



# General Assembly

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## Crime prevention and criminal justice

### United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

### Report of the Secretary-General

#### *Summary*

The present report has been prepared pursuant to General Assembly resolution [77/234](#). It describes the efforts undertaken by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to advance the regional crime prevention and criminal justice framework and the role of the Institute in promoting the rule of law and human rights in the administration of justice. The report describes the connections between the work of the Institute and the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law: Towards the Achievement of the 2030 Agenda for Sustainable Development. It also details the restructuring of the Institute, undertaken in order to enhance service delivery, and the efforts undertaken by the Institute to secure funds for its operations.

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\*\* [A/79/150](#).



## I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 77/234, in which the Assembly requested the Secretary-General to submit to it, at its seventy-ninth session, a report on the implementation of the resolution, including recommendations on further strengthening the capacity of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders. In the same resolution, the General Assembly also requested the Secretary-General to enhance the promotion of regional cooperation, coordination and collaboration in the fight against crime, especially its transnational dimension. Furthermore, the General Assembly requested the Secretary-General, taking into consideration the next strategic plan of the Institute, to continue his efforts to mobilize the financial resources necessary to maintain the Institute with the core professional staff required to enable it to function effectively in the fulfilment of its mandated obligations, and reiterated its request, made to the Secretary-General in its resolution 75/197, to intensify efforts to mobilize all relevant entities of the United Nations system to provide the financial and technical support necessary to the Institute to enable it to fulfil its mandate.

2. The report provides an overview of the activities undertaken by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders from June 2022 to May 2024. In a strategic shift, the Institute implemented its activities online in selected thematic areas of the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law: Towards the Achievement of the 2030 Agenda for Sustainable Development, which has allowed the Institute to extend its reach to all regions of Africa, in particular to francophone Member States, with a view to enhancing the promotion of regional cooperation, coordination and collaboration in the fight against crime. Online approaches, necessitated by the global coronavirus disease (COVID-19) pandemic, have effectively replaced the traditional physical meetings that the Institute previously used to conduct and continue to shape and enhance its operations. Although digital access in Africa is not evenly distributed, Internet coverage in most African countries stood, at the time of reporting, at more than 70 per cent, and, during its work, the Institute found that the target groups had no major difficulties in accessing online activities. The report also highlights the reforms in governance and management that the Institute has undertaken, which are a testament to the Institute's commitment to rebrand and reenergize itself for more effective service delivery, and the efforts to mobilize financial resources and support from the United Nations system.

3. The report also provides an overview of the thematic areas covered by the Institute's online training activities, including rising organized crime, rising levels of violence, root causes of crime such as poverty and unemployment, cybercrime and increased radicalization, providing proposals made by experts and participants on the way forward, with a view to enhancing the promotion of regional cooperation, coordination and collaboration in the fight against crime, strengthening the Institute's collaborative approach and developing solutions to some of the problems that continue to afflict Africa.

## II. Governance and management

4. On 1 March 2023, the new Director General of the Institute assumed office. A review of the Institute's legal instruments was conducted, such as of the Statute establishing the Institute, the Staff Rules and Regulations, the rules of procedure of the Governing Board and the Financial Rules, and these instruments were updated, standardized and harmonized with those existing at other international institutions and organizations, with a view to enhancing transparency and ensuring full compliance with international standards. The documents were reviewed by the Technical Advisory Committee, a subcommittee of the Governing Board, and adopted by the Board at its twelfth ordinary session, held in Addis Ababa on 3 October 2023.

5. Following this institutional reform, the Conference of Ministers of the Economic Commission for Africa continues to be the main governing body of the Institute and has the mandate to ensure that the respective Governments commit financially and to provide strategic orientation and political commitments on the operations and activities of the Institute. The other organs are the Governing Board, the Technical Advisory Committee and the secretariat. These changes align with the recommendations by the experts from the Commission, who audited the Institute and made some reform proposals. A new structure and nomenclature for the office of the Director General and two technical directorates were adopted; that new structure consists of the Director General, the Deputy Director General, the Director of Training and Programs, the Director of Research and Documentation and the Administrative/Finance Officer. Under this structure, technical departments can be created depending on the resources and scale of the Institute's activities, with a view to improving both the empowerment of staff and the organization of services. The reorganization did not entail the creation of new posts (for details on staffing, see table 5 below).

6. The Institute developed and adopted its Strategic Plan and Programme of Work 2024–2028, targeting selected themes of the Kyoto Declaration and initiatives by the African Union. The Plan was developed and adopted in a complex and challenging context, and the full commitment of Member States and other partners is essential for its successful implementation.

### **III. Substantive programme and activities**

#### **A. Activities of the Institute**

7. The Institute implemented the following activities during the reporting period:

(a) In October 2022, the Institute participated in an international expert meeting on enhancing technical assistance to reduce reoffending, held at the Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders headquarters in Tokyo. The United Nations African Institute for the Prevention of Crime and the Treatment of Offenders presented its findings from the project “From prison back home”, which is aimed at reducing reoffending;

(b) The Institute delivered a paper on the current situation of drug crimes and countermeasures in francophone Africa at the francophone African criminal justice seminar, held by the Japan International Cooperation Agency in Tokyo in February/March 2023;

(c) The Institute began to develop a database of experts in criminal justice from institutions in African countries for internal use. A request for national statistical data on crime was also sent to all African States;

(d) The Institute and the United Nations Office on Drugs and Crime (UNODC) presented a paper on transnational organized crime at the annual prosecutors' symposium organized in April 2023 by the Director of Public Prosecutions of Uganda in Kampala, with support from the UNODC office in Kampala;

(e) In May 2023, the Institute held its first virtual conference for francophone countries, on “Money-laundering and financing of terrorism in West and Central Africa: current situation, challenges and future opportunities”. The conference brought together experts and government officials from Algeria, Benin, Burkina Faso, Cameroon, Chad, the Congo, Côte d'Ivoire, Equatorial Guinea, Mauritania, the Niger, Mali, Morocco, Senegal and Togo, and representatives of international organizations active in the region, to discuss and develop strategies to combat money-laundering and the financing of terrorism. The aim was to provide a platform for sharing knowledge, experiences and best practices in the prevention and fight against these crimes and to strengthen the capacities of African States in detecting, prosecuting and sanctioning financial crimes. In addition, by highlighting the link between these

crimes and human rights violations, the conference sought to promote an integrated and multidimensional approach that ensured a balance between policies to strengthen law enforcement authorities and social and economic development policies, to enhance the resilience of African societies against these threats;

(f) In June 2023, the Institute took part as an observer in the fourteenth meeting of the Open-ended Intergovernmental Working Group on the Prevention of Corruption of the Conference of the States Parties to the United Nations Convention against Corruption, which was held in Vienna;

(g) In July 2023, the Institute held its second virtual conference, entitled “Judicial competences in prosecution and punishment for offences of terrorism and illegal possession of and trafficking in firearms: what is the place for international law?”. Participants in the event were representatives of the judiciary, law enforcement authorities, academia, civil society and lawyers from Algeria, Benin, Cameroon, Equatorial Guinea, Morocco and Tunisia. They discussed the increasing spread of terrorism in Africa and globally, highlighting specific incidents of violence and terrorism in Burkina Faso, Cameroon, Mali and the Niger, as well as the involvement of groups such as Boko Haram, ISIL (Da’esh), Al-Qaida and Al-Shabaab. Participants emphasized the transnational nature of terrorism and the associated illegal arms trafficking that poses a significant threat to international peace and security. The conference highlighted the need for robust measures to combat these issues, including preventive and repressive measures, the importance of international cooperation and legal frameworks, and the adoption of global agreements and treaties;

(h) In September 2023, at the invitation of Morocco, the Institute carried out an exploratory mission to the country to support it in its project to create a Moroccan crime observatory, to be housed within the Ministry of Justice;

(i) Also in September 2023, the Institute hosted the third international virtual conference, entitled “Judicial competences in prosecution and punishment for offences of terrorism and illegal possession of and trafficking in firearms: what is the place for international law?”. The theme of the first conference on money-laundering and financing of terrorism, was revisited, this time for the benefit of countries of East and Southern Africa. The participants included law enforcement officers, judicial officials, academia and civil society representatives from Kenya, Seychelles, South Africa, Uganda and Zambia. This inclusive approach reflected the Institute’s unwavering dedication to fostering an international dialogue on these issues;

(j) The Institute presented a paper on the current situation in relation to criminal justice systems in African countries and the importance of capacity-building activities at a side event, organized by the Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders at the twenty-second session of the Assembly of States Parties to the Rome Statute of the International Criminal Court, held in New York in December 2023, on fostering complementarity through capacity-building and cooperation;

(k) In February 2024, the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders held the fourth international virtual conference, on prosecuting terrorism offences and illegal possession of and trafficking in firearms in East and Southern Africa, entitled “The trial process and place of international law”, with participants from Kenya, Seychelles, the United Republic of Tanzania, Uganda and Zimbabwe. The conference explored the significant connections between terrorist activities and the illegal possession and trafficking of firearms and assessed their impact on national and international security. The conference identified the competent institutions within African judicial systems for prosecuting and trying offences, to ensure that procedural guarantees during investigations, prosecutions and trials align with international law. In addition, the conference emphasized the importance of international judicial cooperation in enhancing the training of judges and prosecutors specializing in anti-terrorism. It also analysed the detention conditions of convicted individuals and explored prospects for their social rehabilitation. Moreover, the event encouraged academic engagement by

motivating university teachers, students and researchers to investigate the legal processes associated with terrorism and firearms offences. The conference raised awareness of the impact of terrorism and firearms trafficking on security and clarified the competencies and operational modes of courts handling these offences. The conference also assessed the compatibility of judicial responses with international law, identified challenges and provided tips to better train anti-terrorism legal professionals. Furthermore, it explored questions around the rehabilitation of offenders and considered harmonizing judicial prosecution and suppression systems with international practices. By addressing these areas, the conference aimed to strengthen legal frameworks, improve judicial cooperation and enhance the effectiveness of combating terrorism and firearms trafficking on the national and international levels;

(l) In April 2024, the Institute held its fifth international virtual conference. The conference was aimed at fostering the exchange of ideas and the sharing of knowledge, and at navigating the latest developments regarding access to justice for all, and legal aid in the criminal justice systems in francophone Africa and the Maghreb region. Participants from Benin, Cameroon, the Congo, Morocco and the Niger discussed the importance of free access to justice as a fundamental right, the principles of equality before the law, the presumption of innocence, and the right to a fair and public trial by an independent and impartial tribunal. Participants noted that many African countries still faced challenges. Despite the ratification of numerous international and regional instruments, the concrete implementation of obligations often remained insufficient. Economic barriers, a lack of resources and geographical disparities complicated many citizens' access to quality legal assistance. Governments were therefore called upon to provide legal aid and ensure that all citizens, regardless of their financial situation, could defend their rights in court. The issue of the quality of legal representation was another point of discussion. Several factors influenced the competence and effectiveness of lawyers, such as their training and workload, and the judicial system's integrity. Chronic underfunding of legal assistance harmed the quality of services and compromised the principle of equality of arms, which was considered fundamental for a fair trial. Participants underlined that lawyers must be able to practise their profession without fear of reprisals, but that in many countries, they faced threats, intimidation and even violence. A thorough evaluation of the mechanisms of legal representation and the problems faced by the legal profession was considered necessary to improve technical assistance and strengthen lawyers' capacity to defend citizens' rights, especially the most vulnerable;

(m) In May 2024, the Institute participated in the thirty-third session of the Commission on Crime Prevention and Criminal Justice. The Institute gave a presentation at the annual workshop of the institutes of the United Nations crime prevention and criminal justice programme network on legal safeguards for victims of crime. Furthermore, the Institute gave a presentation on efforts to reduce reoffending through technical assistance during a side event organized by the Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders

## **B. Dissemination of information and collaboration**

8. The United Nations African Institute for the Prevention of Crime and the Treatment of Offenders strengthened its unit for information processing, which also addresses storage security and dissemination to ensure adequate information management. The use of digital resources has transformed the nature and processes of outreach with the Institute's partners. As a crucial component of management, the information and communication techniques have also considerably improved the connectivity of the Institute, providing timely responses to outstanding requests and servicing information needs to partner agencies. Through the use of social media, the Institute has diversified its communication channels and improved the means of disseminating information online in real time.

9. The Institute's website, now a central hub for information and updates, was updated and restructured to reflect the Institute's development. Keeping stakeholders informed and engaged is vital, underlining their integral role in the Institute's progress.
10. The Institute's newsletter is now bilingual, in English and French, and is produced on a quarterly basis to disseminate information and promote relationships.
11. In the context of its institutional reform, the Institute improved its working methods for awareness-raising with existing and new partners, including using its digital platform to call for applications.
12. The Institute is working on a digital library in order to make its resources, including previous quarterly editions of its newsletter, available online. The Institute continued to use live media streaming tools, such as YouTube and similar platforms.

#### IV. International cooperation and partnerships

13. The Institute has established cooperative relationships with a number of United Nations agencies. An action plan for a continental survey to strengthen the rule of law, human rights and good governance in Africa, highlighting the role of the police and law enforcement authorities, was agreed between the Institute, the Resident Coordinator and the UNODC office in Uganda for fundraising purposes in the area of research. Discussions are ongoing with the United Nations Resident Coordinator in Uganda about developing a partnership for implementing joint programmes.
14. The Institute also strengthened its collaboration with other institutes from the United Nations crime prevention and criminal justice programme network. The Institute continues to serve on the Editorial Board of the *PNI Newsletter*, which contains information relating to the institutional activities of the network members, thereby supporting the visibility of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders.
15. In June 2023, a virtual conference was held, with the National Institute for Justice of the United States of America, on exploring areas of collaboration in joint programmes, including combating the proliferation of small arms. The meeting revitalized the discussion on the project to create a regional centre for the fight against small arms and light weapons at the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders.
16. In June 2023, the United Nations Interregional Crime and Justice Research Institute, based in Turin, Italy, requested the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to be part of a working group of experts responsible for studying the impact of new technologies on the rehabilitation of prisoners and the reduction of recidivism. The Institute gave a presentation on African countries' best practices and experiences and how they integrated information technology in training and rehabilitating prisoners.
17. The Institute developed new initiatives to strengthen justice delivery in Africa with the Uganda Law Society, including plans for a series of joint activities to bring together all criminal justice sector players annually to discuss different thematic issues.
18. The Institute also continued to strengthen its collaboration with academia. Cooperation with the University of Birmingham Law School on the Digital Assets Regulation project began in 2016. In July 2023, the entities collaborated on a workshop on Indigenous approaches to regulating digital assets and artificial intelligence in Africa. One of the goals of the workshop was to plan a conference with selected African countries in 2025 to assess progress on the Kampala Declaration on Fundamental Principles on the regulation of cryptocurrencies and the Blockchain (Digital Ledger Technologies) in Uganda and its Follow Up (2017) and the Fintech Policy (2019), which were presented to the Ministry of Finance of Uganda by a working group of which the Institute is a member.

19. The Institute and the University of Birmingham are also organizing the second planning event for a conference on Indigenous approaches to regulating digital assets and artificial intelligence in Africa, with the involvement of the Uganda Microfinance Regulatory Authority and members of the national Working Group on Digital Assets Regulation.

20. In 2023, a delegation from North Carolina Central University in the United States paid a working visit to the Institute's secretariat. The visit was aimed at examining prospects for cooperation in combating community-based violence, radicalization and violent extremism, climate change and its effects on crime in Africa, and other topics related to the mandate of the Institute. At the time of reporting, discussions between the two entities were continuing, with a view to signing a memorandum of understanding.

21. In August 2023, the Dean of the Faculty of Social Sciences at Makerere University in Kampala led a delegation from the Faculty in meetings at the Institute to consider avenues of collaboration to work on topics of mutual interest. Following discussions, the two parties agreed to undertake a study on the circulation and illicit use of drugs in schools and universities. The terms of reference have been developed, and a memorandum of understanding is being studied to determine the conditions for implementing the project and finding appropriate funding.

## V. Funding and support

22. The total income of the Institute for the biennium 2022–2023 was \$2,004,141. That amount comprised the following funding sources: member States' annual assessed financial contributions (\$1,653,461); the United Nations grant to the Institute (\$297,000); and other income (rental income) (\$53,680).

23. Table 1 shows a total income of \$2,004,141 received in the biennium 2022–2023, compared with an income of \$2,514,458 in the biennium 2020–2021.

Table 1

### Summary of income received in the biennium 2022–2023, compared with the biennium 2020–2021

(United States dollars)

Source	2022–2023		2020–2021	
	Amount	Percentage of total income	Amount	Percentage of total income
Member States' annual assessed financial contributions	1 653 461	82.5	2 011 622	80
Grant from the United Nations	297 000	14.8	316 732	13
Other income	53 680	02.7	186 104	7
<b>Total income</b>	<b>2 004 141</b>		<b>2 514 458</b>	

24. Table 2 shows the total income of the Institute for the period from January to May 2024, compared with the same period in 2023.

Table 2  
**Summary of income received, January–May 2024**  
 (United States dollars)

Source	January–May 2024		January–May 2023	
	Amount	Percentage of total income	Amount	Percentage of total income
Member States' annual assessed financial contributions	47 455	32.4	446 036	84.6
Grant from the United Nations	73 800	50.5	71 250	13.5
Other income	25 008	17.1	10 214	01.9
<b>Total income</b>	<b>146 263</b>		<b>527 500</b>	

### A. Annual assessed financial contributions from member States

25. During the 2022–2023 biennium, the Institute received \$1,653,461 from member States as annual assessed financial contributions. In total, 4 out of the 29 member States paid their assessed contributions, and 8 countries paid their arrears.

Table 3  
**Breakdown of contributions received in the biennium 2022–2023**  
 (United States dollars)

Country	Annual assessed financial contribution for 2022–2023	Arrears paid in 2022–2023	Prepayments	Total amount paid in 2022–2023
Democratic Republic of the Congo	50 066.00	150 185.50	–	200 251.50
Libya	–	678 615.00	–	678 615.00
Kenya	–	60 316.50	–	60 316.50
Malawi	–	14 366.55	–	14 366.55
Morocco	–	150 790.50	–	150 790.50
Nigeria	–	332 111.58	–	332 111.58
Seychelles	25 034.00	25 033.00	–	50 067.00
Tanzania (United Republic of)	49 606.07	24 803.00	–	74 409.07
Uganda	60 322.00	–	32 211.10	92 533.10
<b>Total</b>	<b>185 028.07</b>	<b>1 436 221.63</b>	<b>32 211.10</b>	<b>1 653 460.80</b>

26. In the same period, the Democratic Republic of the Congo, Seychelles, the United Republic of Tanzania and Uganda paid in full their 2022–2023 annual assessed financial contributions and arrears of the previous years. Kenya, Libya, Malawi, Morocco and Nigeria made partial payments towards their outstanding arrears.

27. As at 31 May 2024, the total annual assessed financial contributions expected from member States stood at \$26 million for 1989–2024; \$8.9 million had been received, leaving an outstanding balance of \$17.1 million.

28. Since 2021, there has been a decline in the collection of annual assessed financial contributions from member States, as exhibited in the following figures: in 2021, \$1.6 million was received; in 2022, \$798,000 was received; in 2023, \$854,772 was received; and from January to May 2024, \$47,455 was received.



## B. United Nations grant

29. During the biennium 2020–2021, the United Nations grant to the Institute amounted to \$316,732, notwithstanding the Institute's numerous appeals to the General Assembly to consider increasing the grant to levels sufficient to accommodate the Institute's requirements for core professional staff to fulfil its mandate.

30. During the biennium 2022–2023, the Institute received \$297,000. This represented a decline from the grant amounts received in the bienniums 2016–2017 (\$365,300), 2018–2019 (\$338,191) and 2020–2021 (\$316,732). The reduced grant amount was used to cover the posts of the Director General, the Administrative/Finance Officer (serving as Acting Director from 2022 to February 2023) and the consultants hired to conduct certain activities in the absence of Professional-level staff. When operating at full capacity, the Institute would require five staff at the Professional level, as shown in table 5 below.

31. In the same period, the Institute recruited a Director General, owing to improved member State collections from previous years. Although there was a decline in the contributions of member States from 2022 to mid-2024, the Institute completed the recruitment of both the Deputy Director General and the Director of Training, who, at the time of reporting, had reported on duty or were close to reporting on duty. There is, therefore, a need for an increase in the grant to cater to the incoming Professional-level staff.

32. Table 4 sets out the expenditure on staff costs of the Institute paid for from the United Nations grant during the biennium 2022–2023, and table 5 sets out the proposed expenditure for the biennium 2024–2025.

Table 4

### Actual staff costs paid during the biennium 2022–2023

(United States dollars)

<i>Established post</i>	<i>Salary level/step</i>	<i>Paid in 2022</i>	<i>Paid in 2023</i>	<i>Total paid during the biennium 2022–2023</i>
Director General	D-1/I	–	88 874	88 874
Administrative/Finance Officer	P-3/X	49 805	80 264	130 069
Support staff		95 325		95 325
<b>Total</b>		<b>145 130</b>	<b>169 138</b>	<b>314 268</b>

Table 5

### Proposed staff costs for staff in the Professional-level and higher categories for the biennium 2024–2025

(United States dollars)

<i>Established post</i>	<i>Salary level/step</i>	<i>Proposed salary for the biennium 2024–2025</i>
Director General	D-1/VI	245 385
Deputy Director General	P-5/I	203 616
Director of Training and Programs	P-4/II	169 470
Director of Research and Documentation	P-4/II	169 470
Administrative/Finance Officer	P-3/II	140 364
<b>Total</b>		<b>928 305</b>

### **C. Other income**

33. As reported in the previous biennium (2020–2021), the Institute no longer receives income from interest and premiums owing to a lack of funds to invest as fixed income and a lack of more land to lease. As in the previous biennium, other income was received only from ground rent (for land already leased) and rentals (from residences normally reserved for Professional-level staff, who had not yet been recruited), and amounted to \$53,680, compared with \$186,104 in the biennium 2020–2021.

## **VI. Future of the Institute**

34. The future of the Institute is promising. At the time of reporting, the Institute has been able to consolidate its personnel situation. The substantive Director General and other core Professional-level staff are on board or are in the process of being onboarded. Therefore, the issue of lack of Professional-level staff, which was described in previous reports, is in the process of being resolved. The Institute has a strategic plan in place for the period 2024–2028 to guide its activities.

35. The Institute has strengthened its alliance with sister programme network institutes and other partners, and has several joint programmes lined up for implementation. The Institute has sought greater collaboration with UNODC in its implementation of activities in Africa. It has also extended its cooperation to the Economic Commission for Africa and to the African Union, especially the Peace and Security Council of the African Union, to help address the pressing issues of violence and threats to peace on the African continent.

36. The Institute's mandate remains broad enough for it to play its role as a leading player in training in and providing policy guidance on crime prevention and criminal justice in Africa.

## **VII. Conclusions and recommendations**

37. As a centre of expertise for addressing the region's unique challenges, the Institute stands ready to partner with African Member States to build a more resilient and robust criminal justice system that can withstand the challenges to crime prevention and criminal justice that the continent is facing at present, including organized crime and political violence, low levels of technological advancement, and a lack of trained and skilled professionals.

38. The General Assembly is called upon to consider the Institute's appeal to increase the grant from the United Nations to a level necessary to maintain the Institute with all the core substantive Professional-level staff, in order to sustain the implementation of its activities while avoiding the high turnover of experienced staff due to financial unpredictability.

39. Appreciation is expressed to Member States that have paid their accumulated contributions, and an appeal is made to Member States that have not yet paid their contributions to do so. Funding support will improve the Institute's capacities and transform it into an effective entity with an ambitious agenda of criminal justice reform for Africa, with a focus on prosecution, investigations, sentencing and corrections to address vulnerabilities in the face of emerging crime trends.

40. Governments in Africa are urged to undertake legal and judicial reforms with a view to enhancing the performance of justice systems and improving the quality and speed of delivery in judicial decision-making processes.