

**GLOBAL PROGRAMME FOR COMBATING WILDLIFE AND FOREST CRIME (WLFC)
PROJECT DOCUMENT**

Project Number	GLO Z31
Project Title	Global Programme for Combating Wildlife and Forest Crime (WLFC)
Duration	4 years (initial implementation period) <i>Note: the Programme may be subject to extension</i>
Estimated Starting Date¹	01 April 2014
Location	Global
Strategic Framework Sub programme and related Expected Accomplishment²	Sub programme 1: Countering transnational organized crime and illicit drug trafficking. Sub programme 2: Prevention, treatment and reintegration, and alternative development. Sub programme 3: Countering corruption Sub programme 5: Justice Sub programme 6: Research and trend analysis Sub programme 7: Policy Support
Linkages to Country Programme	Country Programme for Indonesia (2012-2015) Myanmar Country Programme (2014-2017) ³
Regional Programme	Regional Programme for South Asia; for Central America; for East Asia and Pacific; for South Eastern Europe; East Africa; West Africa; Southern Africa, Arab States
Executing Agency⁴	UNODC/Sustainable Livelihoods Unit (SLU)
Associated / Implementing Agency⁵	
Overall Budget	\$10 million <i>Note: UNODC is aiming at the target of mobilising \$18 million</i>
In-Kind Contributions⁶	
<p>Partner Organizations: Potential partner organizations include the governmental organizations, CITES, the World Bank, INTERPOL, World Customs Organization, UNDP, UNEP, FAO, the World Wildlife Fund for Nature (WWF) and other relevant intergovernmental organizations and civil society organizations (non-governmental and community-based organizations).</p>	

¹ Actual starting date will be available in ProFi.

² Expected accomplishments related to strategic framework sub programmes are listed under section 1.4.

³ Myanmar Country Programme for 2014-2017 is currently undergoing approval.

⁴ The Agency with overall responsibility for the project/programme, and therefore with overall reporting responsibility to donors.

⁵ The Implementing agency is the unit, which has been given responsibility for managing all aspects of the work programme to be financed from a given trust fund (or project) i.e. it is the one responsible for providing the services as spelled out in agreements/ToR/MOU in accordance of the project plan, etc.

⁶ Specify in-kind contributions by party and in US\$ equivalent.

NB: Except when clearly stipulated in funding agreements, the starting date of a Project Document at the time of approval is usually an estimation, which needs to be adjusted in the course of a subsequent revision, in line with the date of issuance of the first allocation under any of the project segments, as reflected in ProFi.

Brief Description

Wildlife and Forest Crime (WLFC) is a serious and growing problem. The illegal trade in wild fauna and flora is highly lucrative. A consequence of poaching, particularly for elephant ivory and rhinoceros horn, is resulting in the wildlife population becoming severely depleted and endangered. Illegal logging and the international trade in illegally logged timber contributes to deforestation and serious long term environmental damage, endangering sustainable development in some of the poorest countries. The Global Programme (GP), will serve to deliver a range of technical assistance activities within several thematic areas towards achieving the key project objective of strengthening capacity to prevent and combat WLFC on a regional, national and local basis. The GP will also raise awareness of WLFC among different stakeholders at the global and regional levels, including civil society, aimed to contribute to the reduction of demand for wild fauna and flora.

The programme will result in the improved cooperation and capacity of Member States to work, locally, nationally and internationally, to prevent and combat WLFC and other forms of serious and organized crime.

Signed on behalf of:

Party/Entity	Name/Title of Signatory	Date	Signature

LIST OF ACRONYMS	
AIRCOP	Air Communication Programme
CBT	Computer Based Training
CCP	Container Control Programme
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
GP	Global Programme
ICCWC	International Consortium on Combating Wildlife Crime
ICPO-INTERPOL	International Criminal Police Organization
LEA	Law Enforcement Agency
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
SOP	Standard Operational Procedures
SLU	Sustainable Livelihoods Unit
UNCAC	United Nations Convention against Corruption
UNODC	United Nations Office on Drugs and Crime
UNTOC	United Nations Convention against Transnational Crime
WCO	World Customs Organization
WLFC	Wildlife and Forest Crime
WFCAT	Wildlife and Forest Crime Analytic Toolkit
WWF	World Wildlife Fund for Nature

CONTENTS

Cover Page

1. Situation Analysis

- 1.1 The Problem
- 1.2 Counterpart Capacity
- 1.3 Justification for UNODC involvement
- 1.4 Strategic Context
- 1.5 Synergies with other programmes and projects
- 1.6 Target groups
- 1.7 Gender and Human Rights

2. Programme Description

- 2.1 Location and duration
- 2.2 Logical Framework

3. Programme Management and Implementation

- 3.1 Inputs
- 3.2 Staffing, Management and Coordination Arrangements
- 3.3 Monitoring, Reporting and Programme Completion
- 3.4 Evaluation
- 3.5 Risk Management
- 3.6 Sustainability
- 3.7 Legal Context

Annex I: Indicative Costed Workplan

Annex II: Budget

Annex III: Staffing Table

Annex IV: Job Profiles/Terms of Reference for Programme Personnel

Annex V: Standard Basic Assistance Agreement

Name of drafters/Key contributors:
Office: DO/DHB/SLU
Date: January 29, 2014

1. Situation Analysis

1.1 The Problem

Wildlife and Forest Crime (WLFC) is a serious and growing problem. It has all the hallmarks of organized and sophisticated crime and shares many of the characteristics of other transnational criminal activities. It frequently involves other forms of serious criminality such as fraud, money laundering, corruption and counterfeiting. It frequently involves other forms of serious criminality such as fraud, money laundering, corruption and counterfeiting. Organized criminal networks are moving poached or illegally harvested wildlife using a variety of smuggling techniques, often by means of existing infrastructures and well developed routes used for the trafficking of drugs, people, weapons, counterfeit goods and other forms of contraband.

Although there is no agreed, universal definition for WLFC, it covers a broad subject area, incorporating illegal trafficking in endangered animals and plants, , illegal logging and illegal trade in non-timber forest products, in some cases at very significant levels. In general terms, wildlife crime is the illegal exploitation of the world's wild fauna and flora. 'Fauna' are animals and birds, such as tigers and falcons, but also include fish. 'Flora' are plants, such as orchids or cacti, but also include timber and non-timber forest products.⁷

At an international level, illegal trafficking in wildlife frequently involves violations of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). The Convention is the principal international instrument to control and regulate the international trade in protected species and suppress any illicit dealings in wild fauna and flora. It aims to ensure that international trade in specimens of wild animals and plants does not threaten their survival and requires State Parties to penalize the illicit trade in protected species. It also enables importing countries to seize illegally sourced fauna and flora. At the same time, countries from all continents and regions have been affected by illegal trafficking in wild fauna and flora.

The international wildlife trade is estimated to be worth tens of billions of dollars and to include hundreds of millions of plant and animal specimens. In East Asia and the Pacific alone, wildlife and forest crime generate an estimated US\$ 23 billion annually - over one quarter of the nearly US\$ 90 billion earned per year by transnational organised crime in the region.⁸ Levels of exploitation of some animal and plant species are high and the trade in them, together with other factors, such as habitat loss, is capable of heavily depleting their populations and even bringing some species close to extinction. Thus, an escalating poaching crisis and illegal trade are driving populations of endangered species like elephants, rhinos, tigers, great apes, big cats, and numerous amphibians, reptiles, birds and fish to the verge of extinction. The illegal trade, particularly in elephant ivory and rhinoceros horn, is highly lucrative for criminals and organized crime groups. For example, one kilogram of ivory in Africa is of value of 15 US Dollars whereas it is of value of 850 US Dollars in Asia. It is estimated that 30,000 elephants are poached annually by poachers to supply the illicit market with ivory.⁹ Official statistics indicate that the problem with rhino poaching in South Africa continues to grow, with 1004 rhinos poached in 2013, a 3-fold increase from 2010 alone.¹⁰ Other examples include smuggling of turtle eggs in Latin America, illegal trade in protected plants, etc. The high level of corruption underpinning wildlife trafficking poses a serious threat to national governance.¹¹

Illegal logging and the international trade in illegally logged timber is a major problem within the ambit of WLFC, especially for forest-rich countries in the developing world. An estimated

⁷ International Consortium on Combating Wildlife Crime (ICWC)

⁸ Transnational Organised Crime in East Asia and the Pacific, A Threat Assessment. UNODC, 2013.

⁹ Source: World Wildlife Fund: <http://worldwildlife.org/stories/obama-pledges-support-to-stop-wildlife-crime-in-africa>

¹⁰ <http://www.stoprhinopoaching.com/statistics.aspx>

¹¹ Transnational Organised Crime in East Asia and the Pacific, A Threat Assessment. UNODC, 2013. p.77

more than 100 million cubic metres of timber are harvested illegally each year, with most illegal activities in Brazilian Amazon, Cameroon, Ghana, Indonesia and Malaysia.¹² Forests play an important role in safeguarding the world's environment, economy and people's livelihoods, yet the massive scale of illegal logging is depriving many countries and their populations of increasingly scarce renewable resources. Illegal logging contributes to deforestation and serious long term environmental damage, endangering sustainable development in some of the poorest countries of the world. The vast majority of deforestation and illegal logging takes place in the tropical forests of the Amazon basin, Central Africa and Southeast Asia. Illegal logging is estimated to account for between 50-90% of forestry in key producer tropical countries and 15-30% globally.¹³

In Gabon, 70% of harvested timber is considered illegal. 40-61% of timber production in Indonesia is believed to stem from illegal logging. In Russia and the Baltic states, unlawful harvesting of timber and related criminal activities are causing losses to biodiversity, as well as to economy and society. 25% of Russia's timber exports originate from illegal logging and the country loses approximately 1 billion US dollars per year to illegal logging and trade, almost a third of timber logged in the north-west of Russia is considered illegal.¹⁴

An Interpol and the UN Environment Programme Report published in 2012 estimated illegal logging, including processing, to be worth globally between US \$30 to 100 billion.¹⁵

Illegal activities occur at any stage in a range of processes along the timber trade chain - including during felling, transporting, manufacturing, import/export, and consumption - and are often highly organized involving multiple actors as well as domestic and international criminal networks. Most illegal logging takes place in regions characterized by conflict or widespread corruption, including through the issuance of permits and logging licenses.¹⁶ Illegal logging is often organized through legitimate companies, which operate beyond the limits of legal concessions.¹⁷ The national capacity to monitor and manage the forestry sector needs to be improved, including through strengthening of the public and private sector cooperation.

WLFC poses a severe threat to biological diversity, and thereby to the ecological, genetic, social, economic, scientific, educational, cultural, recreational and aesthetic values of biological diversity which role is to maintain ecosystems that provide essential services, which are critical foundations for sustainable development and human wellbeing. International Community has recognized the severity of global biodiversity loss and degradation of ecosystems and emphasizes that these undermine global development, affecting food security and nutrition.¹⁸

WLFC criminal activities not only pose serious threats to natural biodiversity and wildlife preservation, but they also result in considerable loss of potential income to governments which would otherwise be generated through legal trade, for example in the sale of resources such as timber. A negative consequence of this significant loss of revenue is the inability to reinvest and support development opportunities.

¹² Chatham House, [Lawson & MacFaul 2010](http://www.chathamhouse.org/) (<http://www.chathamhouse.org/>)

¹³ Interpol and UN Environment Programme, Green Carbon, Black Trade: Illegal Logging, Tax Fraud and Laundering in the World's Tropical Forests

¹⁴ http://wwf.panda.org/about_our_earth/about_forests/deforestation/forest_illegal_logging/

¹⁵ Interpol and UN Environment Programme, Green Carbon, Black Trade: Illegal Logging, Tax Fraud and Laundering in the World's Tropical Forests

¹⁶ *ibid*, p. 14

¹⁷ *ibid*

¹⁸ Outcome Document "The Future we want" of the [United Nations Conference on Sustainable Development](#) which took place in Rio de Janeiro, Brazil in June 2012

<http://www.unccd2012.org/content/documents/727The%20Future%20We%20Want%2019%20June%2012%2030pm.pdf>

The primary objective of criminals is to make money. Existing and well developed routes used for the trafficking of drugs are also used to smuggle people, firearms, counterfeit goods and other forms of contraband, including WLFC products. In an increasingly inter-connected and inter-dependent global society, it is ever more difficult for the responsible authorities to detect the illicit consignment and the individual criminal. It is therefore crucial to act and seek solutions regionally, nationally and locally. Yet, despite the negative impact on social and economic development, security and livelihoods, WLFC continues to be viewed as outside “mainstream crime” by many in the law enforcement community, governments and the public. Despite the transnational and organized nature of this illicit trade, the response varies significantly from one region to another. Successful investigations and prosecutions are few, an indication of the low priority often given to this issue. To address this and introduce measures to combat this serious and increasing threat to the international community, the GP will serve as a comprehensive blueprint for the delivery of UNODC technical assistance designed to strengthen capacity on a regional, national and local basis.

The role of the public and civil society is essential in combatting WLFC. Consumers drive demand for wildlife products, often due to lack of knowledge, education or awareness of wildlife crime. Evidence-based awareness raising and educational activities are needed to address the demand side of this crime.

1.2 Counterpart Capacity

Countries identified for support under the GP require technical assistance to respond to the challenges of WLFC and organized crime generally. A number of countries have to contend with factors which contribute to an environment where crime can flourish such as poverty, lack of economic opportunities, inadequate legal structures, limited state capacities and lack of cooperation between law enforcement agencies. Some of the main problem areas faced in efforts to investigate and successfully prosecute WLFC and which are addressed in the GP relate to:

- Lack of appropriate legislation for WLFC offences
- Absence of strategic, tactical or operational focus due to WLFC not being viewed as a priority crime
- Lack of information and poor understanding of the problem
- Porous borders and weak, often ineffective, border controls
- Poor inter-agency working - a reluctance to cooperate and share information between agencies
- Reluctance to cooperate and share information with NGOs and other relevant civil society organizations
- Inadequate systems for intelligence gathering, analysis and use, together with a lack of effective cooperation at local/national/regional/international levels in information/intelligence exchange
- Lack of basic equipment for police, border control, customs and other officials involved in combating WLFC
- Lack of trained staff with the expertise and skills in specialist investigation techniques such as controlled delivery
- Poor crime scene investigation / forensic capacities
- Lack of specialist expertise to undertake money laundering investigations and to seize and confiscate criminal assets
- Grand and petty corruption in the agencies which could control the harvesting and movement of wild life products
- Focus on the low level actors committing the physical crime rather than the corrupt organizers and facilitators of wildlife crime

In efforts to provide livelihoods, reduce supply and demand for WFLC products, some of the main problem areas relate to:

- Lack of understanding of the drivers related to community involvement in illicit wildlife trade and illegal logging (poverty, food insecurity, lack of infrastructure, human-animal conflict)
- Inability to mainstream livelihood efforts to reduce poaching into broad scale natural development plans
- Lack of public awareness of the impact on social and economic development, the livelihood and biodiversity
- Lack of understanding of how corrupt transactions remove the rights of local communities

The countries that have successful initiatives in addressing WLFC will be engaged through South-South cooperation to ensure sharing of best practices and lessons learnt.

1.3 Justification for UNODC involvement

Wildlife and Forest Crime is an area that is highly relevant to the mandates of UNODC, particularly in relation to the United Nations Convention against Transnational Organized Crime (UNTOC) and the United Nations Convention against Corruption (UNCAC). UNODC, as the guardian of these conventions as well as the standards and norms in crime prevention and criminal justice.

The Commission on Crime Prevention and Criminal Justice (CCPCJ) addressed the issue of illicit trafficking of forest products in 2007 in its resolution 16/1, entitled *“International cooperation in preventing and combating illicit international trafficking in forest products, including timber, wildlife and other forest biological resources”*, in which it recognized the important potential role of UNODC in preventing, combating and eradicating such trafficking.

The 2010 Salvador Declaration of the Twelfth United Nations Congress on Crime Prevention and Criminal Justice *acknowledges the significant impacts on the environment posed by emerging forms of crimes*, encourages Member States to strengthen their national crime prevention and criminal justice legislation as well as to enhance international cooperation, technical assistance and sharing of best practices in this area, and *invites the CCPCJ to study the nature of the challenge and ways to deal with it effectively*.

In 2011 the ECOSOC adopted resolution 2011/36 entitled *“Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora”* which called - inter alia - on UNODC to work with Member States on measures to prevent, combat, investigate and prosecute illicit trafficking in wild fauna and flora.

These resolutions referred to the utility for States Parties to fully use the frameworks of the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption, to successfully tackle these offences.

The CCPCJ at its 22nd session in 2013 adopted resolution *‘Crime prevention and criminal justice responses against trafficking in protected species of wild fauna and flora’* where UNODC is encouraged by Member States to continue its efforts to provide technical assistance and training to combat illicit trafficking in wild fauna and flora, as well as develop tools, such as the Wildlife and Forest Crime Analytic Toolkit. The resolution was adopted in July 2013 by ECOSOC (E/RES/2013/40).

Recognizing the important work undertaken by UNODC in tackling trafficking and strengthening border security, the communique of the G8 meeting held in 2013 also highlighted

the need for further action to tackle the illegal trafficking of protected or endangered wildlife species.¹⁹

Activities undertaken in this specialised field by UNODC includes membership of the International Consortium on Combating Wildlife Crime (ICWC), an inter-agency alliance which also comprises the Secretariat of CITES, the International Criminal Police Organization (INTERPOL), the World Bank, and the World Customs Organization (WCO). Each organization is collaborating in efforts to combat the illicit trafficking in protected species of wild fauna and flora by coordinating the support offered to governments, national wildlife and forest law enforcement agencies and the sub-regional networks that work to protect the world's natural resources from criminal exploitation.

In addition to contributing to the efforts of the Consortium, UNODC plays an increasingly important role through delivery of specific technical assistance activities designed to strengthen the capacity of Member States to prevent, investigate, prosecute and adjudicate crimes against protected species of wild flora and fauna in line with international standards and norms. The UNODC Sustainable Livelihoods Unit (SLU) is the focal point for this work which already embraces capacity strengthening activities in South East Asia, South Asia, East and Southern Africa and Latin America and the implementation of the Wildlife and Forest Crime Analytic Toolkit (WFCAT). The SLU also chairs an Inter-divisional Task Team on WLFC, which ensures integrated programming on the issue across other UNODC areas of engagement, as well as ensuring coordination of activities and keeping in-house colleagues updated on developments.

New alliances and better use of existing institutions are required by governments and law enforcement to counter WLFC. There is a need to examine and assess current approaches and look to develop more effective strategic responses. Given the increasing need to target the problem regionally and globally, as well as providing country specific assistance, strategic programming opportunities for technical assistance and capacity-building activities will be most effectively delivered through a GP.

UNODC also recognizes the need to promote strong partnership with NGOs to educate and raise awareness about WLFC in the society. NGOs such as the World Wildlife Fund for Nature (WWF) or other grassroots organizations are often well-placed to provide assistance to national governments when needed. They can share information, provide technical assistance and raise awareness on the extent and consequences of WLFC.

A proactive approach will be taken to promote the adoption of more integrated, multi-agency working. The aim will be to develop more coordinated, partnership efforts in focusing the limited resources of the various agencies and stakeholders. Currently WLFC can be categorised as 'a low risk, high reward' criminal activity with many agencies working in an uncoordinated, ineffective way. The proposed range of activities to be delivered under the GP will contribute to making these crimes 'higher risk' for the criminal and organized crime groups, with measures to effectively strip away the proceeds of these criminal acts, resulting in a more effective, coordinated approach to combating WLFC.

UNODC will also address the demand side of WLFC through awareness raising. With the aim of WLFC awareness raising at the global and national levels, UNODC will build on its existing expertise in running effective global awareness campaigns, such as the Blue Heart Campaign against Human Trafficking and its successful video campaign against Transnational Organized Crime. Dedicated media outreach both on traditional and new forms such as social media will be deployed. Furthermore, joining forces while designing global campaign will be considered, such as for instance the anti-trafficking campaign launched by UNWTO, UNODC and UNESCO in March 2014 titled "*Your Actions Count – Be a Responsible Traveller*".

¹⁹ G8 communique 2013 – paragraph 71

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/207771/Lough_Erne_2013_G8_Leaders_Communique.pdf

1.4 Strategic Context

UNODC Strategic framework

Sub programme 1: Countering transnational organized crime and illicit drug trafficking

Expected accomplishment: Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate

Sub programme 2: Prevention, treatment and reintegration, and alternative development.

Expected accomplishment: Improved capacity to provide, with the assistance of UNODC, upon request, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization.

Sub-Programme 3: Countering Corruption

Expected outcome: Improved capacity of UNODC to support Member States preventing and fighting corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime.

Sub programme 5: Justice

Expected accomplishment: Crime prevention and criminal justice system reform initiatives within UNODC's mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice.

Sub programme 6: Research and trend analysis

Expected accomplishment: Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues.

Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making as related to WLFC.

Sub programme 7: Policy Support

Expected accomplishment: Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice.

Country, Regional Programmes

In the design and delivery of GP activities, the GP will reinforce the efforts made under the regional programmes for South Asia; for Central America; for East Asia and Pacific; for South Eastern Europe; East Africa; West Africa; Southern Africa and Arab States.

For instance, in the UNODC Regional Programme for South East Asia (2014-2017), Sub-programme 1 on Transnational Organized Crime and Illicit Trafficking, various WLFC activities are envisaged. Under outcome 1.4 activities planned to address WLFC include strengthening of policy, legislative and regulatory frameworks; enhancing knowledge and skills to investigate and prosecute related criminal activities; awareness raising and advocacy activities; support of mechanisms for regional cooperation among law enforcement agencies. The GP will support the

implementation of these activities. Additionally, the Regional Anti-Corruption Adviser based in Bangkok could support the development of trainings where the element of corruption is involved.

Similarly, in Africa the programmatic activities in WLFC will support implementation of Sub-Programme 1 related to transnational organized crime and the countering of illicit trafficking of the Regional Programmes for Eastern Africa (2009-2013²⁰), West Africa (2010-2014) and Southern Africa (2013-2016). Given the number of crime-specific initiatives that UNODC is undertaking in Africa (including addressing piracy, illicit trafficking, money laundering and wildlife crime) under the sub-programme on organized crime and illicit trafficking of the various Regional Programmes, the Global Programme on WLFC will closely coordinate with the various Regional Offices, in particular with the Transnational Organized Crime Units (TCU) created through the West African Coast Initiative (WACI), to avoid any duplication on the ground.²¹

Currently UNODC has a number of WLFC activities planned in several country and regional offices. For example, in East Africa, UNODC is designing a programme on strengthening the criminal justice approach to address the illegal trade in rhino and ivory horn. Activities will include training for law enforcement officials on crime investigation and forensics related to poaching, crime scene management, CITES listed wildlife and fauna, and controlled deliveries. Further, through the UNODC-WCO Container Control Programme, Container Control Units in Mombasa, Kenya and Dar es Salaam, Tanzania, with a special focus on wildlife and timber trafficking will be established. A similar linkage will also be explored in building such assessments and considerations into the work of the Anti-Corruption Adviser based in South Africa, covering both Southern and Eastern Africa. This will help to strengthen inter-agency cooperation between national and local law enforcement agencies in the country and could also help improve the uniformity in which such cases are investigated in the region.

UNODC Drug Control, Crime Prevention and Criminal Justice Reform Programme in the Gulf States would also include various activities addressing wildlife and forest crime, with outcome 7 aiming at Member States developing the capacity of their law enforcement agencies and criminal justice system to prevent and combat wildlife crime, including through international cooperation. The Gulf Programme should focus on developing national legal frameworks on combating and preventing wildlife and timber crime in compliance with the relevant international instruments for the protection of wildlife and endangered species, as well as strengthening their implementation and will include awareness-raising and capacity-building of the law enforcement units including border control and customs to effectively investigate and respond to wildlife and timber crime.

The UNODC Country Programme for Indonesia (2012-2015), under Sub-Programme 1, outcome 1.4 refers to the identification and effective addressing of crimes associated with forests and wildlife, including activities such as awareness-raising and training for law enforcement officers and specialized officials, establishment of cross-border mechanisms and cooperation, enhancement of civil society engagement for the reporting on wildlife crime as well as sustainable livelihoods strategies for the reduction of forest encroachment and illegal logging.

The UNODC Global Programme for Strengthening Capacities to Prevent and Combat Organized and Serious Crime (GPTOC) provides technical assistance to States to effectively implement the Organized Crime Convention in order to deal with different forms of serious and organized crime. Further, the GPTOC supports the development and pilot testing of new

²⁰ The RP for Eastern Africa is currently under review and will be extended beyond 2013.

²¹ The West African Coast Initiative (WACI) strives to create Transnational Organised Crime Units (TCU) initiative is designed to link in with the above UNODC border control programs already in place, which are paving the way toward a wider, open-border policy. The TCU concept is currently being promoted by UNODC in West Africa under the overall framework of Security Sector Reform and peace-building as well as in Eastern Africa in response to the request by African governments for a platform to undertake cross-border investigations into organised crime and illicit trafficking involving multiple jurisdictions.

initiatives, as may be mandated by the Conference of the Parties (COP) to the United Nations Convention against Transnational Organized Crime or by the Crime Commission, including, amongst other, the trafficking in endangered species of wild fauna and flora.

The same approaches will be undertaken in other regions when designing the region and country-specific activities.

Under the GP support will be provided to the above mentioned offices and to the wider UNODC Field Network generally.

1.5 Synergies with other programmes and projects

The SLU WLFC headquarters team will provide strategic advice and assistance to country and regional offices in the implementation of activities, as well as, in some circumstances, undertake the delivery of specific activities such as training. Moreover, the WLFC team will collaborate closely with HQ colleagues to utilise in-house expertise, resources and infrastructures to ensure effective coordination in developing an integrated UNODC approach to combating WLFC.

In the programme design, consultations were conducted with UNODC regional offices in Thailand, Kenya, India, Senegal and Pretoria to identify priority activities on WLFC based on the regional and country gaps. Bilateral meetings and discussions were conducted with a number of countries in East, Southern and Central Africa, South Asia, South East Asia and the Pacific to ensure the relevance of the approach undertaken for the design of the programme and thematic areas identified.

A number of recent strategies in the area were reviewed and discussed with the relevant governments, ICCWC, and UNREDD to ensure alignment with national/regional priorities in addressing WLFC- these include, inter alia, 8 CITES national ivory action plans (2013), decisions of CITES Conference of the Parties 16 (2013), Marrakesh Declaration (2013), ECCAS Commitment (2013), Botswana Summit- 14 Urgent Measures to address illegal killing of elephants (2013), and the African Elephant Action Plan (2010). UNODC also held bilateral meetings with the country focal points during CCPCJ and CITES Conference of the Parties in 2013.

As a member of the International Consortium on Combating Wildlife Crime (ICCWC), the UNODC will liaise, coordinate and work closely with its ICCWC partners – CITES Secretariat, INTERPOL, World Bank and WCO - to ensure that activities under the GP do not overlap, duplicate or conflict. The activities undertaken under the GP will serve to complement, reinforce and strengthen the actions of other members of the ICCWC alliance.

When planning implementation of activities, close liaison will be made with UNODC Country and Regional Offices to ensure appropriate support for the design and delivery of WLFC projects and activities. UNODC will also coordinate its efforts with various multilateral initiatives such as REDD+, UN-REDD, FLEGT and Wildlife Enforcement Networks. Where appropriate, UNODC will work with ASEAN, SAARC, ECCAS to deliver technical assistance to respective regions. Liaison and partnership working will also take place with non-governmental organisations involved in efforts to combat WLFC.

In the delivery of the Global Programme, UNODC will build on best practices and lessons learned of successful projects such as specialized training conducted for frontline officers, BLO mechanism under PATROL (project XAPU59), Illegal Logging and Corruption in Indonesia, specialized CBT/e-learning modules, Airport Communication Project, Global Container Control Programme (CCP)- GLOG80, among others. For example and as already mentioned above, the Regional Offices in Western Africa (project XWSV33) and Eastern Africa (XEAU75) are supporting the establishment of specialised units (TOCUs) in the region, which this GP will build

on. The synergy with GLOT60 on UNTOC Convention will be to the extent that the national framework on wildlife crime will benefit from the strengthening of the framework with regard to compliance with UNTOC provisions on transnational organized crime and on delivery of the container control programme will be made. The GP will build on the UNODC global project's results addressing transnational organized crime (GLOT32). Coordination with other programmes/projects (for example, GLOT63 'strengthening criminal justice systems' in connection to output 2.2 and GLOX99 'maritime crime programme' in connection to output 2.6) in relevant thematic interventions will be put in place.

The initial focus of the GP will be on providing support to undertake comprehensive assessments of current actions to combat WLFC at a national level by using the WLFC Analytic Toolkit. These assessments will provide a platform for the identification and delivery of a range of activities, with a priority given to strengthening law enforcement capacity at local, national and regional level.

UNODC will build on the local knowledge and expertise in the variety of areas such as, for example, DNA profiling of rhino in South Africa. The GP will foster cooperation and knowledge sharing at both national and regional levels.

1.6 Target groups

A number of regions, which include source, transit or destination countries, have been identified as priorities in need of technical assistance. The support provided by UNODC under the GP will comprise a range of measures including legislative assistance, training and provision of essential equipment. Beneficiaries will include police, customs, border officials, forestry/wildlife officials, prosecutors, anti-corruption authorities, judiciary, community groups and NGOs. Substantial benefits will result in terms of strengthening capacity to prevent and combat WLFC. In addition, the activities delivered under the GP will also result in the development of the essential skills, competencies and overall capacity to counter other forms of serious and organized crime.

1.7 Gender and Human Rights

Human rights lie at the core of all work of the UN system and – together with peace, security and development – represent one of the three, interlinked and mutually reinforcing, pillars of the United Nations enshrined in the Charter. Human rights also touch upon economic and social issues. UNODC is in the unique position of working across all three pillars in its efforts against crime, corruption, drugs and terrorism and in supporting Member States to deliver a safe society founded on the rule of law.

Human rights are of relevance in this programme, e.g. the human rights situation in a certain country should be analysed before activities are planned, and be taken into consideration when designing, implementing and evaluating the programme's activities

Although the programme does not specifically cover gender and advancement of women aspects, it promotes and takes into account gender mainstreaming aspects wherever applicable. Gender perspective will be considered, including by ensuring, to the maximum extent possible, equal gender representation among participants and resource persons.

The 2012 UNODC position paper on the 'Promotion and Protection of Human Rights' notes that UNODC has responsibilities to promote human rights (in all of its actions), to respect human rights (to do no harm), and to protect human rights (within its mandates).²² The application of human rights in the prevention and combating wildlife and forest crime represents a comparatively new and emerging area. As concerns the responsibility of UNODC to promote, respect, and protect human rights in this area, the GP will adopt the following approach:

UNODC believes that to effectively combat wildlife and forest crime, and related other forms of serious crimes, while respecting human rights and fundamental freedoms is not only possible but necessary. Effective measures and respect for the rule of law, human rights and

²² http://www.unodc.org/documents/justice-and-prison-reform/UNODC_HR_position_paper.pdf

fundamental freedoms are complementary and mutually reinforcing objectives which must be pursued together as part of States' duty to protect individuals within their jurisdiction. Further, the GP reinforces the importance of respect for human rights in any effective wildlife and forest crime prevention also with regard to rural communities depending on wild fauna and flora for their subsistence. With regard to prevention, prosecution and adjudication of crimes, UNODC's work to support the implementation of the standards and norms on crime prevention and criminal justice offers an important contribution to the promotion of human rights as they have helped to significantly promote more effective and fair criminal justice systems.

The UNODC position paper on human rights states that UNODC must find the correct balance between ensuring respect for human rights whilst remaining engaged with countries through the delivery of technical support that can bring about positive change. Human rights risks also exist when addressing wildlife and forest crime. In delivering the GP, UNODC is under an obligation to ensure that technical assistance activities do not directly or indirectly assist governments in actions that may give rise to rights violations, such as arbitrary. This assessment will be carried out individually for all country-level activities through the use of the UNODC human rights planning tool. The process will involve the use of open-source information (including the universal human rights index²³). The planning process will further be conducted in a manner consistent with the UN-wide human rights due diligence policy.

The UNODC position paper on human rights further notes that UNODC has a responsibility to protect human rights where it encounters denials of rights within the sphere of UNODC technical assistance (unrelated to the assistance itself) and where UNODC is able to take positive action. Under such circumstances, UNODC may seek to use contacts with relevant counterparts to draw attention to relevant standards of international human rights law.

2. Programme Description

2.1 Location and duration

A number source, transit or destination countries have been identified as priority countries in need of technical assistance under the WLFC Global Programme. The regions included in the programme are as follows:

- South Asia
- East and South-East Asia, and Pacific
- Central Asia
- West Asia
- Europe
- Eastern Africa
- Southern Africa
- Central Africa
- West Africa
- South America
- Central America and the Caribbean
- North America

The overall aim of the GP will be to provide the specific target countries and regions with the capacity for more effective working at strategic, tactical and operational level. The intervention areas of the GP will be:

²³ <http://uhri.ohchr.org/en>

1. Strengthening national legal frameworks to address wildlife and forest crime
2. Strengthening national law enforcement, prosecutorial and judiciary capacity to address wildlife and forest crime
3. Strengthening international cooperation among law enforcement agencies
4. Reducing supply and demand through alternative livelihoods
5. Data gathering, analysis and reporting
6. Driving factors and preventive strategies, including advocacy, awareness raising and civil society empowerment

Within each of these thematic areas, focus will be placed on delivering a range of evidence based, good practice, technical assistance measures to support national law enforcement, customs, border control and criminal justice agencies, address demand, as well as support regional wildlife law enforcement agencies and networks, and civil society in their efforts to respond to WLFC.

The anticipated duration of the programme is 4 years.

Note that the logical framework is required to be entered into the automated logframe system in ProFi, and can be exported from there to a Word document if necessary. This logframe is provided as an explanation of the various elements of the results framework.

2.2 UNODC Logical Framework

Programme Title: Global Programme for Combating Wildlife and Forest Crime (WLFC)	Sub programme 1: Countering transnational organized crime and illicit drug trafficking.	Region/Country: Global	Programme Number / Code: GLO
		Date: January 2014	Duration: 4 years
Expected Accomplishment(s) in the Strategic Framework <ul style="list-style-type: none"> ▪ Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate. 			
Relationship with Country/ Regional/ Thematic Programmes: refer to section 1.4			
Programme Objective	Outcome Indicators	Means of Verification	Risks
Member States more effectively prevent, identify, investigate, prosecute and adjudicate wildlife and forest crime related offences	Expert assessment on prevention, investigation and prosecution of WLFC in countries receiving technical assistance from UNODC	Country assessments (relevant experts to undertake the assessments will be recruited by UNODC, additionally, national experts from the countries will be engaged in the process to ensure the ownership of the results). Communication with national authorities. Regular progress reports by UNODC and national authorities. Reports from other agencies involved in WLFC such as Interpol, WCO, WWF and other partners.	The countries are not fully committed to preventing and combating WLFC and lack the political will to prioritize and address the issue. Lack of funding for the delivery of programme activities or to maintain essential programme staff. Programme implementation is negatively impacted by delays in the recruitment of qualified, experienced staff.

Intervention area 1. Strengthening national legal frameworks to address wildlife and forest crime

Outcome 1:

States take action to adopt appropriate national legislation to effectively investigate, prosecute and punish WLFC offenders, including legislation which provides powers to the courts to deal with money laundering and confiscate assets derived from criminal enterprises, including through corruption.

Indicator: Countries assisted by UNODC take action to develop and/or revise domestic legislative frameworks to strengthen wildlife protection and ensure alignment with international frameworks.
Baseline: 0
Target: 4

Action taken by states to adopt/revise legislative frameworks

Lack of political will to pass legislation on WLFC or make the necessary amendments to existing laws.

Output 1.1:

States are assisted in reviewing and assessing domestic legislation to identify gaps and needs, in order to have an effective legal framework in place to counter WLFC, including legislation which criminalizes the wildlife and forest crimes as predicate offences to money laundering and elements of corruption.

Indicator: Number of States assisted in legal review.
Baseline: 0
Target: 4

Mission reports
Assessment reports

Lack of commitment or engagement/support from national counterparts.

Inadequate access to key authorities and resources

Activities relating to Output 1.1
1.1.1 Conduct assessment missions
1.1.2 Review existing legal framework, laws and regulations with stakeholders
1.1.3 Provide assessment reports outlining gaps and needs

Output 1.2

Support is provided in drafting new laws or amending existing laws in order to have an appropriate WLFC legal framework in place, including

Indicator: Number of draft laws and regulations
Baseline: 0
Target: 4

Draft law and regulations available

The appropriate people to work on legislative review are not identified by national authorities.

Law and regulations are not introduced or enforced.

aspects of corruption.	<u>Activities relating to Output 1.2.</u>
	1.2.1 Establish working groups of stakeholders to review existing laws and draft appropriate legal framework 1.2.2 Draft laws and regulations developed 1.2.3 to raise awareness about the importance of adopting and implementing legislation

Intervention area 2. Strengthening national law enforcement, prosecutorial and judiciary capacity to address wildlife and forest crime

Outcome 2			
Law enforcement and other front line agencies take action to effectively investigate and successfully prosecute offenders for WLFC and organized crime paying attention to the element of corruption, including, where appropriate, the establishment and equipping of specific WLFC investigation units, or incorporating such expertise within specialist Transnational Organised Crime Units (TOCU). Judiciary capacity to adjudicate WLFC related offences.	Indicator: Countries assisted by UNODC that have established multi-agency mechanisms to detect illegal shipments of wild fauna and flora at seaports, airports and land/river crossings, and/or set up transnational organized crime units Baseline: 0 Target:4	Country visits. Assessment reports Communication with counterparts in national authorities. UNODC Field Office reports.	After receiving training, officials then transferred to other duties not connected with WLFC. Equipment provided not used in correct manner/diverted into other uses.
Output 2.1			
Development and dissemination of WLFC training material, including an e-learning²⁴ module, designed to enhance the knowledge and skills of national agencies in combating WLFC and related offences.	Indicator 2: Basic and advanced training and awareness-raising packages for law enforcement officers, prosecutors and judges developed and published, e-learning module on WLFC developed. Baseline: 0	Training need assessments reports. Quality control review of training material by expert trainers	Introduction of CBT/e-learning may not be appropriate or feasible.

²⁴ UNODC's e-learning programme has replaced the former Computer Based Training (CBT). All new modules developed will be under the e-learning banner. A number of CBT modules have been modified to be compatible with the e-learning technology.

	Target: 5	Feedback questionnaires from participants	
	<u>Activities relating to output 2.1</u> 2.1.1 Engage international training experts to carry out assessments to identify training requirements 2.1.2 Recruit consultants to develop WLFC training programmes and e-learning module 2.1.3 Arrange translation of material and e-learning module into local languages 2.1.4 Publish and disseminate training material 2.1.5 Feasibility studies for possible introduction of e-learning		
Output 2.2			
Training delivered to law enforcement officials, prosecutors and judiciary	Indicator: Basic and advanced training courses for law enforcement officers, prosecutors and judges successfully delivered. Baseline: 0 Target: 6	Quality control of courses from the feedback questionnaires of participants	Inappropriate officials selected for training by national authorities. After receiving training, officials then transferred to other duties not connected with WLFC.
	<u>Activities relating to Output 2.2</u> 2.2.1 Engage international training experts to deliver training 2.2.2 Conduct skills training for law enforcement officials, prosecutors and judges. 2.2.3 Delivery of training for selected prosecutors and judges from source, transit and destination countries with the aim of strengthening regional networks and sharing/disseminating knowledge within and beyond the WLFC sector.		
Output 2.3			
Training provided to law enforcement officers in special investigation techniques, including controlled delivery.	Indicator: Increase in the number of law enforcement staff with specialist investigation skills and capabilities. Baseline: 0 Target: 70	Mission reports, rapid assessments	No commitment or engagement from counterparts in receiving training. No access to key authorities.
	<u>Activities relating to Output 2.3</u> 2.3.1 Engage international experts to prepare and deliver training.		

	2.3.2 Conduct table top and practical exercises related to controlled deliveries and other joint operations for staff of law enforcement agencies.		
Output 2.4			
Training the Trainers: core staff identified and trained to ensure sustainability of training programmes.	Indicator: Increase in number of law enforcement professional trainers Baseline: 0 Target: 15	Quality control of courses from feedback questionnaires from participants Pre/post training assessments and/or overall evaluation of training of relevant personnel from the national law enforcement institutions	Inappropriate officials selected for training by national authorities. After receiving training, officials then transferred to other duties not connected with WLFC.
	<u>Activities relating to Output 2.4</u> 2.4.1 Engage international experts to prepare and deliver training. 2.4.2 Deliver training courses.		
Output 2.5			
Provision of essential technical equipment to law enforcement units dealing with WLFC. To include communications equipment (police radio, repeater antenna, satellite phones, mobile phones); binoculars; cameras; night vision equipment; flashlights; search equipment, suitable vehicles; global positioning systems (GPS); maps and computers/internet access.	Indicator: number of law enforcement units that have been equipped as per needs assessment Baseline: 0 Target: 4	Procurement receipts	Equipment not used effectively or diverted for other uses. Equipment not properly maintained
	<u>Activities related to output 2.5</u> 2.5.1 Undertake needs assessment to identify details of the technical equipment required. 2.5.2 Arrange procurement of equipment. 2.5.3 Supply technical equipment. 2.5.4 Arrange training in the use of equipment where required (e.g. use of computers, GPS) 2.5.5 Carry out feasibility study regarding the effectiveness and cost of providing access to satellite imagery and provision of unmanned aerial vehicles (UAV), also known as drones, for the surveillance and monitoring of large geographical areas and game parks as part of a range of measures to counter poaching. Consultation of the Human Rights Advisory Board should be included.		

<p>Output 2.6</p> <p>Develop and train multi-agency mechanisms to detect illegal shipments of wild fauna and flora at seaports, airports and land/river crossings</p>	<p>Indicator 2: Number of operational joint teams operating at dry- and seaports, airports and border posts Baseline: 0 (profiled for wildlife and timber) Target: 5</p>	<p>Assessment reports Action Plans</p>	<p>Delays in implementation</p>
<p><u>Activities related to output 2.6</u></p>			
<p>2.6.1 Undertake technical needs assessment of trade supply chain security, specifically container controls at selected dry- and seaports</p>			
<p>2.6.2 Undertake assessment of airport controls to assess suitability for capacity building in wildlife crime issues.</p>			
<p>2.6.2 Undertake assessment of specific border control crossing points.</p>			
<p>2.6.3 Consult and support in the development of action plans to introduce joint teams at a number of airports, seaports and other selected border points, together with strengthening/establishing border control liaison networks.</p>			
<p>2.6.4 Joint teams to be established and equipped.</p>			
<p>2.6.5 Training provided to joint teams.</p>			
<p>Output 2.7</p> <p>Strengthened capacity to conduct financial investigations, deal with money laundering, corruption and illicit financial flows identify the proceeds of crime</p>	<p>Indicator: Increase in the number of law enforcement staff with specialist skills in financial investigation. Baseline: 20 Target: 60</p>	<p>Quality control of courses from feedback questionnaires from participants</p>	<p>No commitment or engagement from counterparts in receiving training.</p> <p>Inappropriate officials selected for training by national authorities.</p>
<p><u>Activities relating to Output 2.7</u></p>			
<p>2.7.1 Engage international experts to prepare and deliver training.</p>			
<p>2.7.2 Deliver training courses</p>			
<p>Output 2.8</p> <p>Strengthened capacity to provide forensic science services, to ensure</p>	<p>Countries assisted by UNODC to implement forensic guidelines related to WLFC through</p>	<p>Expert group meeting reports</p>	<p>Lack of interest from the government to implement the</p>

<p>accurate and timely information to the criminal justice system and consequently support effective and fair criminal investigations and trials</p>	<p>the chain of custody- from the crime scene/evidence to forensic analysis and to the court Baseline: 0 Target: 2</p>	<p>Communication with counterparts in national authorities. UNODC Field Office reports.</p>	<p>guidelines</p>
<p><u>Activities relating to Output 2.8</u></p> <p>2.8.1 Conduct expert group meetings on development of guidelines for forensic methods/standardised approaches in the analysis of ivory/rhino horn/CITES listed species, including timber 2.8.2 Engage international experts to prepare and deliver training and develop and disseminate relevant guidelines for forensic methods 2.8.3 Develop and publish relevant guidelines for forensic methods in the analysis of ivory/rhino horn/CITES listed species, including timber 2.8.4. Support forensic analysis of ivory recovered during large ivory seizures to determine the origin and age of ivory with the aim to identify main poaching hot-spots in Africa. 2.8.5. Assess existing forensic facilities and capacity-building build capacity of existing laboratories, by engaging with relevant experts for the validation of forensic methods of ivory sampling and other specimen.</p>			
<p>Output 2.9 Establishment of a national interagency task-force with the responsibility to coordinate responses to wildlife and forest crime, such as Transnational Organized Crime Units (TOCUs)</p>	<p>Countries assisted by UNODC to establish a national interagency task-force (collaboration between law enforcement and conservation agencies such as Customs, police, wildlife service etc.) with the responsibility to coordinate responses to wildlife and forest crime. Baseline: 0 Target: 2</p>	<p>Country visits. Assessment reports Communication with counterparts in national authorities. UNODC Field Office reports.</p>	<p>After receiving training, officials then transferred to other duties not connected with WLFC.</p>
<p><u>Activities relating to Output 2.9</u></p> <p>2.9.1 Support the development of Standard Operation Procedures (SOPs) for the TOCUs 2.9.2 Develop and roll out a vetting policy and system for TOCU members – includes the provision of basic equipment and training plus oversight over period of project 2.9.3 Develop and deliver training programmes for TOCU's using the ToT methodology 2.9.4. Support the development of standard operating procedures and a training curriculum on the identification, collection and storage (chain of evidence) of physical evidence found at crime scenes 2.9.5. Prepare and conduct joint specialised training courses on the identification and collection of physical</p>			

Intervention area 3. Strengthening international cooperation among law enforcement agencies

<p>Outcome 3:</p> <p>Law enforcement agencies increase international cooperation and intelligence exchange on WLFC through regional, sub-regional and local networks</p>	<p>Indicator: Increase in the number of annual WLFC intelligence and operational reports submitted by LEAs to Interpol, WCO and CITES.</p> <p>Baseline: 3</p> <p>Target: 5</p>	<p>Reports from national authorities.</p> <p>Reports from Interpol, CITES, WCO and other agencies, for example national anti-corruption bodies.</p>	<p>Reluctance of LEAs to share security data and confidential information.</p> <p>Lack of trust between agencies.</p> <p>Lack of support from State counterparts.</p>
<p>Output 3.1:</p> <p>Policy on sharing and security of information and standard operational procedures (SOP), including for controlled delivery and joint operations, developed and introduced.</p>	<p>Indicator: Memorandum of Understanding (MOU)/Agreement on the security and sharing of information and SOPs</p> <p>Baseline: 0</p> <p>Target: 5</p> <p><u>Activities relating to Output 3.1</u></p> <p>3.1.1 Working Groups convened to develop policy on information sharing and standard operational procedures (SOP)</p> <p>3.1.2 MOU and SOPs for controlled delivery and joint operations developed, agreed and implemented.</p>	<p>Memorandum of Understanding (MOU)/Agreement on the security and sharing of information and SOPs drafted.</p>	<p>The policy is not accepted by all Agencies or not practically implemented.</p>

<p>Output 3.2</p> <p>Increased capacity of law enforcement officials to effectively gather, analyse, disseminate and use information and the intelligence product and to promote intelligence-led law enforcement.</p>	<p>Indicator: Number of staff trained in intelligence analysis Baseline: 0 Target: 30</p>	<p>Quality control of courses from feedback questionnaires from participants</p>	<p>No commitment or engagement from counterparts in receiving training.</p>
<p><u>Activities relating to Output 3.2.</u> 3.2.1 To identify training needs and develop an annual training plan. 3.2.2 Engage international experts to conduct training workshops in intelligence analysis. 3.2.3 Analyse current practices and application of the law as well as identify loopholes.</p>			
<p>Intervention area 4. Reducing supply and demand through alternative livelihoods</p>			
<p>Outcome 4:</p> <p>Reduced supply and demand of WLFC products through alternative livelihoods, together with the introduction of environmental conservation programmes, addressing illegal logging and wildlife poaching.</p>	<p>A number of countries that address drivers of wildlife and forest crime through livelihood initiatives provided to populations vulnerable to illegal logging and wildlife poaching as a result of social and economic marginalization Baseline: 0 Target: 2</p>	<p>In-country missions. Reports from national authorities, WWF and others.</p>	<p>Lack of commitment from States. Poor support from local communities to embrace alternative livelihoods.</p>
<p>Output 4.1:</p> <p>Provision of alternative livelihoods, that is, socio-economic incentives to encourage local communities to use natural resources in a lawful and sustainable manner</p>	<p>Indicator: Number of alternative livelihood initiatives introduced. Baseline: 0 Target: 2</p>	<p>Ongoing monitoring and mission reports</p>	<p>Poor support from recipient communities.</p>

	<p><u>Activities relating to Output 4.1</u></p> <p>4.1.1 Identifying and promotion of good practices in the fields of natural resource conservation and management, in cooperation with relevant international and national organizations with a mandate in this field.</p> <p>4.1.2 Development and introduction of appropriate, bespoke, alternative development initiatives, incorporating international best practices.</p> <p>4.1.3 Undertake awareness raising and prevention activities in rural communities.</p>		
<p>Output 4.2</p> <p>Development of strategies to include wildlife and forest protection components into broader rural and alternative development programmes</p>	<p>Indicator: Number of WLFC strategies drafted with UNODC assistance, which incorporate alternative livelihoods</p> <p>Baseline: 0</p> <p>Target: 2</p>	<p>Strategies in place.</p> <p>Ongoing monitoring and mission reports.</p>	<p>Lack of commitment from States.</p>
	<p><u>Activities relating to Output 4.2</u></p> <p>4.2.1 Working groups established to review existing alternative development programmes.</p> <p>4.2.2 Strategies developed.</p>		
<p>Intervention area 5: Data collection, analysis and reporting</p>			
<p>Outcome 5:</p> <p>States supported to carry out a comprehensive review and analysis of their current actions in tackling WLFC, using the Wildlife and Forest Crime Analytic Toolkit (WFCAT) with UNODC's assistance.</p>	<p>Indicator: Number of States supported in undertaking and completing WFCAT Toolkit assessments with UNODC's assistance.</p> <p>Baseline: 2</p> <p>Target: 10</p>	<p>Ongoing monitoring and mission reports.</p> <p>Completed WFCAT Toolkit</p>	<p>Lack of commitment from States.</p> <p>Lack of support from State counterparts.</p>

		assessment reports	
Output 5.1: Introduction of data collection and analysis systems to provide a detailed information/knowledge base on WLFC, together with better dissemination and use of that information.	Indicator: Systems in place to gather, analyse and provide detailed information and situation analysis about WLFC. Baseline: 0 Target: 6	Ongoing monitoring and mission reports.	Lack of commitment from States.
	<u>Activities relating to Output 5.1</u> 5.1.1 Review of existing information and data collection structures. 5.1.2 Development of a repository of information and data on WLFC including criminal justice data as well as other complementary information that could be used for the development of a global report on WLFC 5.1.3 Development and testing of innovative methodologies to collect information on WLFC, including satellite or aerial imagery. 5.1.4 Development of two case studies		
Output 5.2: States undertake detailed assessments using the Wildlife and Forest Crime Analytic Toolkit.	Indicator: Number of States assisted Baseline: 2 Target: 10	Completed WFCAT Toolkit assessment reports.	Lack of support from State counterparts.
	<u>Activities relating to output 5.2</u> 5.2.1 Toolkit assessment missions conducted 5.2.2 Final assessment reports completed and circulated		
Output 5.3 States have increased capacity to develop an appropriate and comprehensive strategic response and action plans to effectively address WLFC.	Indicator: Number of States assisted Baseline: 2 Target: 10	Strategies developed. Action plans developed and agreed to by the states.	Lack of commitment and support from State counterparts.
	<u>Activities relating to Output 5.3</u> 5.3.1 Establish in-country strategy development group with relevant stakeholder		

	<p>representation.</p> <p>5.3.2 Missions undertaken to support and facilitate strategy development group.</p> <p>5.3.3 Strategy and Action plan development workshops held.</p>		
Intervention area 6. 1. Driving factors and preventive strategies, including advocacy, awareness raising and civil society empowerment			
Outcome 6.			
<p>Stakeholders implement practical measures to prevent WLFC, including raising of public and political awareness of the harms caused by illegal trafficking in protected species of wild fauna and flora and developing prevention campaigns using various forms of media, social networks and telephone hotlines, in collaboration with the ICCWC, non-governmental partners, policy makers, donors, governmental officials, law enforcement, the private sector, with the aim of reducing demand for illegally obtained WLFC products.</p>	<p>Indicator: Countries with increased public awareness campaigns of WLFC and its link to TOC and threat it poses to development as well as to the rule of law and stability, media outreach to place issue higher on the agenda of policy-makers, and strategic partnerships with civil society are enhanced to support Member States efforts to combat WLFC.</p> <p>Baseline: 0 Target: 6</p>	<p>Surveys to be conducted Campaign results measured</p>	<p>WLFC not seen as a priority. Lack of commitment from States.</p>
Output 6.1			
<p>At a national level, development of awareness raising measures to prevent WLFC, in collaboration with other partners and stakeholders.</p>	<p>Indicator: Number of national level WLFC awareness raising initiatives launched.</p> <p>Baseline: 0 Target: 4</p>	<p>Ongoing monitoring and mission reports.</p>	<p>WLFC not seen as a priority. Lack of commitment from States.</p>
	<p><u>Activities relating to Output 6.1</u></p> <p>6.1.1 Review of existing or previous WLFC awareness raising activities, seek synergies with other related awareness raising efforts</p> <p>6.1.2 Consult with national stakeholders to design and develop innovative approaches to raise awareness and prevent WLFC by using various forms of media, including social networks, and to introduce telephone hotlines to report WLFC offences and offenders.</p>		

	6.1.3 Launch initiatives with support of other WLFC stakeholders.		
Output 6.2 At regional level, development of awareness raising and other measures to prevent WLFC in collaboration with other partners and stakeholders.	Indicator: Number of regional WLFC awareness raising initiatives launched. Baseline: 0 Target: 2	reports, records	implementation delayed, funding not mobilized, partners support not received
	<u>Activities relating to Output 6.2.</u> 6.2.1 Review of existing or previous regional WLFC awareness raising activities 6.2.2 Consult with regional stakeholders to design innovative approaches to promote awareness raising and prevention of WLFC at a regional level by using various forms of media, including video and social networks, etc. 6.2.3 Launch initiatives with support of other WLFC stakeholders.		
Output 6.3 At global level, development of awareness raising campaigns to educate on consequences of WLFC and ultimately reduce consumption and demand	Indicator: number of global WLFC awareness raising activities launched Baseline; 0 Target: 2	reports, records	implementation delayed, funding not mobilized, partners support not received
	<u>Activities related to output 6.3:</u> 6.3.1 Review of existing WLFC awareness raising activities aimed at consumers and design innovative approaches to promote awareness raising and prevention of WLFC at the global level by utilizing a variety of media, including video public service announcements (PSA), web-based communications and social media, traditional media 6.3.2 Launch and implementation of campaigns		
Output 6.4 Increased capacity of relevant stakeholders at regional level to raise awareness, educate and share information to help prevent WLFC using existing partnerships and tools.	Indicator: Number of regional WLFC workshops delivered. Baseline: 0 Target: 3	reports, records	implementation delayed, funding not mobilized, partners support not received
	<u>Activities relating to Output 6.4.</u> 6.4.1 Review of existing or previous regional WLFC activities with civil society. 6.4.2 Consult with regional stakeholders to design innovative approaches to engage civil society, the private sector and other relevant stakeholders to prevent WLFC and develop a training component specific to the region 6.4.3 Organize workshops with support of other WLFC stakeholders.		

3. Programme Management and Implementation

3.1 Inputs

The main programme inputs are staff, in particular the Sustainable Livelihoods Unit (SLU) team, as well as staff comprising the pool of expertise in the regions, who all will contribute to the implementation of activities under the programme. The GP will be carried out in close liaison with other Divisions, Sections, Field Offices and Regional desks of UNODC. Additional inputs are external experts acting as consultants or being called upon at different times for delivery of training, legislative review, assessments, research assignments, etc. For field-based activities, field office staff provide an essential contribution, which will be reviewed by SLU and streamlined under a single report in line with donor reporting requirements.

A comprehensive monitoring system of expenditures will be established to ensure tracking and attribution of expenditures to relevant pledges and detailed expenditure monitoring in the field. Field offices will submit financial reports incurred under their relevant segments to SLU in line with the reporting requirements. Expenditures will be aggregated and analysed by SLU to ensure financial delivery in line with donor requirements. Regular monitoring of expenditures will also be conducted by SLU through Profi portal.

3.2 Staffing, Management and Coordination Arrangements

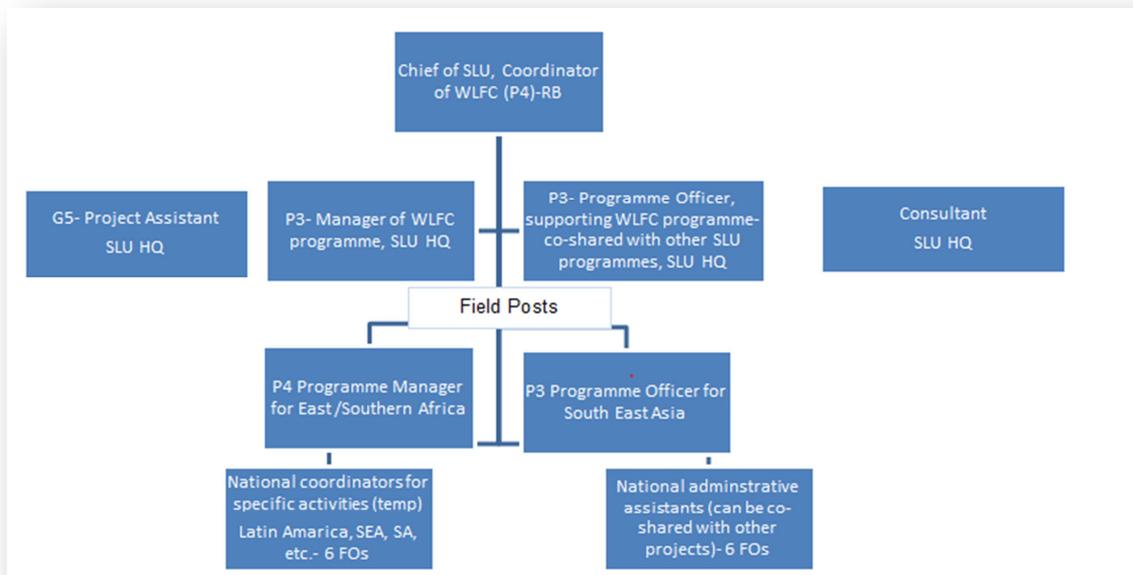
Programme staffing and management. The GP will be implemented, managed and coordinated by the SLU based at headquarters in Vienna, under the Drug Prevention and Health Branch (DHB), Division for Operations (DO). The SLU team currently comprises the Chief of SLU (P-4), a Programme Officer (P-3) and an Administrative Assistant and one Consultant. Under the GP it is envisaged that the SLU will recruit a headquarters based Coordinator (P-3). The Chief of SLU will ensure overall quality control and consistency of the Programme actions and will coordinate the overall programme management and oversight.

Activities will be implemented and coordinated by SLU in collaboration with relevant Branches and respective units at HQ as well as UNODC Regional or Country Offices.

A cost-sharing of other relevant positions with other programmes/projects may be required to deliver activities. An existing in-house expertise at HQ and in the field will be used to the extent possible to ensure that the relevant technical know-how and expertise are used for the benefit of the programme. The cost-sharing arrangements will be discussed and agreed to upon availability of resources for the respective activities. The staffing table will be updated accordingly.

At the field level, two new international posts supporting the GP based in East Africa (P4) and South-East Asia (P3) will be opened. The P4 and P3 posts classification has been based on the financial volume of the programme to be delivered on the ground in the two regions, the number of countries to benefit from the activities in the two regions (at least 6 countries to be coordinated in East and Southern Africa, 3 countries in South East Asia), the number of staff to be supervised and the availability of donor resources. National staff will be recruited/co-shared with other programmes, where necessary to ensure the effective programme implementation.

The organogram below outlines the staffing structure of GP. The organogram presents the currently funded positions for the activities to be undertaken in 2014-2015 under GP. The organogram will be amended accordingly when co-sharing positions are agreed upon.



Status: February 2014

Partnership, coordination and cooperation.

To ensure coordination, UNODC SLU will regularly convene Inter-divisional Task Team on WLFC at HQ with involvement of the field offices via communication channels to ensure a coherent implementation of the programme and coordination with other in-house activities as well as the information exchange. The current composition of the IDTT is as follows:

- Sustainable Livelihoods Unit (DO/DHB/SLU)
- Organized Crime and Illicit Trafficking Branch (OCB)- ISS, CSS
- Corruption and Economic Crime Branch (CEB)- ISS, CSS
- Advocacy Section (AS)
- Justice Section (JS)
- Laboratory and Scientific Section (LSS)
- Research and Trend Analysis Branch (DPA/TAB)
- Regional Sections and Field Offices (DO/IPB)

Regular briefings will be provided to the Directors of relevant Divisions.

Through the SLU team, close partnership and coordination will take place with other UN agencies and international organizations working on WLFC matters, including inter alia, CITES, INTERPOL, WCO, World Bank, the WWF and other NGOs. In addition, liaison will be made with other relevant agencies and regional organizations with a view to establishing new partnerships and cooperation as the GP expands its scope to new geographical areas.

Relevant government Implementation agencies will be involved in the programme implementation at all stages. Bilateral meetings and agreement on activities, involvement of relevant units have already been reached in a number of countries.

Distribution of tasks: Role of project staff, field or programme office, reporting lines within between FO and HQ units. The Chief of SLU is accountable for the quality implementation of the entire programme and its compliance with rules, regulations and standards, whereas the UNODC Field Representative is the first reporting officer for GP Personnel in the field and provides day-to-day administrative management, supervision and guidance. In these functions, the Representative ensures that field segments of GP are carried out in compliance with rules, regulations and standards, and maintains close consultation with HQ based supervisors/managers for the technical quality of this segment.

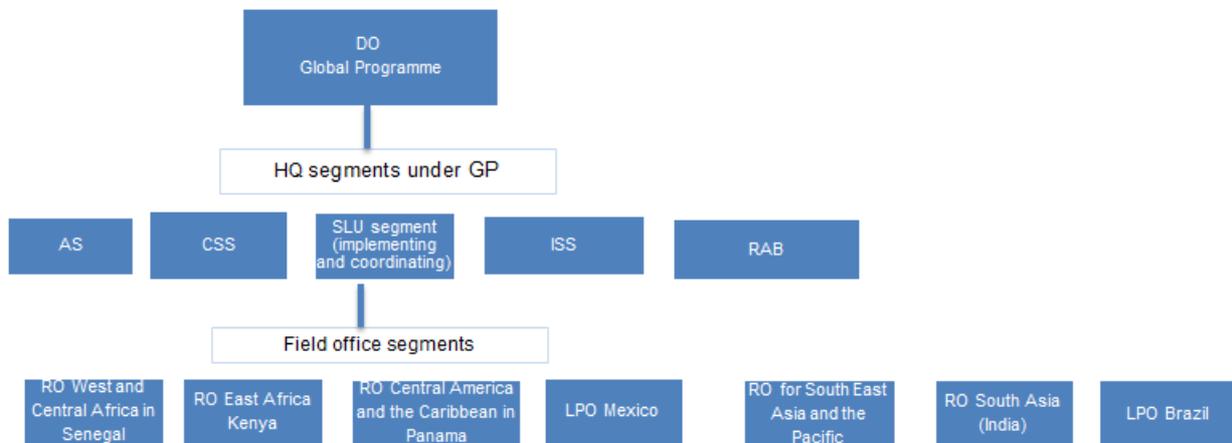
The table below summarizes distribution of responsibilities between the HQ and Field Offices,

Programme Stages ²⁵	HQ (substantive office- SLU, in coordination with relevant units)	Field Offices
Overall Programme Design	Leads and is accountable for entire process	several FOs and regional desks from pilot countries consulted/provide inputs
Planning of field-level Interventions/ Local Concepts	Develops/shares idea with Field (before fundraising)	1) Comments/endorsees idea, or: 2) proposes new local action to GP team for endorsement
Baseline data collection	Baseline data identifiers and global data	local data as per identified criteria
Counterpart consultation	Supports policy and technical consultations (Vienna conferences, missions)	Discusses and obtains local commitment and proposes priority needs to GP team
Design of local intervention (project or segment) and joint endorsement	Designs technical inputs, activities, indicators, results	Checks costs of local activities, security and other local cost, cost-sharing options
Fundraising	For priorities at global level and HQ segments	for planned/new local segments (only if SLU confirms desirability from global standpoint as well as delivery capacity)
Technical Expert Support Facilities Reporting lines for project personnel	HQ experts, consultants HQ for quality and technical	Local personnel (cost recovery) Rep/FO on all field matters
Implementation	Vienna segments and technical oversight for field segment	All local segments
Monitoring and Reporting	Overall accountability	Local segment compliance
Evaluation	Overall Responsibility	Provides local support

Admin/Finance Arrangements. Financial segments will be provided under the GP to relevant Branches/units and UNODC Field Offices to cover costs for implementation.

The below mode provides an overview of the chosen programme architecture and management arrangements on how relevant HQ sections and Field Offices will implement the programme.

²⁵ UNODC: The Integrated Programming Approach (IPA): A “How To” Guide, October 2013, pp. 18-19



Status: February 2014

The envisaged structure will be amended and enlarged as required to include the relevant offices/sections in the programme implementation.

The programme will be implemented in line with UNODC financial and procurement rules and regulations.

3.3 Monitoring, Reporting and Programme Completion

The implementation of the GP will be monitored by the SLU programme management team at Headquarters in Vienna. The team will also closely follow implementation in the field by country or regional offices.

UNODC will use PROFIT to report on and monitor activities throughout the life cycle of the programme. Technical and financial monitoring will be a continuous process and UNODC's standard internal monitoring system will be employed, with regular progress reports including progress towards target values for key indicators included in the logical framework. The logical framework will serve as a basis for measuring progress and final assessment and will be further refined and adjusted following the inception phase, to ensure that the indicators used are well chosen and are SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

Information required for the indicators will be collected with an interval appropriate to each indicator, taking into account the time required for the outputs and outcomes to have effect. Results from calculated indicators that are available will be used to ensure that activities, outputs and outcomes are in line with set targets. Information obtained from Project indicators may be used as necessary, for example, to amend training plans or approaches. A specific monitoring plan for all individual country and regional level activities will be developed based on the indicators in this document.

As information gathering and indicator monitoring will form a day-to-day integral part of activities, the programme will have the capacity to produce monitoring reports in accordance with internal UNODC annual and semi-annual reporting requirements, as well as specific donor reporting requirements. Segment holders at HQ and field level will provide the inputs on these reports to SLU and SLU will prepare the final biannual progress reports. SLU will also provide an annual programme performance review for PRC.

Progress reports will aim to offer stakeholders timely and relevant information for results-oriented project management and decision making.

3.4 Evaluation

Due to the GP being implemented in a phased manner over a period of 4 years, an independent mid-term evaluation will be conducted 2 years after the start date of the programme. A final independent external evaluation is foreseen upon completion of the programme.

The purpose of the evaluations will be to assess the relevance, effectiveness, efficiency, impact and sustainability of the GP with a view to identifying any problems areas, identify potential lessons learned, the highlighting of best practice and making practical recommendations which can contribute to the effective delivery, sustainability and overall success of the GP. Evaluation findings will be used in the process of ongoing review of the effectiveness of the Programme and to inform project and budget amendments as required.

Both the mid-term and final evaluations will be arranged by the SLU in consultation with the UNODC Independent Evaluation Unit (IEU) and carried out by an external, independent evaluator. All stakeholders and key learning partners will be actively consulted and involved in the evaluation process. A total budget of USD 100,000 has been allocated (budget line 5700) for both the mid-term and final evaluations.

The Chief of the SLU, working closely with the IEU, will be responsible for drafting the Terms of Reference (TOR) for the evaluations, identifying and recruiting a suitably qualified and experienced consultant(s), providing necessary materials and logistical support, including arranging the field missions of the evaluation team in close consultation with the respective field/regional offices, reviewing the evaluation methodology and for the overall management of the evaluations. This will include liaising with the Core Learning Partners (CLP) as well as reviewing the draft and final reports and developing a follow-up plan on the evaluation recommendations. The timing of the evaluations will be determined at a later stage, subject to possible extension of programme duration and other factors.

The Independent Evaluation Unit guides the evaluation process, clears the TOR of the evaluation, provides support and advice throughout the evaluation process. IEU also clears the selection of evaluation consultants and the evaluation methodology, provides methodological support and comments on and clears the draft and final evaluation reports.

Under both the mid-term and the final evaluation, the CLP and main stakeholders, comment on the TORs, refine evaluation questions (if needed), take note of Evaluator(s) proposed, provide support and insights throughout the evaluation process, comment on the draft report, take note of the final report, attend presentation of results (if possible) and agree on implementation of recommendations.

All required preparations for programme evaluations, annual tripartite review meetings and other major programme review events, including the TORs, timing, venue and dates, will be carried out by the programme office, in close coordination with the relevant stakeholders and counterparts, UNODC Regional and Country Offices, and UNODC Vienna sections/units.

The evaluation findings will be used to:

- Promote reflection and learning by key stakeholders as to what is working well and what can be improved;
- Help identify issues which must be addressed in order to more effectively support output and outcome achievement, including promotion of key cross-cutting themes such as gender justice/equity and human rights;
- Enhance accountability and provide feedback to the Programme.

3.5 Risk Management

Risk			Mitigation	
Identification	Likelihood	Impact	Risk Mitigation Strategy	Risk owner
Risk 1: Lack of funding to maintain essential programme staff that can result in delays to implementation, require cancellation of planned activities or require the termination of contracts.	Medium	Medium	<p>Strategy for Risk 1:</p> <ul style="list-style-type: none"> -Ensure coordination with the Co-financing and Partnership Section (CPS) -Ensure donors kept fully informed about progress and cost-effectiveness of their investment. -Seek new donors especially for major activities. -Co-fund posts with Regional Programmes and other programmes -Hire and use experienced consultants over the recruitment of full time staff. 	SLU, CPS, field offices
Risk 2: National governments lack the political will to prioritize and address the issues related to WLFC	Medium	Medium	<p>Strategy for Risk 2:</p> <ul style="list-style-type: none"> -Maintain regular engagement with Member States at national levels and at regional levels -Seek support of stakeholders, donors, regional organisations, media, and civil society to raise awareness of WLFC 	SLU, field offices
Risk 3: Institutional inertia and lack of political will to pass legislation on WLFC or make the necessary amendments to existing laws	Medium	Medium	<p>Strategy for Risk 3:</p> <ul style="list-style-type: none"> -Awareness raising to educate legislators, policy makers, practitioners, media and civil society, in addition to government stakeholders, about the purpose of any new legislation; the benefits to be derived as well as any major cost implications. 	SLU, field offices
Risk 4: Reluctance of LEAs to work together in sharing information and engaging in joint operations.	Medium	Medium	<p>Strategy for Risk 4:</p> <ul style="list-style-type: none"> - The programme will support development of SOPs and MoU's between LEAs. - Joint training, joint task forces and cooperation exercises will be used to build trust and effective working relations. 	SLU, field offices
Risk 5: Limited specific technical expertise to carry out WLFC assessments	Medium	Medium	<p>Strategy for Risk 5:</p> <ul style="list-style-type: none"> - Use will be made of UNODC expertise together with that of highly qualified international consultants to support national authorities in carrying out assessments. 	SLU, field offices

3.6 Sustainability

The GP benefits from the expertise of SLU and other staff working on a range of WLFC activities and through UNODC participation as a member of the International Consortium on Combating Wildlife Crime (ICCWC). Through its work with ICCWC partners and other organisations, the GP will benefit from lessons learned in other programmes and will support and promote best practice policies, UNODC will actively promote South-South cooperation. Following delivery of activities, the SLU team will maintain close liaison with national counterparts to monitor progress and, where necessary, provide additional support to ensure successful implementation and sustainability.

It is critical that actions under the GP aim clearly towards a sustainable wildlife crime response by national governments, the private sector, academia and intergovernmental organizations. UNODC experience in supporting countries to prevent and combat other (re)emerging forms of crime, such as piracy and illicit trafficking in cultural property, shows that a long-term perspective is required, with investment in establishing functional and sustainable state institutions and capacity.

In order to ensure such sustainability, actions under the GP will include the following elements:

A focus on establishment/support of government mechanisms for the coordination of the prevention and combating of wildlife and forest crime across government institutions, including through the identification and appointment of institutional focal points (assigned to a post rather than a person) and the conclusion of inter-institutional memorandums of understanding clearly setting out ongoing mechanisms for information exchange and coordination on an ongoing and regular basis;

The use of a 'desk-to-desk' model of capacity building within government institutions that places a UNODC national or international expert alongside staff within the institution for a medium term period of time. The UNODC expert will work with government counterparts to establish internal systems and work methods that continue past staff changes; and

The development and promotion of comprehensive UNODC technical assistance tools available for use by countries over the long-term, including tools on comprehensive capacity assessment, international cooperation, trend monitoring, and respect for international human rights law in the prevention and combating of wildlife and forest crime.

The delivery of technical assistance on the ground will be based on the nationally identified priorities and needs, and the programme support will be channelled to strengthen the national strategies to ensure alignment with the national priorities and ownership.

3.7 Legal Context

Standard Agreement with Governments

Standard Agreement with Governments

The Government of [insert name of country] agrees that the Standard Basic Assistance Agreement (SBAA) signed on [insert date] with the United Nations Development Programme (UNDP), shall apply, *mutatis mutandis*, to the assistance provided by UNODC under the present project document. The Government confirms, in particular, that Article IX (Privileges and Immunities), Article X (Facilities for the execution of UNDP assistance), Article XI (Suspension or Termination of Assistance) and Article XII (Settlement of Disputes) of the SBAA shall apply to the activities of UNODC under this project.

or

The following Governments having signed the Standard Basic Assistance Agreement (SBAA) with the United Nations Development Programme (UNDP), on the dates indicated, agree that the SBAA shall apply, *mutatis mutandis*, to the assistance provided by UNODC under the present project document. The Governments confirm, in particular, that Article IX (Privileges and Immunities), Article X (Facilities for the execution of UNDP assistance) of the SBAA shall apply to the activities of UNODC under this project, Article XI (Suspension or Termination of Assistance) and Article XII (Settlement of Disputes) of the SBAA shall apply to the activities of UNODC under this project..

Government of [insert name of country]	[insert date]
Government of [insert name of country]	[insert date]
Government of [insert name of country]	[insert date]

and/or

The Government of [insert name of country] not being a signatory to a Standard Basic Assistance Agreement (SBAA) with the United Nations Development Programme (UNDP), agrees that the Standard Supplemental Provisions to the UNODC Project Document (attached to this document as Annex [insert annex number]) shall apply, *mutatis mutandis*, to the assistance provided by UNODC under the present project document. The Government confirms, in particular, that the section entitled *Rights, Facilities, Privileges and Immunities* of the Standard Supplemental Provisions shall apply to the activities of UNODC under this project.

In case of conflict between the provisions of the present project document and those contained in the SBAA [or the Standard Supplemental Provisions, as the case may be], the terms of the present project document shall prevail.

Non Liability/Compensation clause

UNODC is not liable for any damage, injury, illness or death resulting from the actions of employees of the Government(s) or consultants or other persons contracted by or on behalf of the Government(s) in relation to the implementation of the present project. No claim for compensation may be made against UNODC for any such damage, injury, illness or death nor for any reimbursement of amounts that may have been paid by the Government as compensation in such event.

The Government(s) shall ensure and confirm that adequate compensation coverage for such eventualities exists, and applies to all persons employed by them or engaged by them or on their behalf in relation to this project.

Equipment-related clauses

The Government will defray any customs duties and other charges related to the import of equipment, its transport, handling, storage and related expenses within [insert name of country].

UNODC-funded equipment remains UNODC's property, until formally transferred or otherwise disposed of, irrespective of who undertakes its procurement.

UNODC-funded equipment may be transferred, with the consent of UNODC, to any entity, at any time during the present project for the purposes of implementation of the project. However, the decision on the final disposal of equipment, including the transfer of ownership, remains with UNODC, who shall endeavour to make such decisions in consultation with the party/parties and entity/entities concerned.

The entity to which UNODC-funded equipment has been transferred, is responsible for ensuring that such equipment is used strictly for the purposes of the present project, as agreed with UNODC, and must arrange for and bear the costs of its proper maintenance. The entity also must arrange for, and bear the costs of, adequate insurance coverage for such equipment. In the case of non-expendable equipment, the entity shall maintain a detailed inventory of such equipment.

[The following clause is only needed when UNODC is not the executing agency]

The executing agency is responsible for ensuring that UNODC-funded equipment and supplies are used strictly for the purposes of the present project, as agreed with UNODC, and must arrange for and bear the costs of its proper maintenance. In the case non-expendable equipment, the executing agency is responsible for maintaining a detailed inventory of the same.

Copyright clause

UNODC retains copyright and related intellectual property rights for all material (documents, reports, studies, publications, etc) that result from activities carried out under the present project. Upon written request, at the end of this project, the Government(s) shall be granted a free-of-charge user license over such material.

Op-out clause

The implementation of UNODC activities under the present project document is subject to the availability of adequate funding, on a yearly basis. Should require funding not be available, UNODC reserves the right to unilaterally terminate its assistance under this document.

Oversight /Audit clause

The present project is subject to oversight/audit by the United Nations Office for Internal Oversight Services and the United Nations Board of Auditors. UNODC will coordinate the implementation of such oversight/audits and will follow up on the implementation of agreed oversight/audit recommendations.

Revisions/Dispute resolution of the project document

The present project document may be modified by written agreement between the parties concerned.

The signatory of this project accepts that, if required, the project can be subject to revision at any point in time of its implementation, without the obligation of additional signatures, provided that the revision does not imply one or more of the following:

- An increase of the total project budget higher than US \$500 000
- New activities/ outputs that are not in line with the expected project's objectives and outcomes
- An extension of the project's duration of more than 1 year

If a project revision has been requested and agreed upon during a steering committee/ Tripartite Review Meeting and documented through written records, signatures on the project revision can be omitted. In this case, the written record should be uploaded in ProFi instead of the signed project document cover page.

Outputs	KEY ACTIVITIES/ MILESTONES[1]	MONITORING MILESTONES BY QUARTER/YEAR															
		2014[3]				2015				2016				2017/ Jan-Mar 2018			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outcome 1: States take action to adopt appropriate national legislation to effectively investigate, prosecute and punish WLFC offenders, including legislation which provides powers to the courts to deal with money laundering and confiscate assets derived from criminal enterprises, including through corruption																	
Output 1.1: States are assisted in reviewing and assessing domestic legislation to identify gaps and needs, in order to have an effective legal framework in place to counter WLFC, including legislation which criminalize the wildlife and forest crimes as predicate offences to money laundering and elements of corruption.	1.1.1 Conduct assessment missions																
	1.1.2 Review existing legal framework, laws and regulations with stakeholders																
	1.1.3 Provide assessment reports outlining gaps and needs																
Output 1.2 Support is provided in drafting new laws or amending existing laws in order to have an appropriate WLFC	1.2.1 Establish working groups of stakeholders to review existing laws and draft appropriate legal framework																

²⁶ Please indicate in bold outputs for which funds are currently available.

	2.5.5 Carry out feasibility study regarding the effectiveness and cost of providing access to satellite imagery and provision of unmanned aerial vehicles (UAV), also known as drones, for the surveillance and monitoring of large geographical areas and game parks as part of a range of measures to counter poaching.																	
<p>Output 2.6</p> <p>Develop and train multi-agency officer networks (such as border liaison mechanisms) to detect illegal shipments of wild fauna and flora at seaports, airports and land/river crossings</p>	2.6.1 Undertake technical needs assessment of trade supply chain security, specifically container controls at selected dry- and seaports																	
	2.6.2 Undertake assessment of specific border control crossing points and any existing border liaison officer network.																	
	2.6.3 Consult and support in the development of action plans to introduce joint teams at a number of airports, seaports and other selected border points, together with strengthening/establishing border control liaison networks.																	
	2.6.4 Joint teams to be established and equipped.																	

	2.8.5. Assess existing forensic facilities and capacity-building build capacity of existing laboratories, by engaging with relevant experts for the validation of forensic methods of ivory sampling.																
Output 2.9 Establishment of a national interagency task-force with the responsibility to coordinate responses to wildlife and forest crime, such as Transnational Organized Crime Units (TOCUs)	2.9.1 Support the development of Standard Operation Procedures (SOPs) for the TOCUs																
	2.9.2 Develop and roll out a vetting policy and system for TOCU members – includes the provision of basic equipment and training plus oversight over period of project																
	2.9.3 Develop and deliver training programmes for TOCU's using the ToT methodology																
	2.9.4. Support the development of standard operating procedures and a training curriculum on the identification, collection and storage (chain of evidence) of physical evidence found at crime scenes																
	2.9.5. Prepare and conduct joint specialised training courses on the identification and collection of physical evidence at crime scenes																

Outcome 3. Law enforcement agencies increase international cooperation and intelligence exchange on WLFC through regional, sub-regional and local networks																
Output 3.1: Policy on sharing and security of information and standard operational procedures (SOP), including for controlled delivery and joint operations, developed and introduced.	3.1.1 Working Groups convened to develop policy on information sharing and standard operational procedures (SOP)															
	3.1.2 MOU and SOPs for controlled delivery and joint operations developed, agreed and implemented.															
Output 3.2 Increased capacity of law enforcement officials to effectively gather, analyse, disseminate and use information and the intelligence product and to promote intelligence-led law enforcement.	3.2.1 To identify training needs and develop an annual training plan.															
	3.2.2 Engage international experts to conduct training workshops in intelligence analysis, conduct workshops															
	3.2.3 Analyse current practices and application of the law as well as identify loopholes.															
Outcome 4. Reduced supply and demand of WLFC products through alternative livelihoods, together with the introduction of environmental conservation programmes, addressing illegal logging and wildlife poaching.																
Output 4.1: Provision of alternative livelihoods, that is, socio-economic incentives to encourage local communities to use natural resources in a lawful and sustainable manner and sensitizing communities to the ecosystem	4.1.1 Identifying and promotion of good practices in the fields of natural resource conservation and management, in cooperation with relevant															

	5.1.2 Development of a repository of information and data on WLFC including criminal justice data as well as other complementary information that could be used for the development of a global report on WLFC																		
	5.1.3 Development and testing of innovative methodologies to collect information on WLFC, including satellite or aerial imagery.																		
	5.1.4 Development of two case studies																		
Output 5.2: States undertake detailed assessments using the Wildlife and Forest Crime Analytic Toolkit.	5.2.1 Toolkit assessment missions conducted																		
	5.2.2 Final assessment reports completed and circulated																		
Output 5.3	5.3.1 Establish in-country strategy development group with relevant stakeholder representation.																		
	5.3.2 Missions undertaken to support and facilitate strategy development group.																		
	5.3.3 Strategy and Action plan development workshops held.																		

Outcome 6. Stakeholders implement practical measures to prevent WLFC, including raising of public and political awareness of the harms caused by illegal trafficking in protected species of wild fauna and flora and developing prevention campaigns using various forms of media, social networks and telephone hotlines, in collaboration with the ICCWC, non-governmental partners, policy makers, donors, governmental officials, law enforcement, the private sector, with the aim of reducing demand for illegally obtained WLFC products.															
<p>Output 6.1</p> <p>At a national level, development of awareness raising measures to prevent WLFC, in collaboration with other partners and stakeholders.</p>	6.1.1 Review of existing or previous WLFC awareness raising activities, seek synergies with other related awareness raising efforts														
	6.1.2 Consult with national stakeholders to design and develop innovative approaches to raise awareness and prevent WLFC by using various forms of media, including social networks, and to introduce telephone hotlines to report WLFC offences and offenders.														
	6.1.3 Launch initiatives with support of other WLFC stakeholders.														
<p>Output 6.2</p> <p>At regional level, development of awareness raising and other measures to prevent WLFC in collaboration with other partners and stakeholders.</p>	6.2.1 Review of existing or previous regional WLFC awareness raising activities														
	6.2.2 Consult with regional stakeholders to design innovative approaches to promote awareness raising and prevention of WLFC at a regional level by using various forms of media, including video and social networks, etc.														

The following indicative list of countries has been identified for priority assistance in the next two years (the list will be updated in line with the funding mobilized):

- South Asia: Bangladesh, Maldives; Nepal.
- South East Asia and Pacific: Cambodia, Indonesia, Lao PDR, Myanmar, Palau, Solomon Islands, Thailand, Vietnam.
- Eastern Africa: Kenya, Tanzania, Uganda.
- Southern Africa: Botswana, Mozambique, South Africa, Zambia, Madagascar
- Central Africa: Chad; DRC, Gabon, Cameroon, Togo.
- West Africa: Liberia.
- South America: Brazil, Peru.
- Central America and the Caribbean: Bahamas, Barbados, Jamaica, Panama
- North America: Mexico

Programme Officer, P3 Vienna
(short TOR, complementing an applicable Generic Job Profile)

(ToR to be read in conjunction with the Generic Job Profile of Programme Officer, P3 and may be used as the basis for the Job Opening)

This position is located in the Sustainable Livelihoods Unit (SLU), Drug Prevention and Health Branch (DHB), in the United Nations Office on Drugs and Crime (UNODC) in Vienna, Austria.

The Programme Officer will work under the direct supervision of the Chief, SLU and the overall guidance of the Chief, DHB.

Responsibilities

The incumbent will perform the following tasks:

- Participate in the development, implementation and evaluation of assigned projects; review relevant documents and reports; identify problems and issues to be addressed and propose corrective actions; liaise with relevant parties and identify and track follow-up actions;
 - Conduct timely project reviews, revisions, monitoring and completion of related reporting obligations to UNODC and individual donors, in accordance with UNODC project management policies and guidelines;
 - Support the implementation of UNODC strategies, policies and programme activities and take the responsibility for the implementation, monitoring and evaluation of projects that enable individuals vulnerable to or affected by drug dependence and related health risks to comply better with prevention and treatment activities by providing basic socio-economic assistance and sustainable livelihoods services;
 - Provide input to and support the development of new projects in the fields of alternative development and sustainable livelihoods; undertake outreach activities; conduct training workshops and seminars; make presentations on assigned topics and activities;
 - Prepare various written outputs, e.g. background papers, analyses, sections of reports and studies, inputs to publications etc.; prepare briefing notes and summary reports on the thematic area for the Executive Director, senior management and senior officials to UNODC and for country and regional consultations with donors, as well as for other major UNODC events; draft routine day-to-day correspondence to UNODC Regional/ Country/ Programme Office and other United Nations entities, as well as, in appropriate cases, to government authorities;
 - Contribute substantially to overseeing and supervising the daily activities associated with the implementation of alternative development and sustainable livelihoods activities;
 - Facilitate the communication and dissemination of guidelines, protocols and best practices on alternative development and sustainable livelihoods.
- Competencies

PROFESSIONALISM:

Knows and understands theories, concepts, policies and practices relating to drug supply reduction and drug demand reduction (relating to alternative development for individuals vulnerable to and dependent on illicit drug crop cultivation and sustainable livelihoods for

individuals vulnerable to and affected by illicit drug dependence) and to the relevant mandates of UNODC. Has good research, organizational, analytical and communication skills to liaise, negotiate and advocate with key stakeholders and other implementing agencies. Identifies and contributes to the solution of problems/issues. Knows various research methodologies and sources, including electronic sources on the internet, intranet and other databases. Has proven ability to write technical reports and reviews and conduct presentations by clearly formulating positions on issues and defending recommendations. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

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.

TEAMWORK:

Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Education

Advanced university degree (Master's degree or equivalent) in political science, social sciences, development, international relations or a similar discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree

Work Experience

A minimum of five years of progressively responsible experience in project or programme management in international development is required. At least two years of experience in planning, implementing and monitoring alternative development and sustainable livelihoods projects, preferably for drug demand and drug supply reduction, is highly desirable. International exposure is an asset.

Languages

English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English, i.e. oral and written proficiency, is required. Knowledge of other UN official language is an advantage.

**TERMS OF REFERENCE
Programme Officer, P3 Vienna
(short TOR, complementing an applicable Generic Job Profile)**

(ToR to be read in conjunction with the Generic Job Profile of Programme Officer, P3 and may be used as the basis for the Job Opening)

Functional Title of Post: Programme Officer, P3

Classified Level of Post:

Project Title: Global Programme for Combating Wildlife and Forest Crime
(WLFC)
Project Number: GLO
Organizational Location: UNODC, Vienna
Duty Station: Vienna
(Duration: 12 months) (Extension subject to availability of funds)

Organizational Setting and Reporting Relationships: This position is located in the Sustainable Livelihoods Unit (SLU), Drug Prevention and Health Branch (DHB) of the Division for Operations (DO), United Nations Office on Drugs and Crime (UNODC), Vienna. The incumbent will work under the direct supervision of the Chief, Sustainable Livelihoods Unit and the overall guidance of the Chief, Drug Prevention and Health Branch. The work will be carried out in close coordination with relevant Regional Sections and substantive units at headquarters, as well as relevant field offices.

Responsibilities:

- Coordinate activities of the WLFC Global Programme;
- Provide substantive and backstopping support for assigned programmes on WLFC globally;
- Support the UNODC field offices in the implementation, monitoring and technical backstopping of on-going/pipeline programmes and projects to combat WLFC. Monitor and analyse programme/project development and implementation of programme/project proposals and review relevant documents and reports; identify problems and issues to be addressed and the appropriate actions; monitor substantive progress and results of programmes/projects through review of performance/progress reports;
- Assist in elaborating and appraising proposals for WLFC programmes, sub-programmes and projects by preparing and planning with Government officials and other partners; reviewing new project proposals received from the field offices for approval by UNODC headquarters; identifying/recommending funding possibilities;
- Prepare various written outputs; strategies, concept notes and briefing materials for the Executive Director and senior management; write reports and draft routine day-to-day correspondence to UNODC field Offices and other United Nations entities, as well as, in appropriate cases, to Government officials;
- Keep abreast of social, economic and political developments in the regions involved in WLFC; assist in policy development, including the review and analysis of issues and trends, preparations of evaluations or other relevant studies;
- Support all actions related to maintaining the flow of information on project-and programme related activities on countering WLFC globally, as well as promoting coordination, synergies and linkages to other areas covered by experts at UNODC headquarters, in particular in the areas of criminal justice and organized crime;
- Assist the Chief of SLU in coordinating the work of the UNODC Inter-Divisional Task Team on WLFC;
- Assist the Chief of SLU in leading the development of the UNODC WLFC strategy;

- Assist the Chief of SLU in managing relations with donors, development partners and other stakeholders; strengthen awareness of the UNODC WLFC work; make project/programme achievements known and identify areas of new assistance;
- Carry out other tasks, as assigned.

Work implies frequent interaction with the following: *Please refer to the Generic Job Profile*

Results expected: *Please refer to the Generic Job*

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to crime related issues. Knowledge of policies and practices in international crime prevention, as well as the mandates of the United Nations Office on Drugs and Crime. 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. Knowledge of various research methodologies and sources, including electronic sources on the internet, intranet and other databases. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- **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.
- **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; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Masters or equivalent) in Law or a related field. A first-level university degree in combination with qualifying experience within the area of law enforcement or judiciary may be accepted in lieu of the advanced university degree.

Experience: A minimum of five years of work experience in the area of rule of law and criminal justice or a related area including at the international level is required. Progressively responsible experience in project and programme management is required. Knowledge of WLFC work is desirable.

Language: English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency/proficiency in English is required. Knowledge of French as a working language an advantage.

CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY

TERMS OF REFERENCE
Programme Officer, P3 Vietnam
(short TOR, complementing an applicable Generic Job Profile)

(ToR to be read in conjunction with the Generic Job Profile of Programme Officer, P3 and may be used as the basis for the Job Opening)

Functional Title of Post:	Programme Officer, P3
Classified Level of Post:	
Project Title:	GLOT32
Project Number:	GLO
Organizational Location:	UNODC Vietnam field office
Duty Station:	Division for Operations (DO) United Nations Office on Drugs and Crime (UNODC)

(Duration: 12 months) (Extension subject to availability of funds)

Organizational Setting and Reporting Relationships: This position is located in UNODC office in Vietnam

Responsibilities:

- Coordinate activities of the WLFC Global Programme in 3 countries in South East Asia;
- Provide substantive and backstopping support for assigned programmes on WLFC globally;
- Support the UNODC field offices in the implementation, monitoring and technical backstopping of on-going/pipeline programmes and projects to combat WLFC. Monitor and analyse programme/project development and implementation of programme/project proposals and review relevant documents and reports; identify problems and issues to be addressed and the appropriate actions; monitor substantive progress and results of programmes/projects through review of performance/progress reports;
- Assist in elaborating and appraising proposals for WLFC programmes, sub-programmes and projects by preparing and planning with Government officials and other partners; reviewing new project proposals received from the field offices for approval by UNODC headquarters; identifying/recommending funding possibilities;
- Prepare various written outputs; strategies, concept notes and briefing materials for the Executive Director and senior management; write reports and draft routine day-to-day correspondence to UNODC field Offices and other United Nations entities, as well as, in appropriate cases, to Government officials;
- Keep abreast of social, economic and political developments in the regions involved in WLFC; assist in policy development, including the review and analysis of issues and trends, preparations of evaluations or other relevant studies;
- Support all actions related to maintaining the flow of information on project-and programme related activities on countering WLFC globally, as well as promoting coordination, synergies and linkages to other areas covered by experts at UNODC headquarters, in particular in the areas of criminal justice and organized crime;

- Carry out other tasks, as assigned.

Work implies frequent interaction with the following: *Please refer to the Generic Job Profile*

Results expected: *Please refer to the Generic Job*

Competencies:

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to crime related issues. Knowledge of policies and practices in international crime prevention, as well as the mandates of the United Nations Office on Drugs and Crime. 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. Knowledge of various research methodologies and sources, including electronic sources on the internet, intranet and other databases. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- **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.
- **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; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Masters or equivalent) in Law or a related field. A first-level university degree in combination with qualifying experience within the area of law enforcement or judiciary may be accepted in lieu of the advanced university degree.

Experience: A minimum of five years of work experience in the area of rule of law and criminal justice or a related area including at the international level is required. Progressively responsible experience in project and programme management is required. Knowledge of WLFC work is desirable.

Language: English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency/proficiency in English is required. Knowledge of French as a working language an advantage.

CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY

TERMS OF REFERENCE

Functional Title of Post: Programme Coordinator
Classified Level of Post: P-4

Project Title: GLOT32
Project Number: GLOT32

Organizational Location: UNODC Regional Office in Eastern Africa (ROEA)
Division for Operations (DO)
United Nations Office on Drugs and Crime (UNODC)

Duty Station: Nairobi, Kenya

Organizational Setting and Reporting Relationships:

This position is located in UNODC Regional Office in Eastern Africa (ROEA). The incumbent will work under the direct supervision of the UNODC Representative, and the overall direction of the Chief of Sustainable Livelihoods Unit, Vienna.

Responsibilities:

Within delegated authority, the Programme Coordinator will perform the following duties:

- Coordinate activities of the WLFC Global Programme of at least 6 countries in Eastern and Southern Africa;
- Provide substantive and backstopping support for assigned programmes on WLFC globally;
- Support the UNODC field offices in the implementation, monitoring and technical backstopping of on-going/pipeline programmes and projects to combat WLFC. Monitor and analyse programme/project development and implementation of programme/project proposals and review relevant documents and reports; identify problems and issues to be addressed and the appropriate actions; monitor substantive progress and results of programmes/projects through review of performance/progress reports;
- Assist in elaborating and appraising proposals for WLFC programmes, sub-programmes and projects by preparing and planning with Government officials and other partners; reviewing new project proposals received from the field offices for approval by UNODC headquarters; identifying/recommending funding possibilities;
- Prepare various written outputs; strategies, concept notes and briefing materials for the Executive Director and senior management; write reports and draft routine day-to-day correspondence to UNODC field Offices and other United Nations entities, as well as, in appropriate cases, to Government officials;
- Keep abreast of social, economic and political developments in the regions involved in WLFC; assist in policy development, including the review and analysis of issues and trends, preparations of evaluations or other relevant studies;
- Support all actions related to maintaining the flow of information on project-and programme related activities on countering WLFC globally, as well as promoting coordination, synergies and linkages to other areas covered by experts at UNODC headquarters, in particular in the areas of criminal justice and organized crime;
- Undertake technical missions to assess needs, evaluate capabilities and elaborate recommendations or assistance proposals relating to serious and organized crime and criminal justice reform.
- Provide advice to, organize, coordinate and participate in Network meetings, follow-up training activities or other workshops and seminars for law enforcement, prosecutors and judges; Represent UNODC at international, regional and/or national meetings, seminars, etc. and provide expert advice in substantive and policy-related issues.
- Oversee programmatic and administrative tasks necessary in support of the Network of Prosecutors, including preparation and management of budgets, tracking and measuring performance outputs and indicators, policy and operational objectives,

drafting project progress reports, and ensuring preparation of related documents in a timely and efficient manner.

- Work closely with other organizational entities of UNODC on the identification of funding needs, priorities and sources. Guide and oversee the preparation of materials and participate in donor meetings and fund-raising missions and activities, as required.
- Advise UNODC senior management and Member States on the implementation of regional agreements establishing frameworks for regional cooperation in drug control and crime prevention.
- Identify new issues and areas for programme development and draft programme concept notes and ideas and programme documents as required.
- Participate in the recruitment of and supervise the work of national project staff and consultants. Assess consultancy needs and prepare background work for hiring of consultants.
- Prepare briefing papers and presentations concerning the Programme's work for the Executive Director, managers, donors and others as required.
- Perform other duties as required.

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 and institutions, international organizations, inter-governmental and non-governmental organizations, experts, and consultants.

Results Expected:

Effectively and timely implement, monitor, manage and evaluate the Central American Organized Crime/Narcotics Prosecution Network. Prepare, organize and implement meetings and training activities; identify and address needs of the beneficiary countries; identify new areas of UNODC engagement. Provide expert advice on relevant substantive issues including the development of long-term and large-scale strategies and policies. Deliver thorough, well-reasoned contributions and outputs, e.g. policy recommendations, complex papers, analysis and reports, etc. Effectively and efficiently manage human and financial resources. Liaise effectively with colleagues and concerned parties within the UN/UNODC and external partners and government officials.

Core Competencies:

- **Professionalism:** Has good knowledge and understanding of theories, concepts and approaches relevant to the control and prevention of crime, drug and/or terrorism related issues. Has thorough knowledge of major international challenges, policies and practices in the area of illicit trafficking, organized crime, money laundering, terrorist financing, migrant smuggling, trafficking in persons, witness protection, terrorism prevention as well as the UNODC mandates and policies. Is able to demonstrate good research, analytical and problem-solving skills including the ability to identify and contribute to the solution of problems/issues. Has excellent legal drafting and analytical skills. 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.
- **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.

- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Managerial Competencies

- **Leadership:** Serves as a role model that other people want to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvements; does not accept the status quo; shows the courage to take unpopular stands. Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.
- **Judgement/Decision-making:** Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

Qualifications:

Education: Advanced university degree (Master's degree or equivalent) in law, political or social science, criminal justice, international relations or a related field is required. A first-level university degree in similar fields in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum seven years of progressively responsible professional experience in crime prevention and criminal justice matters is required. Proven track record on project management/administration experience dealing with the areas of crime/corruption/terrorism is required. Extensive experience working in a criminal justice system as a prosecutor, investigating magistrate or judge is required. Experience gained through the provision of training or teaching and the organization of training activities is required. Working or living experience in field environment is desirable. Qualifying years of experience are calculated following the receipt of the first university degree recognized by the United Nations.

Languages: English and French are the working languages of the United Nations Secretariat. For this position, fluency in English, i.e. oral and written proficiency, with excellent drafting and communication skills, is required.

**Programme Assistant , G5 Vienna
(short TOR, complementing an applicable Generic Job Profile)**

**(ToR to be read in conjunction with the Generic Job Profile of Programme Assistant , G5
and may be used as the basis for the Job Opening)**

This position is located in the Sustainable Livelihoods Unit (SLU), Drug Prevention and Health Branch (DHB), in the United Nations Office on Drugs and Crime (UNODC) in Vienna, Austria.

The incumbent will report to the Chief of the Unit.

Responsibilities

The Programme Assistant will be responsible for the following tasks:

- Perform, under minimal supervision, the full range of office management and administrative support, including general office assistance; respond to complex information requests and inquiries; review, log and route incoming correspondence; set up and maintain files/records; organize meetings, workshops; handle routine administrative tasks, such as maintaining attendance records, assessing telephone billing etc.
- Assist in the coordination of programme/project planning and preparation work for programme/project initiatives; monitor status of programme/project proposals and receipt of relevant documentation for review and approval.
- Maintain calendar/schedules; monitors changes and communicate relevant information to appropriate staff inside and outside the immediate work unit.
- Review project documents, especially cost plans/budgets, for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature; identify inconsistencies; distribute project documents to relevant parties upon approval.
- Review budget revisions; verify availability of funds; ensure necessary approval and entry in computerized budget system.
- Serve as focal point for administrative coordination of field-related programme/project implementation activities involving extensive liaison with a diverse organizational units and relevant field offices to initiate requests, obtain necessary clearances, process and follow-up on administrative actions, e.g. recruitment and appointment of personnel, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services etc.
- Compile, summarize and enter data on project delivery; draft related status reports, identifying shortfalls in delivery, budget overruns etc. and bring to the attention of management.
- Perform other duties as assigned.

Competencies

- **Professionalism:** Has knowledge of internal policies, processes and procedures generally and in particular those related to programme/project administration, implementation and evaluation, technical cooperation, programming and budgeting. Has understanding of the functions and organization of the work unit and of the organizational structure and respective roles of related units. Has ability to work well with figures and budgets, undertake basic research and gather information from standard sources. Has ability to apply good judgment in the context of assignments given. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

• **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.

Education

High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (ASAT) at Headquarters or an equivalent locally-administered test at Offices Away.

Work Experience

Five years of experience in programme or project administration, technical cooperation or related area.

Languages

English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Knowledge of Spanish is highly desirable. Knowledge of another official United Nations language is an advantage.

Annex V: Standard Basic Assistance Agreement (SBAA)

(For those countries not signatories of an SBAA with UNDP)