICESPO and CIADCA (face-to-face training and CBT),
- Train trainers,
- Implement pilot courses with the assistance of UNODC,
- Provide documentary resources to the two centers,
- Implement a training quality management system.

**Indicators**

- Needs assessment conducted and regional training strategy in the field of law enforcement drafted,
- Organizational structure of ICESPO and CIADCA established/reviewed,
- Regional faculty network established,
- New curricula developed for ICESPO and CIADCA,
- Training of trainers sessions carried out,
- Pilot courses in ICESPO and CIADCA implemented,
- Documentary resources provided,
- Training quality management system established in both training centres.
## Outcome 2

### Improving the fight against trafficking of human beings and smuggling of migrants

<table>
<thead>
<tr>
<th>Output</th>
<th>Activities related to output</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Output 2.1: Strengthened regional cooperation and capacity for conducting repatriation of smuggling and trafficking victims respectfully and with dignity** | - Assess the current response of the criminal justice system to human trafficking and smuggling of migrants,  
- Provide legal advice to harmonize national legislation in line with international instruments in the field,  
- Organize an annual meeting on investigative, prosecutorial and judicial matters with regards to countering the smuggling of migrants, especially through dismantling organized criminal groups,  
- Train 200 law enforcement officers and justice practitioners in combating smuggling of migrants through the delivery of specialized training courses,  
- Develop CBT on human trafficking related issues. | - National assessment reports on current response of the criminal justice system to human trafficking and smuggling of migrants produced,  
- Changes in national legislations to comply with international instruments,  
- Annual meeting organized,  
- 200 law enforcement and justice practitioners trained,  
- CBT on human trafficking related issues developed. |

### Phase I

- National assessment reports on current response of the criminal justice system to human trafficking and smuggling of migrants produced,  
- Changes in national legislations to comply with international instruments,  
- Annual meeting organized,  
- 200 law enforcement and justice practitioners trained,  
- CBT on human trafficking related issues developed.
## Outcome 2

**Improving the fight against trafficking of human beings and smuggling of migrants**

<table>
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<tr>
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</tr>
</thead>
</table>
| Output 2.2: Set-up of temporary shelters | - Identify 4 pilot sites in 4 countries in co-operation with SICA and relevant national authorities,  
- For each pilot, establish a roadmap involving all relevant actors for the implementation,  
- Create/remodel and equip shelters,  
- Provide advice on development of internal rules,  
- Train 100 trainers on specific needs of victims of human trafficking and smuggling of migrants,  
- Assess results of 4 pilot sites for reporting at the regional level,  
- Organize a workshop on lessons learned and way forward. | - 4 pilot sites selected,  
- Roadmap for implementation of each pilot established,  
- Shelters created/remodelled and equipped,  
- Advice on development of internal rules provided,  
- 100 trainers trained on attending the specific needs of victims of human trafficking and smuggling of migrants,  
- Assessment report on results of pilots presented to regional bodies and national governments,  
- Workshop on lessons learned and way forward organized. |

**Phase II**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 pilot sites selected,</td>
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<tr>
<td>Roadmap for implementation of each pilot established,</td>
<td></td>
</tr>
<tr>
<td>Shelters created/remodelled and equipped,</td>
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<tr>
<td>Advice on development of internal rules provided,</td>
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<tr>
<td>100 trainers trained on attending the specific needs of victims of human trafficking and smuggling of migrants,</td>
<td></td>
</tr>
<tr>
<td>Assessment report on results of pilots presented to regional bodies and national governments,</td>
<td></td>
</tr>
<tr>
<td>Workshop on lessons learned and way forward organized.</td>
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</tbody>
</table>

## Outcome 3

**Strengthened co-operation at the regional level to fight against the theft of vehicles and related fraud**

<table>
<thead>
<tr>
<th>Output</th>
<th>Activities related to output</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Output 3.1: Evaluation of results of second phase of the Hurracon Operation | - Design methodology for the evaluation,  
- Conduct evaluation with involvement of all relevant national authorities in the region and in cooperation with INTERPOL,  
- Deliver evaluation report in co-operation with SICA,  
- Organize a workshop on lessons learnt and way forward in co-operation with SICA. | - Evaluation methodology designed,  
- Evaluation conducted and report delivered,  
- Regional workshop on lessons learnt organized. |

**Phase II**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Evaluation methodology designed,</td>
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<tr>
<td>Evaluation conducted and report delivered,</td>
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<tr>
<td>Regional workshop on lessons learnt organized.</td>
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</tr>
<tr>
<td>Outcome 3</td>
<td>Strengthened co-operation at the regional level to fight against the theft of vehicles and related fraud</td>
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</tr>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 3.2: Strengthened mechanisms for repatriation of vehicles** | - Conduct an assessment of the corresponding national legal frameworks in the region,  
- Make recommendations for harmonization of the national legal frameworks and the development of standard protocols,  
- In cooperation with INTERPOL, establish a software for sharing of information,  
- Organize a regional workshop on the improvement of co-ordination in the field of theft of vehicles and related fraud. | - Assessment of corresponding national legal frameworks conducted,  
- Recommendations for harmonization of national legal frameworks issued,  
- Software for sharing of information established,  
- Regional workshop on the improvement of co-ordinations in the field of theft of vehicles and related fraud organized. |
| **Phase II** | | |
| **Output 3.3: Evaluation of RECSI project** | - Design of methodology for the evaluation,  
- Conduct evaluation with involvement of all relevant national authorities in the region,  
- Deliver evaluation report in cooperation with SICA,  
- Organize a workshop on lessons learnt and way forward in co-operation with SICA. | - Evaluation methodology designed,  
- Evaluation conducted and report delivered,  
- Regional workshop on lessons learnt organized. |
<p>| <strong>Phase II</strong> | | |</p>
<table>
<thead>
<tr>
<th>Outcome 4</th>
<th>Building of Forensics capacity in Central America</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 4.1: Provision of equipment** | - Provide UNODC kits whenever necessary,  
- Purchase and deliver basic equipments for forensics laboratories. | - UNODC kits provided,  
- Basic equipment delivered. |
| **Phase I** | | |
| **Output 4.2: Building of capacities in forensics** | - Design and deliver Training courses for 100 participants,  
- Design and deliver train-the-trainers courses for 50 participants,  
- Design and deliver IT-based courses including post-graduate online programmes. | - Training courses designed and delivered, 100 professional trained,  
- Train-the-trainers courses designed and delivered, 50 trainers trained,  
- IT-based courses designed and pilot sessions implemented. |
| **Phase I** | | |
| **Output 4.3: Exchange of good practices at the regional level** | - Provide certified reference materials and scientific literature,  
- Establish a regional mechanism to acquire reference materials,  
- Organize at least 3 workshops on exchanges of good practices at the regional level,  
- Provide advice and training for development of proficiency testing in the Central American region. | - Certified reference materials and scientific literature provided,  
- Regional mechanism to acquire reference materials established,  
- At least 3 workshops on exchange of good practices organized,  
- Proficiency testing expanded in forensics laboratories/strengthening of quality management systems. |
<p>| <strong>Phase II</strong> | | |</p>
<table>
<thead>
<tr>
<th>Outcome 5</th>
<th>Improving the fight against drug trafficking</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td>Activities related to output</td>
<td></td>
</tr>
<tr>
<td><strong>Output 5.1: Organization of regional workshops on exchange of good practices</strong></td>
<td>- Organize three regional workshops on national practices of inter-institutional coordination against drug-trafficking.</td>
<td>- Three regional workshops organized.</td>
</tr>
<tr>
<td><strong>Phase I</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Output 5.2: Strengthening of regional procedures for the detection, identification and interception of drug trafficking by land, sea and air</strong></td>
<td>- Assess needs from both legal and operational perspectives (including analysis of key actors, work flows, etc.), - Provide advice for the development of regional protocols, - Train 100 professionals in detection, identification and interception of drug trafficking by land, sea and air, - Organize joint operations, - Provide equipment for the selected checkpoints and units (communication, computers, test kits for identifying precursors and narcotic drugs and others, basic office equipment, etc.).</td>
<td>- Needs assessment conducted and recommendations issued, - Revision/improvement of regional protocols conducted, - 100 professionals trained, - Joint operations organized, - Equipment provided in selected checkpoints and units.</td>
</tr>
<tr>
<td><strong>Phase I</strong></td>
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</tr>
<tr>
<td><strong>Output 5.3: Strengthening of early warning mechanisms</strong></td>
<td>- Develop use of data cross-checking and geo-reference systems, - Train 60 staff in risk analysis, - Strengthen exchange of information in real time.</td>
<td>- Use of cross-checking methods, - Provision of software, - 60 staff trained, - Exchange of information in real time strengthened.</td>
</tr>
<tr>
<td><strong>Phase II</strong></td>
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<tr>
<td>Outcome 5</td>
<td>Improving the fight against drug trafficking</td>
<td>Indicators</td>
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<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
<td><strong>Output 5.4: Drafting of a Memorandum of Understanding on international drug trafficking interdiction and interception, ensuring the implementation of international treaties on the subject</strong></td>
</tr>
<tr>
<td>Phase II</td>
<td>- Provide advice to SICA for the drafting of an MoU on international drug trafficking interdiction and interception, ensuring the implementation of international treaties on the subject.</td>
<td>- MoU drafted by SICA.</td>
</tr>
<tr>
<td><strong>Output 5.5: Strengthening investigation and control of chemical precursors and the dismantling of illegal synthetic drug labs</strong></td>
<td>- Assess needs based on activities already conducted under the UNODC project XCAI86 Mesoamerican Control Group of Narcotics, Psychotropic and Chemical Precursors and envisage possible co-operation and synergies,</td>
<td>- Needs assessment conducted and recommendations issued,</td>
</tr>
<tr>
<td>Phase II</td>
<td>- Strengthen cooperation through the establishment of a contact group,</td>
<td>- Contact group established; monitoring of precursors situation through contact group at the regional level,</td>
</tr>
<tr>
<td></td>
<td>- Further development of a training seminars programme at the regional level for 150 law enforcement officers,</td>
<td>- Draft agenda and work plan for the seminars,</td>
</tr>
<tr>
<td></td>
<td>- Extend CBT.</td>
<td>- At least 150 law enforcement officers trained,</td>
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<tr>
<td></td>
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<td>- Mission reports of the training seminars,</td>
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<td>- Documentations elaborated and other needed material for the seminars,</td>
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<td>- Evaluation documents and work plan elaborated for follow up,</td>
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<td></td>
<td>- CBT extended.</td>
</tr>
<tr>
<td>Outcome 6</td>
<td>Output 6.1: Improving maritime security</td>
<td>Output 6.2: Strengthening of security in international airports</td>
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<tr>
<td><strong>Phase I</strong></td>
<td><strong>Phase II</strong></td>
<td><strong>Phase I</strong></td>
</tr>
<tr>
<td><strong>Activities related to output</strong></td>
<td><strong>Indicators</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
<tr>
<td>Develop MoU between relevant agencies,</td>
<td>- MoU between relevant agencies developed,</td>
<td>Support the development of MoUs between relevant agencies,</td>
</tr>
<tr>
<td>Establish cooperation agreements with Navy and Air Force,</td>
<td>- Cooperation agreements with Navy and Air Force established,</td>
<td>Assess equipment and training needs,</td>
</tr>
<tr>
<td>Support refurbishment of premises for Joint Maritime Coordination Committees/Units,</td>
<td>- Premises refurbished,</td>
<td>Support development of cooperation agreements with the private sector,</td>
</tr>
<tr>
<td>Assess training needs,</td>
<td>- Assessment of training needs carried out,</td>
<td>Provide logistical, communication and search equipment,</td>
</tr>
<tr>
<td>Upgrade existing maritime patrol means,</td>
<td>- Maritime patrol means upgraded (equipment, zodiacs, etc.)</td>
<td>Train Joint Airport Interdiction Teams in profiling, interdiction techniques and reporting,</td>
</tr>
<tr>
<td>Provide communication and specialized equipment as required,</td>
<td>- Communication and specialized equipment provided,</td>
<td></td>
</tr>
<tr>
<td>Train staff in seamanship, board and search of vessels at high sea.</td>
<td>- Staff trained in seamanship, board and search of vessels at high sea.</td>
<td></td>
</tr>
<tr>
<td>Outcome 6</td>
<td>Improving screening procedures at green borders, ports and airports for controlled goods</td>
<td></td>
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</tr>
<tr>
<td><strong>Output 6.3: Containers control is enhanced in major seaports</strong></td>
<td><strong>Activities related to output</strong></td>
<td><strong>Indicators</strong></td>
</tr>
<tr>
<td><strong>Phase I</strong></td>
<td>- Support development of MoUs between relevant agencies,</td>
<td>- MoUs between relevant agencies developed,</td>
</tr>
<tr>
<td></td>
<td>- Assess equipment and training needs,</td>
<td>- Assessment of equipment and training needs conducted,</td>
</tr>
<tr>
<td></td>
<td>- Support development of agreements with the private sector,</td>
<td>- Agreements with the private sector (seaport authorities, etc.) established,</td>
</tr>
<tr>
<td></td>
<td>- Identification and refurbishment of premises and search areas for Joint Seaport Interdiction Teams,</td>
<td>- Premises refurbished,</td>
</tr>
<tr>
<td></td>
<td>- Provide logistical, communication and search equipment (incl. software),</td>
<td>- Logistical, communication and search equipment provided,</td>
</tr>
<tr>
<td></td>
<td>- Train staff in profiling, search (containers and vessels rummaging) and reporting.</td>
<td>- Staff trained in profiling, search and reporting.</td>
</tr>
<tr>
<td><strong>Output 6.4: Strengthening of border management</strong></td>
<td><strong>Phase II</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
<tr>
<td><strong>- MoUs developed between agencies operating on border points,</strong></td>
<td>- Support equipment and training needs,</td>
<td>- MoU between relevant agencies developed,</td>
</tr>
<tr>
<td><strong>- Support infrastructure building on major border points,</strong></td>
<td>- Enhance cooperation amongst partners on border points,</td>
<td>- Assessment of equipment and training needs conducted,</td>
</tr>
<tr>
<td><strong>- Develop cross-border cooperation with neighbouring countries through regular meetings and establishment of a Border Liaison Officers network,</strong></td>
<td>- Provide logistical, communication and search equipment,</td>
<td>- Infrastructure improved on border points,</td>
</tr>
<tr>
<td><strong>- Train staff from various sectors (police, customs, immigration).</strong></td>
<td></td>
<td>- Multiplied contacts between relevant actors,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Regular meetings and Border Liaison Officers Network established,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Logistical, communication and search equipment provided,</td>
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<td></td>
<td>- Staff from various law enforcement agencies trained.</td>
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<tr>
<td>Outcome 7</td>
<td>Improving the fight against money laundering related to drug trafficking and other illegal activities</td>
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<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
<td><strong>Indicators</strong></td>
</tr>
</tbody>
</table>
| Output 7.1: Strengthening of regional mechanisms to allocate seized properties related to drug trafficking and other illegal activities | - Coordinate with SICA a working agenda and working arrangements at the regional level,  
- Assess situation at regional and national levels (legal and operational mechanisms),  
- Develop a modern legal and institutional framework to effectively combat money-laundering, particularly to seize and confiscate assets,  
- Conduct studies on relationships between money laundering and other illicit activities in Central America,  
- Support the establishment of international cooperation in this area through a regional working group. | - Agenda and regional working arrangements established,  
- Assessment of existing mechanisms at regional and national levels conducted,  
- Legal and institutional framework to combat money-laundering developed,  
- Studies conducted,  
- International cooperation mechanisms established/working group active and meeting regularly. |

**Phase II**
| Output 7.2: Strengthening of Financial Intelligence Units (FIU) in the region | - Asses capacity of FIUs,  
- Provide analytical software and equipment to the FIUs,  
- Organize a regional forum for FIUs,  
- Support design of plans of action, AML/CFT typologies and investigative tools,  
- Capacity-building for FIU staff through training sessions. | - Assessment of capacity conducted,  
- Number of FIUs assisted by UNODC,  
- Software and equipment provided,  
- Regional forum organized,  
- Plans of action for selected FIUs designed,  
- Training of at least 60 specialised staff from FIUs,  
- Brochures, flyers and posters developed in selected countries. |

**Phase I**
| Output 7.3: Training to law enforcement, justice officials and private sector | - Place 1 long-term anti-money laundering advisor or mentor directly within the region,  
- Train 100 staff in money laundering investigative techniques,  
- Provide computer-based training syllabus,  
- Run mock trial exercises for the judiciary and law enforcement | - One mentor deployed,  
- 100 staff trained in money laundering investigative techniques,  
- Computer-based training provided through cooperation with regional or national law... |
<table>
<thead>
<tr>
<th>Outcome 7</th>
<th>Improving the fight against money laundering related to drug trafficking and other illegal activities</th>
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</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
|             | authorities,  
|             | - Organize training for the banking and financial/private sectors,  
|             | - Organize information forums for private sector and political decision-makers,  
|             | - Develop brochures, flyers and posters elaborated to prevent and inform on AML/CFT effects. |
|             | **Indicators**  
|             | - enforcement training institutions,  
|             | - Number of mock trial exercises run and number of participants trained,  
|             | - Representatives from the private sector trained,  
|             | - Information forums organized in selected countries,  
<p>|             | - Brochures, flyers and posters elaborated to prevent and inform on AML/CFT effects developed. |</p>
<table>
<thead>
<tr>
<th>Outcome 8</th>
<th>Fighting firearms smuggling in the region, avoiding their use in crime commission</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 8.1: Implementation of international legal agreements in combating illicit arms trafficking** | - Design and implement, in conjunction with the Central American Security Commission, training for the implementation of international legal agreements relating to illicit arms trafficking,  
- Provide legal advice for the implementation of regional and international instruments on illicit arms trafficking. | - At least 100 officials trained,  
- Legal advice provided for the implementation of the regional and international instruments. |
| **Phase II** | | |
| **Output 8.2: Strengthening of regional cooperation mechanisms** | - Support the revitalization of the Forum of competent authorities from Central America and Mexico "to promote common mechanisms of control of illicit trafficking of arms in the region",  
- Advice for the design of a monitoring mechanism to detect firearms smuggling in the region,  
- Conduct study and make recommendations on exchange of information,  
- Train CASAC staff and key staff of units implementing the regional Central American project on control of firearms smuggling (based on the UN Small Arms Protocol),  
- Develop three specialized studies on the links of Violence, Organized Crime, and Illegal Manufacturing, Possession and Trafficking of Firearms,  
- Develop a regional campaign on the Central American Code of Conduct on Firearms. | - Forum organized on an annual basis,  
- Regional monitoring mechanism established,  
- Study conducted and recommendations for a better exchange of information issued,  
- Number of staff trained,  
- 3 specialized studies conducted,  
- Regional campaign organized. |
<table>
<thead>
<tr>
<th>Output</th>
<th>Activities related to output</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Output 8.3: Support to national authorities** | - Support to development of policy models for voluntary disarmament in selected countries jointly with the government and representatives of the civil society,  
- Train at least 200 members of relevant institutions (customs, judiciary, law enforcement) in basic investigation techniques to monitor the legal trade and prevention of illicit manufacturing, trafficking and use of firearms, ammunition and explosives,  
- Implement technical assistance with relevant authorities at border areas, particularly in the control, prevention, and judicial matters related to the illicit manufacturing, use and trafficking of firearms, ammunition and explosives,  
- Support non-violence campaigns developed in selected countries to discourage the use of firearms. | - Assistance in designing policy models for voluntary disarmament provided,  
- 200 members from relevant institutions trained,  
- Number of pilot programmes to toughen tracing and control activities at border areas implemented,  
- Non-violence campaigns implemented. |
<table>
<thead>
<tr>
<th>Outcome 9</th>
<th>Create an intelligence and information exchange system, capable of detecting and evaluating terrorist risks and menaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 9.1: Revision of regional plan against terrorism and increased regional cooperations</td>
<td><strong>Phase I</strong>&lt;br&gt;- Develop a methodology for a risk analysis at the regional level,&lt;br&gt;- Develop a regional network facilitating analysis of risks,&lt;br&gt;- Make proposals for the revisions of the regional Plan of Action,&lt;br&gt;- Organize a workshop on the regional Plan of Action,&lt;br&gt;- Organize at least three sub-regional workshops on the prevention and suppression of terrorism by increasing cross-border legal cooperation,&lt;br&gt;- Place one terrorism prevention advisor for Central America,&lt;br&gt;- Assess and make proposals for the improvements of information exchange at the regional level in the field of counter terrorism, including development of standard protocols.</td>
</tr>
<tr>
<td>Output 9.2: Legislative technical assistance in becoming parties to and implementing the relevant international conventions and protocols relating to terrorism</td>
<td><strong>Phase I</strong>&lt;br&gt;- Organize at least three regional workshops on harmonization of national legislations in the field of counter terrorism,&lt;br&gt;- Organize ratification assistance workshop for relevant government authorities and members of the National Congresses as required,&lt;br&gt;- Provide ad hoc legal advice to countries of the region on integration of instrumental tools against terrorism in their national legal frameworks.</td>
</tr>
<tr>
<td>Output 9.3: Strengthening of capacities in the field of counter-terrorism</td>
<td><strong>Phase II</strong>&lt;br&gt;- Train criminal judicial officers on the prevention and fight against terrorism and its financing, including investigative techniques, application of the international legal instruments against terrorism and on international legal cooperation,&lt;br&gt;- Train judges on the prevention and suppression of terrorism.</td>
</tr>
</tbody>
</table>
Sub-Programme II: Corruption, Integrity, Criminal Justice

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Improving transnational and national criminality prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 1.1: Strengthening criminality analysis and monitoring capacities in the region** | - Share information on investigations conducted by each country to identify criminal offenses, patterns and structures of gangs and their national and transnational links,  
- Facilitate experience-sharing between criminal justice systems, from a preventive perspective, in particular as regards the police sector and prison system,  
- Standardize a regional database and its mechanism of consultation and updating,  
- Design, in coordination with the Central American Security Commission and the respective national counterparts, an instrument for the assessment of existing national monitoring systems for deportees with criminal records in order to strengthen them. | - Information on investigations shared,  
- Sharing of experiences facilitated,  
- Regional database established/standardized,  
- Assessment and strengthening of existing national monitoring systems conducted. |
| **Output 1.2: Implementation of crime prevention programmes** | - Facilitate exchange of knowledge on successful anti-gang programmes, school-based and livelihoods-focused programmes,  
- Develop successful anti-gang programmes, school-based and livelihoods-focused programmes,  
- Support national authorities in developing and implementing comprehensive and participatory policies and programmes, facilitate the sharing of good practices in youth crime and violence prevention and support the monitoring and evaluation of ongoing programmes,  
- Develop interventions aimed at increasing civil society participation in prevention and reintegration programmes. | - Exchange of knowledge facilitated through training and exchange workshops,  
- Number of anti-gang programmes, school-based and livelihoods-focused programmes implemented and number of participants in the corresponding activities,  
- National policies and programmes developed, sharing of good practices accomplished and monitoring and evaluation conducted with the support of UNODC,  
- Number of NGOs supported through grants or capacity building. |
<table>
<thead>
<tr>
<th>Outcome 2</th>
<th>Strengthening of criminal justice systems in the region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>Activities related to output</td>
</tr>
</tbody>
</table>
| Output 2.1: Building up the capacities of the criminal justice sector | - Develop law enforcement oversight mechanisms,  
|           | - Support efforts to bring justice systems in conformity with international standards, focusing on alternatives to imprisonment, restorative justice and strengthening of national institutions to provide for rehabilitation and reintegration of prisoners,  
| Phase II  | - Assist criminal justice sectors in ensuring that treatment of children and young people in conflict with the law is carried out in accordance with the relevant international and national standards and these are therefore separated from the adult criminal justice system. | - Number of countries where law enforcement oversight mechanisms have been established,  
|           |                                                        | - 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. |
| Output 2.2: Prison reform programmes | - Support governments in the region in establishing prison reform programmes with a focus on rehabilitation of prisoners,  
| Phase I   | - Increased level of measures aimed at the rehabilitation and social reintegration of offenders. | - Number of prison reform programmes developed and operational,  
<p>|           |                                                        | - Number of rehabilitation and social reintegration programmes developed with the assistance of UNODC. |</p>
<table>
<thead>
<tr>
<th>Outcome 3</th>
<th>Develop and implement regional programmes and projects to update and harmonize legislation, research, education and corruption prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
<tr>
<td><strong>Output 3.1: Implementation of a legal framework focusing on combating corruption and promoting transparency, integrity and accountability</strong></td>
<td>- Constitute a Central American Forum of institutions, - Facilitate the exchange of knowledge and peer-to-peer support on corruption prevention approaches throughout Central America, including on means to generate and share intelligence and specialised investigative techniques, - Provide legal assistance to support the implementation of UNCAC and the development of a legal framework focusing on combating corruption and promoting transparency, integrity and accountability.</td>
</tr>
<tr>
<td><strong>Phase I</strong></td>
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<tr>
<td><strong>Output 3.2: Strengthening of capacities to fight corruption in the region</strong></td>
<td>- Train national officials to collect and analyze data on the levels and types of crime and their driving factors, criminal justice systems’ performance and levels of corruption, - Review the institutional and legal framework in place in selected countries, - Provide institutional support to the major anti-corruption agencies as well as to other institutions involved in the fight against corruption in selected countries, - Facilitate the elaboration of comprehensive national anti-corruption strategies and promote transparency in selected countries, - Support the creation of laws, regulations and procedures to facilitate the implementation of UNCAC, - Build the capacity of anti-corruption structures and officials, especially judges, prosecutors and investigators in selected countries, - Support the efforts of local NGOs working in the field of fighting corruption, - Initiate a regional awareness raising campaign targeting both the public and the private sector.</td>
</tr>
<tr>
<td><strong>Phase I</strong></td>
<td></td>
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<tr>
<td>Outcome 3</td>
<td>Develop and implement regional programmes and projects to update and harmonize legislation, research, education and corruption prevention</td>
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<tr>
<td>Output</td>
<td>Activities related to output</td>
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</tbody>
</table>
| Output 3.3: Strengthening of regional and international cooperation | - Enhance frameworks for international cooperation and asset recovery,  
- Identify focal points on asset recovery and strengthen communication channels between focal points of the region and organize a regional workshop on focal points,  
- Train at least 150 judicial practitioners and central authorities to request and grant international cooperation in criminal cases, including mutual legal assistance, extradition, confiscation and asset recovery,  
- Develop publications on international anti-corruption instruments and consolidate an annual publication for celebrating the International Anti-Corruption Day (9 of December). |
| Phase II |                                                                                                                                                                                   |
|          | Indicators                                                                                                                                                                         |
|          | - Legal amendments made to legal framework in order to enable international cooperation and asset recovery,  
- Appointment of focal points and organization of a regional workshop on asset recovery,  
- At least 150 officials trained on international cooperation in criminal cases,  
- Publications developed and disseminated. |
**Sub-Programme III: Improving health and human development**

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Strengthening of Drug prevention, treatment and rehabilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
</tr>
</tbody>
</table>
| **Output 1.1: Drug prevention** | - Develop life-skills education programmes in schools in selected countries,  
- Implement family skills training programmes in selected countries,  
- Develop programmes for prevention of drug abuse in the workplace in selected countries. | - 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). |
| **Phase II** |  |  |
| **Output 1.2: Improvement of treatment and rehabilitation capacity in Central America** | - Raise awareness and advocate for evidence- and human rights- based drug dependence treatment,  
- Train a least 100 drug treatment professionals in scientific research-based practices,  
- Mainstream drug dependence treatment in health care systems,  
- Foster regional and national alliances to implement evidence-based national and regional quality standards,  
- Develop data collection methods to support treatment evaluation programmes. | - Number of countries provided with policy guidance,  
- At least 100 professional trained in scientific research-based practices,  
- Number of recovery services/initiatives implemented with support of UNODC,  
- Organize at least 1 conference/workshop on information sharing and evidence-based quality standards,  
- Number of countries assisted and quality of tools developed to collect data on treatment evaluation programmes. |
<p>| <strong>Phase I</strong> |  |  |</p>
<table>
<thead>
<tr>
<th>Outcome 2</th>
<th>HIV and AIDS prevention and care</th>
<th>Activities related to output</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.1: Prevention and care of HIV in prison settings</strong></td>
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<tr>
<td><strong>Phase I</strong></td>
<td>- Assess HIV prevalence, risks and responses in prisons in one or two selected countries,</td>
<td>At least one or two national assessments conducted,</td>
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<td>- Strengthen capacity for the development and implementation of a comprehensive HIV prevention, care and treatment programme in prison settings.</td>
<td>- Assist one or two countries in the development of HIV prevention, care and treatment programmes in prison settings.</td>
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</tr>
<tr>
<td><strong>Output 2.2: HIV Prevention and Care and people vulnerable to human trafficking</strong></td>
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<tr>
<td><strong>Phase II</strong></td>
<td>- Based on existing UNODC initiatives, improve sharing of training materials/lessons learnt,</td>
<td>Sharing mechanism of good practice established,</td>
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<td></td>
<td>- Conduct a regional assessment to identify the links between trafficking in persons and HIV as well as other STDs in Central America,</td>
<td>- Regional assessment conducted,</td>
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<td></td>
<td>- Develop “safe mobility kit” and distribute it to people vulnerable to human trafficking.</td>
<td>- Safe mobility kit developed and disseminated.</td>
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<tr>
<td><strong>Output 2.3: HIV and AIDS prevention and care interventions for injecting drug users in affected countries (Mexico, Guatemala, El Salvador, and Nicaragua)</strong></td>
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<tr>
<td><strong>Phase I</strong></td>
<td>- Develop outreach interventions targeting out-of-treatment drug users, injecting drug users’ access to voluntary counselling and testing (VCT) and drug and HIV treatment, including VCT centres and day-care centres,</td>
<td>Number of outreach interventions developed,</td>
<td></td>
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<tr>
<td></td>
<td>- Support treatment and rehabilitation centres,</td>
<td>Support to rehabilitation centres delivered,</td>
<td></td>
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<td></td>
<td>- Develop voluntary and confidential HIV counselling and testing,</td>
<td>HIV voluntary and confidential counselling and testing developed,</td>
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<td></td>
<td>- Train officials and NGO staff to design and implement HIV/AIDS prevention programmes, including outreach, among injecting drug users, manage and run treatment and rehabilitation centres, and provide care and referral for drug abusers and those HIV positive.</td>
<td>Number of officials and NGO staff trained to design and implement HIV/AIDS prevention programmes.</td>
<td></td>
</tr>
<tr>
<td>Outcome 2</td>
<td>HIV and AIDS prevention and care</td>
<td></td>
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<tr>
<td><strong>Output</strong></td>
<td><strong>Activities related to output</strong></td>
<td><strong>Indicators</strong></td>
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</tbody>
</table>
| Output 2.4: HIV prevention among non-injecting drug users | - Develop operational research on the links between drug use and HIV among non-injecting drug users,  
- Develop comprehensive HIV prevention and care programme for non-injecting drug users in selected countries. | - Number and dissemination of operational researches developed,  
- Number and content of comprehensive HIV and AIDS prevention and care interventions for non-injecting drugs users implemented (by country). |
Annex I: Draft Terms of Reference

Post Title: Senior International Law Enforcement Advisor (L-5)

Programme Number: CAM/XXX/

Programme: Regional Programme for Central America

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

Org. Unit: Regional Programme Office in Panama (ROPAN) / Law Enforcement, Organized Crime and Anti-Money Laundering Unit, Governance, Human Security and Rule of Law Section, Division for Operations, UNODC

Duration: October 2009 – October 2012

Duty Station: UNODC Regional Programme Office for Panama and Central America, Panama City, Panama.

Duration: October 2009 – October 2012

Duty Station: UNODC Regional Programme Office for Panama and Central America, Panama City, Panama.

Principal function

The Senior International Law Enforcement Advisor (SILEA) will provide advisory services to committed Member States of the Central American Integration System (SICA) and the Caribbean, and technical guidance on programme and project related matters in the area of law enforcement. The core functions performed are a) professional police advice provided to national law enforcement agencies in the form of assessment reports and personalized follow-up, b) the design and formulation of programmes aimed at institutional strengthening of these agencies and the fostering of international cooperation, c) the technical and professional guidance towards the implementation of programmes that stem directly or indirectly from the SILEA’s work, including international projects, d) the collection and dissemination of data and e) the support of global UNODC initiatives and assistance in their subsequent national implementation. Additionally, the SILEA represents UNODC in law enforcement related matters on the international stage and liaises with national or international counterparts as to increase the international cooperation in the context of law enforcement on the Central American and Caribbean regions.

Reporting

The SILEA will work under the direct overall supervision of the UNODC Representative based in Panama City, Panama and report on substantive matters to the Division of Operations (DO), Governance, Human Security and Rule of Law Section (GHSRLS), Law Enforcement, Organized Crime and Anti-Money Laundering Unit (LEOCAML). S/he will also liaise with the Anti-Human Trafficking and

13 This position is part of the Global Programme for Strengthening the Capacities of Member States to Prevent and Combat Organized and Serious Crimes.
Migrant Smuggling Unit; the Justice and Integrity Unit; the Integrated Programming Unit and the Technical Cooperation Section I of the Division for Operations at UNODC Headquarters.

Advisory services
- Provide law enforcement advisory services to Mexico, Central American and Caribbean Governments upon request
  - Realise at least six (6) assessment/advisory missions.
  - Elaborate subsequently detailed technical assessment reports functioning as guidance documents for successive institutional reform.
  - Assist selected countries in the revision/drafting of National Plans of Action and the elaboration of a country-specific approach for its implementation.
- Advice on the development, planning and introduction of suitable countermeasures needed in the Central American and Caribbean Member States most affected by illicit drug trafficking, organized crime and human trafficking.

Programme and Project Development
- Design at least six (6) programmes aimed at strengthening law enforcement in Central America and the Caribbean.
- Countries
  - Upon request, formulate new programmes on counter-narcotics enforcement, anti human trafficking and anti organized crime.
  - Assist Central American and Caribbean governments in designing programmes for capacity building within law enforcement agencies.
- UNODC Field Office
  - Upon request, assist the field office in the development of its respective law enforcement components of its Regional Programme and country integrated programmes and related initiatives.
  - Assist the field office in the development of relevant programmes in partnerships with the Central American Integration System (SICA), INTERPOL, CARICOM and IMPACS, etc.
- Continent
  - Following technical needs assessments, design regional or continent-wide initiatives/programmes in the area of anti-trafficking, anti organized crime or for the fostering of increased international cooperation in law enforcement matters.

Programme implementation, monitoring or backstopping
- Provide technical inputs to the implementation of ongoing law enforcement-related programmes on counter-narcotics enforcement, anti-human trafficking and anti organized crime on the country, field office or regional level.
- Take the lead in managing selected programme initiatives that have been designed by the SILEA.
- Assess the quality and impact of ongoing law enforcement assistance measures.
- Participate in major review, monitoring and evaluation events for UNODC law enforcement programmes in Central America and the Caribbean.

Data Collection and Dissemination
- Provide assistance to Governments on policies, practices and procedures to strengthen information-gathering and -processing of drugs and crime-related data in order to improve the quantity and quality of data collected and utilised.
- Keep abreast with the development of drug trafficking, human trafficking and organized crime trends and represent UNODC in major meetings and conferences on the continent.
Advise Central American and Caribbean Governments on best practices on the collection of statistical data needed to fulfil reporting requirements to UNODC.

**Assistance to UNODC HQ-based initiatives**
- Support, wherever possible, UNODC’s global programmes:
  - Computer-Based Training (CBT) Programme.
  - Comprehensive Laboratory and Forensic Science Programme for Central America and the Caribbean.
  - Global Container Control Programme.
- Build synergies and incorporate global UNODC initiatives when elaborating country assessments or providing technical advice to law enforcement agencies.
- Incorporate global initiatives in the design and implementation of new programmes.
- Collect relevant data for global initiatives and disseminate information concerning global initiatives when on mission or at international conferences/meetings.

**International liaison**
- Maintain permanent liaison on law enforcement issues with international bodies and organizations including OAS, SICA, CARICOM, SEGIB, regional offices of ICPO-INTERPOL (particularly the Regional Office for Central America in San Salvador), WCO and work closely with liaison officers and donor representatives in charge of enforcement matters in Central America and the Caribbean.
- Represent UNODC as required at major law enforcement-related regional and international events organized by the above or other Organizations.

**Management**
- On a daily basis, manage the Panama-based Law Enforcement Team (LET).
- Manage and supervise coordinators of UNODC’s law enforcement programmes in Central America and the Caribbean.
- Manage and supervise law-enforcement activities undertaken by the coordinators of UNODC’s centres of excellence in Central America.

**QUALIFICATIONS**

**Education**
Advanced university degree (Master’s or equivalent) in law, political or social science, criminal justice, or international relations.

**Experience**
A minimum ten years of professional, progressively responsible experience in law enforcement and criminal justice matters or the equivalent combination of education and experience in a related area; experience working in a law enforcement agency is highly desirable as is experience in providing training or teaching; experience working or living in developing countries is beneficial.

**Languages**
English and French are the working languages of the United Nations Secretariat. For this position, fluency in English and Spanish with excellent drafting and communication skills are required.

**Other Skills**
Good knowledge of major international (challenges, policies and practices) in the areas of crime/corruption/terrorism prevention, as well as of the UNODC mandates and policies; practical
field working experience; project management/administration experience preferably in crime/corruption/terrorism-related areas; experience working in a criminal justice system as a police, prosecutor, investigating magistrate or judge, excellent drafting and analytical skills.
Annex II: Draft Terms of Reference

Post Title & Level: International Coordinator, Central American Network of Prosecutors (L-4)

Programme Number: CAM/XXXX/

Programme: Regional Programme for Central America

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

Org. Unit: Regional Programme Office in Panama (ROPAN) / Law Enforcement, Organized Crime and Anti-Money Laundering Unit, Governance, Human Security and Rule of Law Section, Division for Operations, UNODC

Duration: October 2009 – October 2012

Duty Station: UNODC Regional Programme Office for Panama and Central America, Panama City, Panama.

Duration: October 2009 – October 2012

Duty Station: UNODC Regional Programme Office for Panama and Central America, Panama City, Panama.

Organizational Setting

The post is located in the UNODC Regional Programme Office in Panama (ROPAN), and will also report to the Division of Operations (DO), Governance, Human Security and Rule of Law Section (GHSRLS), Law Enforcement, Organized Crime and Anti-Money Laundering Unit (LEOCAML). The incumbent will report to the Senior Expert of the Law Enforcement, Organized Crime and Anti-Money Laundering Unit and is under the overall supervision of the Representative of the UNODC Office for Central America.

Accountabilities

Within delegated authority, the programme coordinator will undertake the following tasks:

- Lead the Central American Network of Prosecutors as well as relevant activities in the Santo Domingo Pact and SICA-UNODC Mechanism dealing with criminal justice reform.
- Assist in implementing the objectives and specific outputs of the above programme;
- Contribute to programme’s development, monitoring, evaluation and technical support within the framework of the programme activities;

14 This position is part of the Global Programme for Strengthening the Capacities of Member States to Prevent and Combat Organized and Serious Crimes.
• Undertake assessment missions to evaluate capabilities of Member States relating to preventing, detecting and combating transnational organized crime and other serious crimes;
• Organize and lead expert working group meetings to develop tools and good practice guides to support Member States in the implementation of the Convention Against Transnational Organized Crime;
• Provide advice, organize and participate in training workshops and seminars for law enforcement, prosecutors and judges;
• Undertake research and assist in drafting training materials and training modules and other tools to aid practitioners and policy makers;
• Prepare work plans and budgets;
• Identify new issues and areas for programme development and draft programme concept notes and ideas and programme documents as required;
• Assist UNODC in identifying sources of donor funding;
• Identify consultancy needs and prepare background work for hiring of consultants;
• Coordinate and integrate UNODC programmes with activities of other UN agencies, intergovernmental organizations, bi-lateral aid programmes and NGOs;
• Provide input to briefing papers and presentations concerning the Programme’s work for the Executive Director, managers, donors and others as required;
• Carry out other tasks as assigned.

Work Implies frequent interaction with the following Counterparts, officers and technical staff of UNODC units and field offices, other relevant UN Secretariat departments an offices and especially the United Nations Development Programme; specialized agencies and programmes; representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, and consultants.

Core Competencies

• Professionalism and knowledge – Knowledge and understanding of theories, concepts and approaches relevant to crime, drug and/or terrorism control and prevention issues. Knowledge of policies and practices in international drug control and crime prevention, as well as the mandates of the United Nations Office on Drug Control and Crime Prevention. Knowledge of and specialization in substantive and functional areas with very good research and analytical skills. Ability to identify and contribute to the solution of problems/issues. Shows pride in work and in achievements; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for ensuring appropriate attention to both gender balance and geographic representation in staffing and to incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

• Communication – Speaks and writes clearly and effectively; listen to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
• **Planning and organizing** – Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

• **Accountability** – Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work units, where applicable.

• **Creativity** – Actively seeks to improve programmes or services; looks for new ideas and new ways of doing things; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas.

• **Technological Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, power-point, spreadsheets, the Internet, etc. and shows willingness to learn new technology.

• **Client Orientation** – Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects.

• **Commitment to Continuous Learning** – Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others.

**QUALIFICATIONS**

**Education**
Advanced university degree (Master’s or equivalent) in law, political or social science, criminal justice, or international relations.

**Experience**
A minimum seven years of professional, progressively responsible experience in crime prevention and criminal justice matters or the equivalent combination of education and experience in a related area; experience working in a criminal justice system is highly desirable as is experience in providing training or teaching; experience working or living in developing countries is beneficial.

**Languages**
English and French are the working languages of the United Nations Secretariat. For this position, fluency in English and Spanish with excellent drafting and communication skills are required.
Other Skills

Good knowledge of major international (challenges, policies and practices) in the areas of crime/corruption/terrorism prevention, as well as of the UNODC mandates and policies; practical field working experience; project management/administration experience preferably in crime/corruption/terrorism-related areas; experience working in a criminal justice system as a police, prosecutor, investigating magistrate or judge, excellent legal drafting and analytical skills.