STRATEGIC PROGRAMME FRAMEWORK

United Nations
Interregional Crime and Justice
Research Institute

2019 –2022

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LIST OF ABBREVIATIONS

AI	Artificial Intelligence
CBRN	Chemical, Biological, Radiological and Nuclear
CVE	Countering Violent Extremism
DPKO	Department of Peacekeeping Operations
ICT	Internet and Communication Technologies
LEA	Law Enforcement Agency
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
LLM	Master of International Laws
PVE	Preventing Violent Extremism
SDGs	Sustainable Development Goals
TOC	Transnational Organised Crime
UN	United Nations
UNDPA	United Nations Department of Political Affairs
UNGA	United Nations General Assembly
UNODC	United Nations Office on Drugs and Crime
UNICRI	United Nations Interregional Crime and Justice Research Institute
VEOs	Violent Extremist Offenders

UNICRI – STATUTE, FUNCTIONS AND MANDATE

The United Nations Interregional Crime and Justice Research Institute (UNICRI) was established in Italy in 1968 to conduct research, training and field activities within the sphere of crime prevention and control. Article 2 of UNICRI's statute, as approved by the UNGA, defines the Institute's objectives and functions, which include:

a. Formulating and implementing improved policies in crime prevention and control;

b. Integrating such policies within broader policies for socio-economic change and development, and for the protection of human rights;

c. Promoting, conducting, coordinating and supporting research;

d. Establishing a reliable base of knowledge and information;

e. Devoting special attention to new, frequently transnational forms of criminal phenomena;

f. Designing practical models and systems aimed at providing support for policy formulation, implementation and evaluation;

g. Providing action-orientated research and training on crime prevention and justice;

h. Carrying out activities in close collaboration and co-ordination with institutes and other bodies within and outside the United Nations system.

UNICRI functions as an intellectual catalyst for innovation and change in the areas of crime prevention, justice, countering violent extremism, the protection of human rights, and addressing the risks posed by technological advances. The Institute provides a vital foundation for UN policy and operations through research and training programmes and serves as a conduit for channelling innovative thinking from within and outside the UN system. The Institute provides independent and politically neutral research and training.

As crime has evolved, so too has UNICRI, which now sits on the forefront of cutting-edge research and specialized capacity-building programmes in several key cross-cutting fields in contemporary discourse on crime and justice. This includes crimes impacting the environment, illicit exploitation of natural resources, transnational organized crime, cybercrime, artificial intelligence and robotics, urban and event security, recovery and management of stolen assets, rehabilitation and reintegration of Violent Extremist Offenders (VEOs), and risk mitigation of Chemical, Biological, Radiological, and Nuclear (CBRN) material.

Many of these issues inherently require new thinking and innovative responses. They frequently transcend borders, cultures and jurisdictions. In response, UNICRI has been tasked within the UN system to play a crucial role in organizing and coordinating efforts to identify cutting edge ideas and up-to-date action. In coordination with multiple actors, the Institute pioneers specially-tailored training programmes in these areas and has become a global leader in policy formulation and research on modern-day crime and justice issues. In this context, UNICRI has developed an extensive network of partners, from large international organisations and national institutions to local stakeholders and civil society groups.

Sustainable Development Goals and the 2030 Agenda for Sustainable Development

The criminal justice, security and governance issues highlighted within this framework document, along with the strategic priorities for the programme, have been carefully crafted in support of the Agenda 2030 Sustainable Development Goals (SDGs) and will contribute to achieving the relevant SDGs set forth. Implementing the strategic priorities established in the UNICRI programme reflects the aspirations embedded within the SDGs, and the Institute has the tools and expertise related to research, delivery of training, capacity building, technical assistance and policy support, to assist intergovernmental, governmental and non-governmental organizations in reaching the goals.

UNICRI's current priorities are particularly aligned with Goal 16, which entails the promotion of peaceful and inclusive societies, access to justice and strengthening institutions, as well as Goals 2, 3, 4, 5, 6, 8, 9, 11, 14 and 15.

UNICRI WORKS TO ACHIEVE A WORLD OF RESPECT FOR RIGHTS DIGNITY AND DIVERSITY, THE RULE OF LAW, JUSTICE AND DEVELOPMENT.

A WORLD IN WHICH VIOLENCE, LEGAL AND SOCIAL BARRIERS HAVE BEEN REMOVED.

2 ZERO HUNGER
- Counterfeiting
- Vulnerabilities of the legal supply chain
- Organized crime infiltration
- Agroterrorism
- Biosecurity

3 GOOD HEALTH AND WELL-BEING
- Counterfeit medicines
- Prevention of substance abuse and treatment and rehabilitation of substance abusers
- Ethics and law in biomedical research

4 QUALITY EDUCATION
- International crime and justice
- Human rights
- Investigative and legal psychology
- New threats

5 GENDER EQUALITY
- Promoting a gender perspective in drug and alcohol abuse
- Domestic violence

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- European Union CBRN Centres of Excellence risk mitigation initiative
- Enhancing biosafety and biosecurity
- Big data
- Robotics and artificial intelligence
- Major events security
- Cybercrime

11 SUSTAINABLE CITIES AND COMMUNITIES
- Urban security
- Trafficking and smuggling of migrants
- Community policing

10 REDUCED INEQUALITIES
- Empowering youth
- Enhancing community resilience
- Reducing inequalities and vulnerabilitites

6 CLEAN WATER AND SANITATION
14 LIFE BELOW WATER
15 LIFE ON LAND
- Environmental crimes
- Illicit trafficking of precious metals
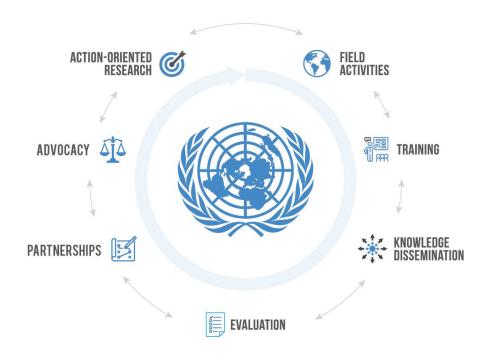
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- Illicit capital and the legal economy
- Rehabilitation and reintegration of violent extremists in prisons
- Responding to the threat and reintegrating foreign terrorist fighters
- Countering radicalisation and violent extremism
- Study on juvenile justice in a counter-terrorism context
- Nexus between organized crime, international terrorism and development

UNICRI TOOLS AND APPROACHES

The constantly evolving nature of the international arena and the consequent unpredictability of future scenarios pose a new range of threats and emerging challenges to Member States on the issues of crime, justice, human rights protection and development. To this end, UNICRI provides high-level expertise and modern-day solutions in the above-mentioned fields. The Institute employs a wide range of tools in the form of technical assistance to multiple actors worldwide, tailoring its approach to the particular dynamics of each country, region or local context.
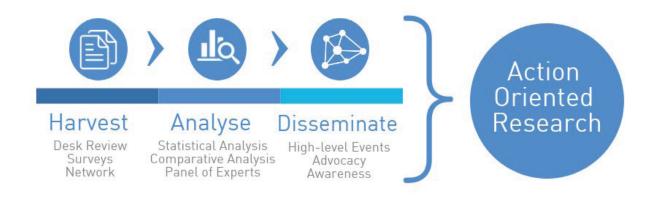
UNICRI works in specialized niches and selected fields of crime prevention, justice, security governance, and risks and benefits of advances in technologies. The Institute adopts a multi-sectoral and holistic approach where applied research, exchange and dissemination of knowledge, training, and the creation of strong partnerships are integral components. The Institute develops tailored context-specific interventions based on concrete needs and citizen-centric approaches.

In the years to come, UNICRI intends to better integrate its efforts at the local, national, and regional levels. In particular, the local dimension of its action will be strengthened, as one of the principal challenges for the upcoming decades will be to build secure, resilient, and flourishing communities. In order to achieve these goals and confront the evolving array of traditional and emerging threats, the Institute uses the following approaches and tools:

As a uniquely structured and situated organization, the Institute brings a number of tools to bear, ranging from direct consultation with local partners and actors to offering advanced educational opportunities and specialized training. Shown in the above graphic and described in further detail below, these provide the basis for a strong record of achievements and a framework for engaging with the strategic priorities and main challenges of the coming years.

Action-Oriented Research – *Research* is one instrument used by UNICRI to expand the knowledge and understanding of problems and tailor appropriate interventions. Research activities range from the collection and analysis of primary data on the magnitude of the phenomena, the structural comparison of specific legislation and jurisprudence, the actors involved, and the assessment of processes and contexts within which laws and policies are enacted. Specific research areas include policing, offender rehabilitation, corrections, the impact of criminal activities, situational crime prevention, reducing vulnerabilities through empowerment, risks associated with science and technology advancement, early-intervention and rapid response, and criminal justice administration.

Research carried out by the Institute also aims to explore how crime and violence hinder development. Activities in this area include the collection of qualitative and quantitative data and the analysis of multiple relationships between processes of socio-economic development, trends in crime, and functioning of criminal justice systems. These activities are intended to support the formulation of targeted social and criminal policy strategies. In the context of crime prevention and control, research activities are conducted through top-down and bottom-up approaches, focusing on the potential effects and efficacy of social control mechanisms, as well as that of specialized programs and strategies. Research initiatives in this area aim at providing comparative information on different policy options and their actual or potential success, thus supporting and contributing to an effective programme design and implementations process.

Field activities – *Field activities* can serve many purposes, often involving capacity-building efforts, such as the development of context-specific programmes in host-countries, the delivery of technical workshops, and the implementation of tailored training for local stakeholders. On multiple topics, UNICRI provides on-the-ground practical advice and mentoring on a multitude of highly-specialized crime and justice-related thematic areas. In addition, UNICRI supports a broad range of actors in the process of designing, planning and implementing medium to long-term programmes. The Institute is also often requested to advise multiple actors on crime and justice-related issues (at both the policy and operational levels), in order to enable these counterparts to respond more effectively to specific challenges they face. UNICRI's action is constantly expanding with activities in the Sahel, Maghreb and project offices currently located in various regions around the world, namely the African Atlantic Façade, North Africa, Central Asia, Eastern and Central Africa, the Middle East, South East Asia and Europe.

UNICRI's filed activities highlights in 2018

4.383	369	25	60	8
Participants to capacity building activities	Workshops and training sessions	Research studies conducted	Partners countries we work with	Regions where our project offices are located

Training – UNICRI's *training* serves as a worldwide centre for excellence on issues of security and justice, and actively contributes to the establishment of sound and sustainable mechanisms of transferring the internal expertise of the Institute. Through a well-developed in-house capacity to design, deliver, manage, and evaluate learning activities, UNICRI training personnel act in a cross-cutting fashion over the various priority focus areas of the Institute. Training is swiftly organized, and delivered (using modern and effective training methodologies) to relevant stakeholders, thanks to a highly-renowned network of experts and partnerships, which is constantly evolving. The resource persons consist of UNICRI's internal subject-matter experts, as well as academics, practitioners, and relevant senior UN officials, ensuring the provision of diverse insights and perspectives. UNICRI promotes the *training of trainers'* principle to assure sustainability. To actively contribute to the establishment of a sound and sustainable mechanism for transferring this expertise, the following four main operational routes have been identified:

Academic Training — Tailor-made Professional Training — Learning Activities Post-conflict Countries — Rapid Support

a. **Academic training**: Since 2002, UNICRI has developed solid expertise in the field of academic training, launching several Master programmes and short post-graduate education courses that centre around the principles of UNICRI's mandate and focus on crime prevention, criminal justice, security, international criminal law and human rights. UNICRI's academic flagship programme is the LL.M. in Transnational Crime and Justice.

b. **Tailor-made professional training** for the capacity development of judicial, legislative, law enforcement and prison personnel, psychologists, social workers and media professionals. Training activities are designed and implemented upon the request of, and jointly with, Member States and/or interested organizations in view of reinforcing the capacities of their personnel. Training courses for judges and prosecutors have been organized for several countries; including Brazil, Egypt and Mozambique.

c. **Learning Activities in Developing/Post-conflict Countries**: To support field operations, UNICRI's training expertise and the ability to design courses and elaborate manuals are uniquely suited for strengthening the rule of law and for reinforcing legal capacities of developing countries/countries in transition.

d. **Rapid Support**: Real-time responses to real-time events significantly extend the reach and impact of interventions in the short term. These responses guide future prevention strategies as the emerging crime and its origins are assessed and addressed with regard to all of its components and complexity.

Partnerships and Networking – In order to successfully carry out its mandate and support the overall mission of the UN, UNICRI works closely with a variety of different stakeholders, including governments, civil society organizations, academic institutions, other international organizations, and a range of subject matter experts. Through participatory engagement, UNICRI brings together policymakers, practitioners and academics to ensure programmatic efforts are carried out via a holistic approach.

UNICRI, together with the European Commission, has developed a network of experts that share knowledge and best practice in the area of CBRN risk mitigation. Currently the network includes 60 countries and 8 Regional Secretariats in the African Atlantic Façade; North Africa and Sahel; Eastern and Central Africa; the Middle East; the Gulf Cooperation Council Countries; South-East Europe and the Caucasus; Central Asia; and South-East Asia.

UNICRI has developed a global network of academic and research institutions, nongovernmental and international organizations committed to raise awareness about the opportunities and risks enabled by advances in biotechnology and life science.

Networking, the formation of partnerships, and regular consultations with stakeholders serve as critical tools for strategic programme development and practical implementation. Within the UNICRI initiative on the Rehabilitation and Reintegration (R&R) of Violent Extremist Offenders (VEOs), the institute has closely partnered with 7 Member States to develop national R&R programs, while liasing with a network of expert stakeholders from over 30 academic institutions, CSOs, UN entities, and Member State Governments on VEO care in prison and community settings.

Since July 2015, UNICRI has been implementing a pilot project on Countering Violent Extremism (CVE) in eight African countries, namely Burkina Faso, Chad, Libya, Mali, Mauritania, Morocco, Niger and Tunisia. In line with its nature, the project is piloting most diverse grass-root projects in these countries and observing their impact on local communities. Within this framework, UNICRI has built a solid partnership with more than 70 CSOs through the analysis of good practices for countering violent extremism in community led initiatives.

Evaluation – By conducting the impact-analysis of ongoing programmes and criminal justice interventions, UNICRI is able to provide a third-party, evidence-based assessment. Through the existing network of practitioners and topic experts, regional comparisons and empirical assessments of processes and outcomes, the Institute can aid in the identification of areas for improvement as well as good practices to be adopted. Evaluation is critical in helping countries achieve sustainable development and significant reduction of inequalities and exclusion. By generating objective evidence, evaluation helps UNICRI achieve greater accountability and facilitates improved learning from past experiences. Since the approval of the Evaluation Policy by the Board of Trustees, more than 25 evaluations have been conducted on key UNICRI initiatives, assessing the relevance, efficiency, effectiveness, sustainability and impact of projects. Evaluations are carried out during implementation of the projects to identify areas for improvement, or at the end of the intervention to determine the extent to which intended outcomes have been produced. Since 2015, UNICRI has been a member of the United Nations Evaluation Group (UNEG), following a positive assessment of its evaluation capacity.

Knowledge Dissemination – The practice of knowledge dissemination is integral to the work of UNICRI. In light of the Institute's unique role as a United Nations entity, the many good practices and lessons learned arising from UNICRI's programmes and activities can be shared with the international community and serve as a global resource. UNICRI employs various methods to enhance learning and raise awareness in the field of crime and justice, such as the organization and hosting of international conferences, workshops, specialized courses for practitioners, an annual Master of Laws (LL.M.) in Translational Crime and Justice. Furthermore, UNICRI directly supports the professional development of national stakeholders in the field, while also promoting cooperation, knowledge sharing, and increased awareness among these different actors based on the institute's acquired expertise and international good practices.

These efforts are strengthened by regular UNICRI publications, including *Freedom from Fear* (F3) magazine, policy papers, and specialized materials concerning the institute's research projects, training, and field activities. Accordingly, knowledge dissemination serves an essential role in UNICRI's approach to address global challenges within the field of crime and justice, in contributing to the international understanding of complex issues and aiding in the achievement of the United Nations' Sustainable Development Goals.

Advocacy is central in UNICRI's comprehensive approach to promote a better understanding of crime and justice-related issues at all levels, while facilitating the development and implementation of effective criminal justice policies globally. The Institute is engaging with Member States on issues of global concern, educating and informing policy-makers and stakeholders in addressing misconceptions on new security threats, and ultimately supporting them in developing innovative practices and policies to shape just, inclusive and peaceful societies.

In this context, UNICRI, together with its partners, has conducted a series of meaningful and strategic advocacy activities over the years, which have encouraged multi-sectoral solutions to address emerging risks. These activities range from providing high-level platforms for governments to engage on CBRN risk mitigation issues, raising awareness among decision-makers, security and media professionals on the risks and benefits of AI and Robotics, to crafting communication campaigns on crime prevention, victims' support and justice related issues.

THREATS AND CHALLENGES

Given the information accumulated by UNICRI through research and needs assessments, analysis of evolving trends, and based on constant feedback from donors, academics, civil society, policymakers and practitioners at the operational level, UNICRI has identified the following threats and challenges to be addressed during the period 2019-2022:

Radicalization and Violent Extremism: Lack of Context-Specific Responses, Weak Criminal Justice Systems, and Gaps in National and Transnational Cooperation

Violent extremism has played a profound role in the dynamics of global society. High profile incidents and rapidly emerging trends have left countries around the world searching for solutions to address the threats posed by this phenomenon. As shown by the UN's Global Counterterrorism Strategy, the issue of terrorism is both broad and crosscutting in nature, extending beyond the domains of intelligence agencies, law enforcement, and the military to communities, corrections, and, more broadly, affecting social cohesion. Criminal justice systems, local communities, the education and private sectors, and multiple other areas have been identified as key stakeholders in implementing resilience strategies for preventing and countering radicalization and violent extremism.

Transnational Organized Crime Involvement in Licit and Illicit Markets: Shadow Economies, Illicit Financial Flows and Possible Links with Terrorist Networks

Illicit financial flows are an issue of increasing concern, reflecting the damage caused by corruption, tax evasion, money laundering, corporate profit shifting and in general the adaptability and profit-oriented infiltration of organized crime. The existing estimations of illicit financial flows, exceeding one trillion US dollars annually, have played an important role in gradually attracting the attention of the international community and encouraging concrete actions in tracing, freezing, seizing, confiscating and recovering assets that have been stolen by corrupt officials, and often feed the continuation of criminality. Moreover, as part of anti-money laundering controls put in place since the 9/11 attacks, there has also been increased attention paid to financial networks that support terrorism.

At the same time, organized crime has increasingly infiltrated the legal economy over the past 30 years. The progressive acquisition of businesses in this sphere is creating the possibility for criminals to operate as legitimate economic actors, laundering illicit proceeds, compromising rules of competition and injecting hazardous, fraudulent and counterfeit goods into legitimate markets, thus weakening the sustainability of legitimate businesses.

Weak Security Governance, Poor Rule of Law and Lack of Accountability of Institutions in Post-Conflict Areas

Post-conflict states are usually characterized by a fragile and limited crime prevention and criminal justice capacity, which makes them particularly vulnerable to the incursion of organized crime and terrorism. Weak security governance and poor rule of law in developing and post-conflict areas can be linked to increased vulnerability to corruption, strained institutional integrity and capacity, overloaded criminal justice systems and pervasive human rights violations. In turn, terrorism and organized crime undermine the rule of law, and thus the sustainability of any planned or needed social and economic development. Moreover, post-conflict and fragile states may also increase regional vulnerability: the cross-border impact of organized crime and terrorism can easily lead to the expansion of criminal networks, political and economic instability, insecurity, increased displacement of people, human trafficking, migrant smuggling and drugs and arms trafficking.

High-Tech Security: Encompassing Global Threats and Solutions

Advancements in technology are growing at an exponential rate. It is difficult to properly understand the global impact, opportunities and challenges related to technology development, including the area of artificial intelligence (AI), augmented and virtual reality (AR and VR), data science, digital biology and biotech, nanotech and digital fabrication, networks and computing systems, robotics, and decentralized technologies such as blockchain. Science, technology and innovation can play a vital role in development and in facilitating efforts to address global issues, but they also pose new security challenges if used for malicious purposes. With regard to threats in this sphere, cybercrime, terrorist organizations' use of the Internet and the Dark web, cyber threats to critical infrastructure, the misuse of AI and machine learning, and the hacking of emerging technologies (like drones and robots) are increasingly affecting states and, consequently, the lives of millions of people.

Threats to Crowded Spaces and Vulnerable Targets

Recent mass-casualty attacks on crowded and public places have demonstrated a concerted need to address the vulnerabilities of so-called 'soft targets'. Highlighted by the ease of ingress and egress and the congregation of civilians, spaces such as schools, shopping malls, hotels, recreational places, tourist attractions, sports venues, transportation terminals and other public locations populate this list of vulnerable places. Notably, the use of vehicles, explosive devices, firearms and other weaponry in such locations represents a contemporary and specifically promoted threat by extremist groups – often seeking to depict the inability of governments to protect their citizens as they go about everyday life.

Vulnerabilities to Criminal Exploitation, Gender Inequalities and Human Rights Violations Against Vulnerable Populations

Conflicts, natural events, and criminal and extremist groups' activities present severe challenges to the security and well-being of various populations. According to the UN Office of the High Commissioner for Human Rights, special attention must be paid to individuals in particular situations of vulnerability to victimization, such as "...children, youth, minorities, indigenous peoples, migrants, internally displaced persons, refugees, stateless persons, persons with disabilities, members of the LGBTI community, older persons, and women and girls exposed to multiple threats". Due to various forms of past and present socio-political and economic disadvantages and inequalities, the rights of these segments of the population may not be adequately prioritized and protected by law-making and law enforcement bodies. These weaknesses in criminal justice policy have exacerbated harm to the rights of vulnerable individuals, especially from targeted forms of crime such as trafficking in persons, domestic violence, hate crime, and labour exploitation.

Emerging Trends in Crimes Impacting the Environment: Illegal Extraction, Use and Trade of Environmental Resources and Trafficking of Hazardous Substances

Crimes impacting the environment are becoming increasingly sophisticated and pervasive. They cover a wide range of different offences, including the illegal extraction, use and trade of fauna, flora, metals and minerals and the illegal use and trade in hazardous substances, such as toxic waste, ozone-depleting substances or CBRN materials. These global issues pose grave environmental, health, social, and economic risk factors, all of which create security and safety threats for a large number of people.

STRATEGIC PRIORITIES

Given the analysis of threats and challenges, and the assessment of UNICRI's tools and approaches, the strategic priorities and related targets detailed below will guide the work of the Institute for the years 2019-2022. They highlight the commitment of UNICRI to support Members States' efforts in advancing toward the UN 2030 Agenda for Sustainable Development. Like any path forward, however, these core priorities represent an envisioned framework that requires a collective effort. The Strategic Programme Framework will be regularly monitored and adjusted as a living tool, able to adapt to the evolving and dynamic context where UNICRI operates.

1. Preventing and Countering Violent Extremism

Drawing on over ten years of experience in the field of P/CVE, UNICRI has identified three priority areas for its future initiatives in support of the UN's Global Counterterrorism Strategy and affiliated resolutions. These areas are; enhancing efforts for rehabilitation and reintegration of violent extremist offenders and returning foreign terrorist fighters, both inside and outside prisons; supporting local communities and civil society organizations in preventing and countering radicalization and extremist activity; and working with vulnerable populations, particularly at-risk youth, to promote empowerment for P/CVE.

Enhanced rehabilitation and reintegration efforts aim to bridge the gaps between in-prison and community-based care, strengthen networks of cooperation and information sharing among stakeholders, increase capacity, and raise awareness among communities for the promotion of successful social reintegration.

UNICRI supports civil society groups which are vital to the implementation of actions designed to limit the influence of violent extremist ideology and challenge the narratives of extremists by offering positive alternatives to violence.

UNICRI intends to strengthen its focus on young individuals, especially youth in detention for violent extremism-related offences. This will be done through specific empowerment activities, community engagement, mentoring schemes as well as by enhancing dialogue between detainees and youth leaders and by engaging young people in the development of alternative messages to contest extremist narratives which incite violence.

UNICRI will support Member States in enhancing their capacities to assist victims of terrorism, including capacity building for developing and implementing protection, rehabilitation and rehabilitation programmes for victims of terrorism.

UNICRI will ensure that Member States elicit the greatest efficiency and effectiveness from their authorities by incorporating detailed knowledge of the nexus between transnational organized crime and terrorism into ongoing crime prevention and counter-terrorism strategies. This includes initiatives related to improving policy intended to prevent the trafficking of persons, drugs, arms, and CBRN materials (among others), both for profit and operational use.

1. Strengthened coherent and effective responses for the prevention of violent extremism through community resilience and the promotion of peace, justice and human development initiatives.

2. Reinforced capacity of Member States to respond to national and transnational security threats posed by violent extremist offenders and returning foreign terrorist fighters.

3. Improved cooperation and communication between stakeholders involved in prevention, rehabilitation and reintegration efforts.

2. Countering Organised Crime and Fighting all Forms of Illegal Trafficking and Illicit Financial Flows

Transnational organised crime and illicit financial flows, including trafficking and stolen assets, have always been critical issues to address. Cross-border flows of funds and assets associated with crime, tax evasion, and corruption are diverse, and by nature, difficult to track and prosecute.

UNICRI will assist and guide countries and their governments to enhance their capacities in detecting, investigating and prosecuting all forms of illicit trafficking. This includes persons, precious metals and gemstones, endangered species, counterfeit products, hazardous waste and CBRN material.

UNICRI will support Member States by producing and disseminating knowledge on the evolution of organized crime strategies, the connections between different forms of illegal trafficking, and the related illicit financial flows.

Furthermore, it will contribute to the research and analysis of the key drivers behind the illicit movements of funds and will provide governmental agencies with up-to-date technical knowledge on how to better prevent, counter and predict organized criminal activities and to better trace, freeze, seize, confiscate, and recover assets linked to major acts of corruption.

UNICRI will also support Member States in dealing with the infiltration of organized crime into the legal economy, providing countries with tools to address the phenomenon and its socio-economic impact while supporting them in improving their legal and investigative responses.

In this way, countries will be able to strengthen their policies, capacities and cooperation to counter organized crime and fight all forms of illicit trafficking and illicit financial flows, as well as to reinforce the legal economy and sustainable development.

1. Increased regional and international cooperation in combating transnational organized crime and in detecting, investigating and prosecuting all forms of illicit trafficking.

2. Improved capacity of Member States to better trace, freeze, seize, confiscate and recover assets linked to major acts of corruption.

3. Strengthened, coherent policies for combating illicit financial flows, addressing existing gaps in their conceptualization, estimation and analysis.

3. Reinforcing the Rule of Law in Post-Conflict Countries

Supporting the process towards sustainable development, peace building and democratic consolidation, UNICRI will promote a holistic and coherent approach to crime prevention, justice and strengthening the rule of law, including promotion of accountable governance and building strong security and judicial sectors in post-conflict countries.

UNICRI will develop analytical tools and research, building up knowledge to identify and better comprehend the criminal justice issues which undermine peace-building and post-conflict recovery. Such efforts are crucial to enhance capacity-building for relevant personnel involved in post-conflict transition and peacekeeping / peacebuilding initiatives to better understand organized crime, assess its impact and related risk factors, and support the development of effective and appropriate policy and law.

Drawing on its training tools, UNICRI will work closely with and provide support to other international organizations, including DPKO, UNDPA and UNDP, in delivering high quality capacity-building assistance to law enforcement institutions/agencies, security forces and justice institutions, and other government institutions, reinforcing and enhancing them through management, review and oversight mechanisms in close coordination and partnership with domestic and international stakeholders.

This includes supporting and fostering dialogue to design and implement national policies and strategies for reforming criminal justice and promoting a culture of lawfulness. Efforts to strengthen the rule of law will seek the involvement and participation of relevant stakeholders including civil society groups, and the empowerment of all segments of society, particularly women, children, minorities and other marginalized groups.

As the nexus between transnational organized crime and terrorism plays out within local communities, local engagement invariably becomes part of the front-line efforts designed to address this nexus. UNICRI will empower local communities to combat threats to security and development.

1. Improved understanding and knowledge of the gaps within the criminal justice systems, the risk factors and the possible linkages between transnational organized and terrorism, which undermine peace-building and post-conflict recovery.

2. Improved capacity of post-conflict countries to strengthen their criminal justice, law enforcement and oversight institutions.

3. Enhanced capacity of UN peacekeeping and peacebuilding personnel in post-conflict countries on criminal justice and security governance.

4. Security through Research, Technology and Innovation

The scope of UNICRI is to analyse and understand the global impacts, opportunities and challenges of technological change, including in the areas of artificial intelligence (AI) and robotics, augmented and virtual reality (AR, VR), big data analytics, data science, digital biology and biotech, nanotech and 3D printing, networks and computing systems, supply chain security and decentralized technologies such as blockchain.

Science, technology and innovation can play a pivotal role in development and in facilitating efforts to address issues of global concern, but they can also pose new security challenges if used for malicious purposes.

As a result, UNICRI will support Member States, international organizations, the private sector, civil society, the scientific and academic community, and other relevant stakeholders to ensure that they are aware of both the risks and opportunities presented by the latest developments in science and technology, including their contribution to the achievement of the Sustainable Development Goals of the UN 2030 Agenda.

1. UNICRI will particularly focus on:

2. Identifying and analysing emerging and future security risks due to technology misuse;

3. Mapping technology innovations to address specific security needs;

Raising awareness and informing policy-makers about the emerging risks and innovative means to address them, and testing forward-looking technology driven solutions for real global problems.

1. Reinforced capabilities of Member States, supporting the development of their national strategies on technology and security.

2. Increased capacity of Member States to manage the risks and opportunities of rapid advances in science and technology, including in the areas of artificial intelligence (AI) and robotics, augmented and virtual reality (AR and VR), big data analytics, data science, digital biology and biotech, nanotech and 3D printing, networks and computing systems, supply chain security and decentralized technologies such as blockchain.

5. Threat Response and Risk Mitigation: Security Governance

In response to the growing range of multi-dimensional, crosscutting and cross-border threats to both the very stability of Member States and their populations, UNICRI aims to support Member States to mitigate risks locally with a view toward increasing safety and security globally. To this end, UNICRI will continue to support the development of strategies that identify specific and actionable means of preventing, detecting and responding to a wide variety of risks worldwide. Additionally, UNICRI will invest in the development and testing of innovative ideas and promote globally the lessons learnt and best practices identified locally.

UNICRI's Security Governance approach is build upon several common principles. First, UNICRI will continue to promote the investment in safety and security, since the costs of prevention are much lower than the cost of recovery. Second, public capacity alone has proven to be insufficient to address safety and security issues. Therefore, UNICRI will continue to facilitate coordination among the different stakeholders and create partnerships with the private sector to allow for resource optimization, a holistic approach and the incorporation of innovative technologies and approaches. Third, UNICRI recognizes that trust is needed to overcome obstacles in multi-stakeholder cooperation and, therefore, the organization will continue to invest in the creation of trusted communities. Fourth, UNICRI will continue to enhance its methodology for security planning relying on a flexible approach to ensure that Member States and relevant authorities can easily adapt to the changing security environment. Finally, to ensure sustainability, it is crucial that local authorities continue to have the ownership of the safety and security plan and are ever more empowered to access internationally available recourses to address safety and security needs.

UNICRI has been operational in this respect since 2001, building trusted partnerships with 95 Members States on a broad range of issues related to national and international safety and security. UNICRI's continue to work to support Members State to mitigate risks related to chemical, biological, radiological and nuclear (CBRN) material, improve security at major events, protect crowded spaces and vulnerable target, ensure tourism security, improve community resilience to terrorism attack/threats, improve cyber security and promote the safety and security aspects of biotechnology. In the application of its Security Governance approach in each of these areas, UNICRI will continue its fruitful interactions with international and regional organizations, governmental and non-governmental bodies, the private sector, civil society organizations, and universities.

1. Increased number of Member States have established non-invasive, integrated and holistic safety and security planning policies (documentation, coordination and local ownership).

2. Improved inter-agency cooperation at the national, regional and international levels to more effectively allocate resources to improve safety and security (National action plans used, and donor coordination takes place)

3. Enhanced capacity of Member States to prevent, detect and respond to security threats facilitated

6. Preventing Crime through the Protection and Empowerment of Vulnerable Groups

UNICRI works to achieve a context-based understanding of challenges and gaps at the institutional and community levels for the early-identification and management of people considered at risk of becoming offenders or victims of crime. Special attention is given to those populations more exposed to violence, abuse and exploitation, such as minors, women and people from marginalized communities, especially in developing, transitioning and post-conflict areas.

Reinforced networks and strengthened cooperation mechanisms among the stakeholders (state institutions, public and private services, law enforcement agencies, civil society, etc.) are expected to provide rapid intervention in high-risk situations, ensuring the protection of human rights and gender-sensitive approaches.

UNICRI acts to enhance capacities of key actors within government institutions and communities to reduce factors that influence an individual's likelihood of committing a crime (social exclusion, discrimination, lack of education, unemployment, etc.) and to reinforce individual and societal resilience through community-based programs promoting positive social values and development, and empowering youth. For those already in conflict with the law, UNICRI works to enhance capacities of key actors within the judicial and social systems, to provide rapid intervention and promote the implementation of alternative measures and diversion programs for offenders with specific needs, such as juvenile offenders, facilitating their social reintegration and preventing recidivism.

UNICRI also supports governments in strengthening the capacity of policy makers, professionals working in the public and private sectors, as well as civil society and communities at large, in preventing drug use and providing responses in the overall treatment, recovery and rehabilitation for drug addiction, while considering the challenges posed by gender issues, cultural and religious diversity. UNICRI's work in this field aims to enhance institutional capabilities, promote professional knowledge-sharing and facilitate the establishment of an integrated and comprehensive system of interventions, which represents the basis for planning and ensuring continuity of care, improving clinical management, and facilitating access to services. All these are critical factors in the framework of crime prevention strategies and interventions.

1. Established context-based pathways and improved mechanisms for promoting and delivering crime prevention initiatives targeted to vulnerable populations, reducing risk factors and promoting positive change.

2. Enhanced capacities of key actors in reaching at-risk individuals and populations through early intervention programs to prevent crime and victimization.

3. Improved coordination and participation of civil society groups in efforts to protect vulnerable groups and promote peaceful and inclusive societies.

TRANSFORMING

OUR WORLD

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT