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## Seventy-fifth session

Item 111 of the preliminary list\*

### 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 [73/188](#). It describes the efforts undertaken by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to advance the transformation of the regional crime prevention and criminal justice framework and the promotion of the rule of law and human rights in the context of justice. The report illustrates that criminal justice is a shared responsibility when it comes to the achievement of the 2030 Agenda for Sustainable Development and calls for a renewed and strengthened regional and global partnership in preventing and combating crime. The report also provides information on the governance of the Institute and contains details on its efforts to mobilize resources.

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\* [A/75/50](#).



## I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 73/188, in which the Assembly requested the Secretary-General to submit to it at its seventy-fifth 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 (UNAFRI).
2. In the present report, the Secretary-General summarizes the activities of the Institute since 2018 and places those efforts within the framework of initiatives by the African Union to promote socioeconomic development and to comprehensively transform the administration of crime prevention and criminal justice in Africa.
3. In his report, the Secretary-General illustrates the current status of crime prevention and criminal justice in Africa, with a particular focus on emerging crimes and organized criminal groups. He highlights the need for regional approaches to crime prevention and criminal justice and the creation of continent-wide partnerships in that regard. He also examines the increasing role of technologies in transforming societies through accelerating growth, equity and inclusivity across society.
4. In pursuit of the 2030 Agenda for Sustainable Development, Africa engages with a variety of stakeholders in strategic sectors of management of public affairs. That has brought about a debate on a continental strategy for the promotion of peace, stability and security in Africa. Conflicts fuel the crime problem in the region and continue to undermine the improvement in standards of living.
5. The New Partnership for Africa's Development is an initiative of the African Union for the pursuit of economic development among African countries, accelerating economic cooperation and integration across the region. Relevant to that objective are institutions such as the United Nations Development Programme, the Economic Commission for Africa (ECA) and the United Nations Office on Drugs and Crime (UNODC), which have organs whose functional capacity and objectives tally with other regional institutions such as the Institute and government departments. Increased collaboration among those entities would also support the attainment of development goals.
6. The African Union summit held in Addis Ababa in February 2020 underscored the need for concerted action with support from relevant development agencies to promote dialogue as a preferred option to address civil and armed conflicts.
7. Efforts to promote peacebuilding must be geared towards developing innovative solutions that tap into available regional and international support for conflict resolution. Within the programmes of the New Partnership for Africa's Development, special initiatives such as the African Peer Review Mechanism as well as eminent persons platforms are reaching out to identified areas of instability with continent-wide proposals for consensus-building, utilizing new approaches based on new ideas.
8. In an effort to enhance crime prevention and the administration of justice, States in Africa are seeking to embrace the use of proactive measures, which include using appropriate technology, such as closed circuit cameras, metal detectors and drones, for improved policing and surveillance capacities, vigilance in screening individuals at strategic installations, and community involvement to prevent illicit activities and integrate traditional authorities, while benefiting from tailored sensitization initiatives as well as video links and other witness protection mechanisms for the administration of justice. Those innovations and reforms have contributed to significant improvements in litigation to the benefit of several jurisdictions. Other prominent measures adopted by African countries to reduce or prevent crimes include efforts to sensitize local communities about the significance of the rule of law, liberalizing the provision of legal services to rural areas and improving the understanding of human rights through special awareness-raising platforms at all levels. Those measures have helped narrow the gap between legal practitioners and

the police on the one hand and local communities on the other. The private sector and civil society organizations are increasingly being co-opted into the mainstream crime prevention mechanisms on the basis of their competence.

9. The successes made by Africa's nascent economic integration initiatives have signalled the need for corresponding efforts aimed at building a parallel scheme for judicial cooperation at the regional and continental levels. The emerging jurisdictional cooperation hinges on the application of regional and global/international conventions and other commitments that cut across jurisdictions to give sufficient momentum to help usher in a new level of functional integration of jurisdictions across geographical boundaries. While challenges attributed to capacity development concerns, equipment deficiencies and human resource inadequacies may delay the attainment of a harmonized continental system of justice administration, in the interim the practice of sharing best practices is expected to relieve areas identified as needing improvement.

10. It is expected that a harmonized justice administration system will help step up the vital reorganization needed regarding the management of unique operational challenges, which undermine the efficiency of correctional programmes for inmates in Africa's penitentiary facilities.

## II. Governance and management

11. The Governing Board of the Institute held its seventh extraordinary session in Addis Ababa on 18 February 2020. The meeting was attended by representatives of the Congo, the Democratic Republic of the Congo, Egypt, Equatorial Guinea, Malawi, Senegal, Uganda, Zambia and UNODC. The Democratic Republic of the Congo, represented by the Deputy Prime Minister and Minister for Justice and Constitutional Affairs, was elected Chair of the Board for the term of one year.

12. At the meeting, the Governing Board adopted one resolution on the salient issues discussed and the decisions taken during the session. The Board also adopted the secretariat's status report, which details the implementation of the road map to stimulate the performance of programme activities by the Institute, as recommended by external reviewers.

13. The Governing Board identified a lack of resources and a lack of diversity of funding sources as the biggest challenges to the sustainability of the Institute's operations, and called on member States to assume a more proactive role in all efforts aimed at maintaining the Institute, including through the provision of funding support.

14. The Board mandated a Technical Advisory Committee to work on enhancing the governance structure of the Institute. The Committee was also charged with the oversight role in helping the Institute develop programmes tailored to the emerging needs of African countries. The Committee is expected to:

(a) Propose ways of executing the road map in line with recommendations by the external reviewers;

(b) Assist in the formulation of a financial resource mobilization strategy aimed at obtaining sustainable funds to enable the Institute to fulfil its mandate;

(c) Advise the Governing Board on leadership issues in the absence of a Director;

(d) Evaluate the Institute's programme of work to increase support by member States;

(e) Promote the secondment of qualified personnel by Member States to strengthen the human resources of the Institute;

(f) Explore ways of diversifying the sources of support for the Institute, including the African Union Commission and the United Nations.

15. The Board made an appeal to member States to fulfil their obligations to the Institute by paying, regularly and in a timely manner, their assessed financial contributions, including settlement of their outstanding arrears. The Chair of the Board pledged to bring the issues affecting the Institute to the highest levels of authority – the Heads of State – at the next African Union summit, taking advantage of his country’s upcoming tenure of office as Chair of the African Union.

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

#### **A. Overview**

16. The Institute implements a programme of work focused on training, technical assistance, advisory services, research, policy development, information and documentation in the area of crime prevention and criminal justice in Africa. That work programme places the Institute in a position to foster necessary reforms, deepen relations across the existing centres of expertise and urge Governments to adopt international good practices and implement them in accordance with national realities. On the basis of its mandate, the Institute’s strategic focus includes the development of close relations with Member States and specialized agencies in crime prevention and criminal justice.

17. The fight against transnational organized crime is a priority in Africa. Following the exponential growth in importance of information technology to virtually all aspects of society, it has become apparent that the capacity of organized criminal groups to abuse such technology is not matched by the capacity of jurisdictions on the continent to prosecute related crimes.

18. Such challenges undermine the integrity of criminal justice systems and have a negative impact on the credibility of investigations.

19. The fourteenth United Nations Congress on Crime Prevention and Criminal Justice is expected to highlight the significance of the rule of law in crime prevention, and the Institute is developing activities tailored to that topic.

20. The programmes of the Institute in the area of crime prevention and criminal justice remain central to the realization of Africa’s development agenda, Agenda 2063. The Institute’s focus will be on promoting the rule of law and justice as contributions to peace and security, which have a positive impact on development.

#### **B. Activities of the Institute**

21. Consequent upon receiving increasing reports of the victimization of young women as a result of the activities of organized crime groups, the Institute has worked with the Uganda national task force against human trafficking to step up tailored responses. Starting in January 2018, support was provided to programmes for the increased sensitization of potential victims such as children and youth. Community leaders were involved to counter the danger of unregulated recruitment of youth in the guise of employment opportunities. Community elders, civil society and law enforcement agencies, as well as immigration authorities, were classified as the “first line” of detection. Training was provided to inform them about the trends and means used by agents to lure their victims, about the personal profiles of victims and about reporting lines in the network of anti-human trafficking agencies. The outcome of that training was a number of detections and rescues, including a number of arrests of traffickers.

22. Owing to funding shortfalls, the rehabilitation of the victims of trafficking remains challenging. Efforts were made to strengthen the registration of competent companies for safe labour migration to prevent the illicit recruitment of young girls.

23. The prevalence of human trafficking in Africa is high. The national task force in Uganda increased its networking and partnerships with neighbouring countries to work towards a regional approach for surveillance, detection, prosecution and, ultimately, rescue efforts for victims of human trafficking. Through that regional approach, responses to emergencies can be coordinated successfully. Policy guidelines have been developed to help the judiciary, law enforcement and immigration authorities, including correctional systems authorities, in the exercise of their duties against traffickers.

24. In January 2018, the Institute participated in the advisory mission of the Council of Europe to Uganda, which assisted the Government with the implementation of a road map of activities that will lead to the accession by Uganda to the Convention on Cybercrime. As a result, the digitization of several government processes was achieved. Infrastructure and legislation were updated to serve as a pilot programme for selected regions. Uganda has also developed its capacity with regard to investigations, surveillance and detection, prosecution and relevant specific legislation and policies for fighting cybercrime through international cooperation.

25. The Institute encouraged member States to participate in the fourteenth United Nations Congress on Crime Prevention and Criminal Justice, which has been postponed as a result of the COVID-19 pandemic. The African Regional Preparatory Meeting for the Congress convened in 2019. Responses to the appeal indicated a likely strong representation of the relevant government departments.

26. In June 2018, the Institute, in conjunction with the University of Birmingham Law School, organized the third round-table discussion on guidelines for regulation of cryptocurrencies in a workshop for policymakers held on 4 and 5 July 2018. The Institute played a key role in mobilizing support for the development of policy guidelines from regulatory, judicial, investigative and commercial sectors, including political will from the Governments. The workshop consolidated collaboration between policymakers and cryptocurrency operators, initiating a debate about prospects for recognition of crypto assets, amid fears of potential risks to safety of the State and the likely disruption of economic activities in the absence of a regulatory policy framework.

27. At the Octopus Conference on cybercrime held in July 2018, which focused on fostering international cooperation, the mobilization of technical support and exploring prospects for capacity-building to jurisdictions in Africa, several African countries expressed the need for and are increasingly benefiting from available technical support and expert intervention procedures that are integrated into their legislations against cybercrime. The approach is modelled on the Convention on Cybercrime.

28. In August 2018, the Institute was represented at the Global Peace Leadership Conference for the Great Lakes Region held in Kampala. Strategies were discussed that focused on the crucial role of youth in the peaceful resolution of conflicts, starting with role-model functions in schools and communities. The transformation of curricula of educational institutions, innovative approaches, digital resources and reforms of vocational engagements were noted as key to Africa's efforts to combat youth unemployment. Vocational training in, and the study of, information and communications technologies are sought after in schools and colleges. Policy guidelines stressing the importance of vocational training have been adopted and shared across the regions in Africa and a wider regional appeal is in place aimed at resolving the unemployment question for youth after the conclusion of their courses.

29. In Addis Ababa in October 2018, the Institute participated in the first African Forum on Cybercrime, for all African countries, organized by the African Union in conjunction with the Council of Europe. Policies on legislation, international cooperation and capacity-building, including modalities for technical support from the Council of Europe to Africa, were discussed. The Institute's efforts in terms of the regulation of cryptocurrencies were appreciated. Africa's cybersecurity was to be based on the Convention on Cybercrime and the African Union Convention on Cyber

Security and Personal Data Protection. Collaboration between Africa and the Council of Europe was strengthened with regard to technical assistance, and the significance of international cooperation was highlighted in the global framework against cybercrime and other transnational organized crimes. The Forum provided new opportunities for international cooperation and a sustained consultative mechanism between African jurisdictions and the Council of Europe. As a result, most jurisdictions in Africa have developed specific cybercrime legislation and are increasingly able to address the effects of cybercrime on their economies.

30. In March 2019, the Institute participated in the Africa Now Conference 2019, organized by the Africa Strategic Leadership Centre, aimed at enhancing public and private sector partnerships for socioeconomic development with a special focus on youth. Prospects for development driven by technological innovation were discussed. Relevant authorities at the Conference pledged political will to support technological innovations in their countries. The Institute used the forum to build networks with relevant institutions to promote capacity development, ethical conduct and strategies based on the benefits of collaborative efforts against criminal behaviour and the effects of crime on youth. The meeting focused on special education, emphasizing vocational skills and technology as crucial factors for tailored business prospects for youth. Investors, chief executive officers of multinational companies, youth leaders, prominent civil society organization representatives and other potential sources of support for the Institute in the area of crime prevention attended. The theme of the Conference, “Towards a secure, integrated and growing Africa”, underscored the range of the Institute’s programmes. As a result of the Conference, programmes to address juvenile justice and youth unemployment were developed to be delivered in the future.

31. The Blockchain Association of Uganda hosted its second global conference on new technologies, with a focus on “Preparing Africa for the fourth industrial revolution”, discussing technologies such as artificial intelligence, blockchain, drones, robotics and big data. The Institute participated in the conference in the context of its plan of action on reconciling technological innovations with robust technological security and trust and risk assessments, as well as prospects for the regulation of digital assets. As financial technologies extend beyond borders, there is a need for policies on protecting financial stability, protecting consumers and investors and combating the illicit use of digital assets. The conference addressed the need for expert interventions, urging Governments to pursue adaptive regulations that adjust to rapid change while upholding relevant business models. The Institute hopes to promote international cooperation with the countries of Africa, benefiting from available capacity development projects to share the benefits of the modernization of practices for crime prevention on the basis of technological innovations from other jurisdictions.

32. Technology is crucial to efforts to detect, investigate and litigate cases, including the prompt sharing of information and experiences for mutual legal assistance. The criminal justice system increasingly utilizes online digital infrastructure and also uses resources available in the private sector. The justice system has, until now, been highly labour-intensive with regard to its investigation operations, the manual recording of statements and the writing of detailed court proceedings and rulings. This constituted a significant challenge, leading to delays in the conclusion of cases. Technologies have streamlined operations to help improve litigation. Furthermore, the benefits of technology were noted as specifically vital to Africa’s development in the context of its application to improved agricultural production and wider marketing opportunities, as well as the detection of counterfeit products and the consolidation of the patenting of pharmaceutical products, all of which point to the advantages of sustained health and job creation, thereby addressing the unemployment challenge.

33. The Institute, in conjunction with the University of Birmingham, organized a workshop on multisectoral policy approaches to regulating disruptive technologies on 18 and 19 July 2019. The workshop focused on resolving outstanding concerns related

to deficiencies in policy guidelines by offering an inclusive platform to allow for the comprehensive discussion of ideas to inform principled interventions on promoting innovation while upholding a regulatory framework.

34. The issues discussed included: the applicability of existing legislation; investigational, prosecutorial and judicial approaches to the settlement of disputes using forensic models; and sociocultural legitimacy surrounding consumer behaviour among the vulnerable communities. A research brief by a working group on the regulation of digital assets and financial technologies in Uganda was presented to the Government for guidance in developing policies, which would be replicated in other countries. The initiative has been complemented by structured courses to support community-based capacity-building.

35. From June to December 2019, the Institute held consultations with member States, namely Egypt, Equatorial Guinea, Ghana, Malawi, Morocco, Uganda and the United Republic of Tanzania, to create a suitable platform for support. The Institute's newsletter for the last quarter of the year was produced and distributed.

### C. Dissemination of information and collaboration

36. The Institute has approached information and communications technology experts with proposals to revamp its Information/Documentation Unit. Pending recruitment and the finalization of contractual arrangements, information will be published and disseminated on relevant online platforms.

## IV. International cooperation and partnerships

37. Following intensive consultations and recent discussions with member States, the Board directed a reinvigorated engagement with a number of organizations and non-UNAFRI Member States, including at the level of Heads of State and Government. That would help to demonstrate the significance and centrality of the Institute in the attainment of Africa's goals by utilizing available opportunities in the region aimed at promoting the rule of law and effective criminal justice systems and crime prevention mechanisms. The Institute's programmes in support of relevant policy guidelines and a legislative framework to stimulate economic development and regional integration provide an opportunity for building partnerships with a variety of development partner agencies.

## V. Funding and support

38. The total income of the Institute for the biennium 2018–2019 was \$2,107,596. That amount comprises the following funding sources: member States' annual assessed financial contributions (\$1,687,569); a United Nations grant to the Institute (\$338,191); and other income (interest, premium and rent) (\$81,836).

39. Table 1 shows a total income of \$2,107,596 received in the biennium 2018–2019, compared with an income of \$930,800 in the biennium 2016–2017.

Table 1  
**Summary of income received in the biennium 2018–2019, compared with the biennium 2016–2017**

(United States dollars)

Source	2018–2019		2016–2017	
	Amount	Percentage of total income	Amount	Percentage of total income
Member States' annual assessed financial contributions	1 687 569	80	479 100	51
Grant from the United Nations	338 191	16	358 800	39

<i>Source</i>	<i>2018–2019</i>		<i>2016–2017</i>	
	<i>Amount</i>	<i>Percentage of total income</i>	<i>Amount</i>	<i>Percentage of total income</i>
Other income (interest, premium and rent)	81 836	4	92 900	10
<b>Total income</b>	<b>2 107 596</b>		<b>930 800</b>	

40. Table 2 shows the total income of the Institute for the period January–May 2020, compared with the same period in 2019.

Table 2  
**Summary of income received, January–May 2020**

(United States dollars)

<i>Source</i>	<i>January–May 2020</i>		<i>January–May 2019</i>	
	<i>Amount</i>	<i>Percentage of total income</i>	<i>Amount</i>	<i>Percentage of total income</i>
Member States' annual assessed financial contributions	23 881	36	1 267 669	94
Grant from the United Nations	33 290	50	65 100	5
Other income (interest, premium and rent)	9 800	14	13 928	1
<b>Total income</b>	<b>66 971</b>		<b>1 346 697</b>	

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

41. The Institute received \$1,687,569 from Member States as annual assessed financial contributions. Two Member States (Uganda and Seychelles) paid their annual assessed financial contribution for the biennium 2018–2019, while six countries made partial payments on their arrears. It is important to note with appreciation that, of the \$1,687,569 received during the biennium, Nigeria contributed \$1,214,593 (72 per cent) as partial payment of its outstanding arrears, as shown in table 3.

Table 3  
**Breakdown of contributions received in the biennium 2018–2019**

(United States dollars)

<i>Country</i>	<i>Annual assessed contribution for 2018–2019</i>	<i>Arrears paid in 2018–2019</i>	<i>Prepayments</i>	<i>Total amount paid in 2018–2019</i>
Burundi	–	4 997	–	4 997
Kenya	–	59 230	–	59 230
Malawi	–	94 963	–	94 963
Mozambique	–	147 668	–	147 668
Nigeria	–	1 214 593	–	1 214 593
Seychelles	50 066	–	–	50 066
Togo	–	24 991	–	24 991
Uganda	60 322	–	30 739	91 061
<b>Total</b>	<b>110 388</b>	<b>1 546 442</b>	<b>30 739</b>	<b>1 687 569</b>

42. Uganda and Seychelles have continued to pay their annual assessed financial contributions throughout the period 2018–2019, and six countries (Burundi, Kenya, Malawi, Mozambique, Nigeria and Togo) made partial payments towards their assessed financial contribution arrears.



43. As at 31 May 2020, the outstanding arrears of annual assessed financial contributions stood at \$19 million for the period since 1989; \$5.6 million had been received, leaving an outstanding balance of \$13.4 million.

44. For the past nine years (2011–2020), the average annual collection of annual assessed financial contributions from member States has been \$200,000, 13 per cent of the expected annual contribution of \$1.5 million from Member States.

45. The delayed response to their obligations to provide financial support to the Institute on the part of Member States has adversely affected the implementation of several approved programme activities. The seventh extraordinary session of the Governing Board, held in Addis Ababa on 18 February 2020, tasked the newly established Technical Advisory Committee with formulating a resource mobilization strategy for the Institute to ensure sustainable funding.

## B. United Nations grant

46. During the biennium 2016–2017, the United Nations grant to the Institute was maintained at the same level as in the previous biennium, despite efforts to appeal for an increase in the grant from \$365,300 to \$771,000 to maintain some of the core Professional-level staff requirements.

47. During the biennium 2018–2019, owing to the liquidity crisis, the amount of the grant received by the Institute was \$338,191. The reduced amount of the grant meant that no recruitment of Professional-level core staff could be undertaken, since the amount would cover only the biennium salaries of the posts of two Professional-level staff: the Deputy Director (serving as the Acting Director) and the Administrative/Finance Officer. When operating at full capacity, the Institute would require six staff at the Professional level, as shown in table 5 below.

48. In the spirit of the provisions of the relevant General Assembly resolution, the Secretary-General's efforts to mobilize the financial resources necessary to maintain the Institute will continue in order to enable it to function effectively in the fulfilment of its mandated obligations.

49. As in previous reports, the Institute requests that the General Assembly consider increasing the grant from the United Nations to a level necessary to maintain the Institute with the core Professional-level staff required to enable it to fulfil its mandate.

50. Tables 4 and 5 set out the expenditure on staff costs of the Institute paid for from the United Nations grant during the biennium 2018–2019 and the proposed expenditure for the biennium 2020–2021.

Table 4

### Actual staff costs paid during the biennium 2018–2019

(United States dollars)

<i>Established post</i>	<i>Salary level</i>	<i>Paid in 2018</i>	<i>Paid in 2019</i>	<i>Total paid during the biennium 2018–2019</i>
Deputy Director	P-5	78 156	45 591	123 747
Administrative/Finance Officer	P-3	56 988	56 988	113 976
Consultant	Fees	21 835	8 400	30 235
General administrative expenses		12 801	50 789	63 590
<b>Total</b>		<b>169 780</b>	<b>161 768</b>	<b>331 548</b>

Table 5  
**Proposed Professional-level staff costs for the biennium 2020–2021**

(United States dollars)

<i>Established post</i>	<i>Salary level</i>	<i>Proposed salary for the 2020–2021 biennium</i>
Director	D-1	176 800
Deputy Director	P-5	158 600
Training Adviser	P-4	124 300
Research Adviser	P-4	124 300
Information/Documentation Adviser	P-3	104 200
Administrative/Financial Officer	P-3	113 600
Other staff costs		200 400
<b>Total</b>		<b>1 002 200</b>

### C. Other income

51. As in previous years, the Institute continued to receive additional income from interest, premium and rent. Since the biennium 2016–2017, income from that source has continued to lessen as no more land is leased to attract a premium. All current leases earn only ground rent. Therefore, income from that source during 2018–2019 was derived only from ground rent and rentals, which amounted to \$81,836, compared with \$92,900 during the biennium 2016–2017.

## VI. Future of the Institute

52. The future of the Institute should be seen in the context of the aspirations of Africa for sustainable development. In order to fast-track the attainment of socioeconomic development, as envisaged in the 2030 Agenda for Sustainable Development, Africa has put significant emphasis on addressing the disruptive factors to the achievement of peace, stability and security across the continent. That is not only an African priority but part of a global effort for the realization of the Sustainable Development Goals. The African Union summit meeting held in Addis Ababa in February 2020 underscored the need to promote dialogue to address civil conflicts, which continue to undermine development in identified regions. There is a need for policy reforms based on expertise from various sectors. Policymakers, legislatures and executives, including law-enforcement branches, need to have a principled and meaningful discussion to develop a road map for the attainment of the Sustainable Development Goals.

53. There are reforms in systems of governance and changes in the administration of justice on the continent aimed at the promotion of good governance, democracy and the rule of law. While justice administration in Africa remains challenging owing to its fragile nature, it remains significant in the promotion of democracy, as its effectiveness has become a barometer of democratic practices.

54. The Institute has the mandate and obligation to undertake programmes with relevant partners, and, in cooperation with UNODC, ECA and the African Union, to respond to the needs of African countries with regard to prevention and criminal justice. The Governing Board of the Institute is committed to enhancing its functioning, with sustainable capacity for assistance in conflict prevention, peacebuilding and post-conflict reconstruction and development, with a special focus on respect for human rights.

55. Consistent with the decision of its Governing Board, it is expected that at the next African Union summit meeting, the Institute's need for sustainable funding as well as political and logistical support will be discussed. The Board has tasked the

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Institute to broker new partnerships to boost a strategic review of its operational capacity for the enhancement of its functional ability and sustenance.

## VII. Conclusions and recommendations

56. A strong and effective criminal justice system is a reflection of the management of public affairs and integral to the development of harmonized systems of governance. There is a need for legal and judicial reforms to enhance the performance of justice systems in Africa and to improve the quality and speed of delivery in judicial decision-making processes.

57. Through its programmes, the Institute will continue to promote the development of innovative strategies in crime prevention and criminal justice, creating opportunities to increase the skills, and the attendant proficiency choices, of judicial authorities so they can improve their own capacities in their professional tasks.

58. Africa requires its own centre of expertise to address the region's unique challenges in terms of crime prevention, as confirmed by the resolutions of the General Assembly, the directives of the Governing Board and the support of Member States. The anticipated improvement in funding support will improve the capacities of the Institute to transform it into an effective entity with an ambitious agenda of criminal justice reform for Africa. Particular focus would be placed on prosecution, investigations, sentencing and corrections, where perceived weaknesses have caused endemic vulnerabilities in the face of emerging crime trends.

59. For the Institute to develop the required capacity to implement its comprehensive strategy and empower States to dispense justice, States members of the Institute are urged to pay their assessed contributions, including their arrears.

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