

Enhancing Cooperation and Coordination

Training workshop for SRB Nairobi and National Central Bureaux

WORKSHOP REPORT

27-31 October 2003, Victoria – Seychelles

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Enhancing Cooperation and Coordination Training workshop for SRB and NCBs

Introduction

Representatives from nine countries of Eastern Africa¹ met for the third workshop on enhancing cooperation and coordination among the national central bureaux and the sub-regional bureaux of the International Criminal Police Organisation (Interpol). The workshop was sponsored by the Interpol Sub-regional Bureau (SRB) for Eastern Africa and the Institute for Security Studies (ISS).² The government of the Seychelles, as the host government, provided valuable assistance to all delegates while they were in the country.

The workshop training was provided by representatives of the South African Police Service (SAPS), the Interpol General Secretariat (IPSG), the Interpol SRB Nairobi and the ISS.

The objectives of the workshop were to:

- Familiarise participants with the current policies and procedures for the management of national central bureaux;
- Institutionalize procedures for NCBs through, for example, Standard Operating Procedures (SOPs);
- Review progress in the implementation of the 2001 Zanzibar recommendations at the NCB and SRB level;
- Share information on approaches to priority crimes by countries in Africa;
- Establish working relationships between the NCBs and the SRB in Eastern Africa.

This report presents a summary of the presentations made at the workshop. The report concludes with the recommendations adopted by participants during the meeting.

¹ Burundi, Djibouti, Eritrea, Kenya, Rwanda, Seychelles, Sudan, Tanzania, Uganda

² The ISS Arms Management Programme was able to sponsor this training workshop through the valued support of its donors, including the governments of Norway, Sweden, Switzerland, the Netherlands and Germany. This report was compiled by Sarah Meek and Thokozani Thusi of the ISS.

Opening

In his remarks, Mr PJ Kimundi, the head of the Interpol Subregional Bureau for Eastern Africa and of the Eastern Africa Regional Police Chiefs Cooperation Organisation (EAPCCO) welcomed participants on behalf of the SRB/EAPCCO and drew their attention to the fact that the workshop is the third in a series designed to improve cooperation and coordination between the SRB and the NCBs in Eastern Africa, as mandated at the 2nd EAPCCO Annual General Meeting in June 2000. The purpose of the sessions is to foster closer cooperation and build mutual trust and understanding among NCB officers from EAPCCO member states. The first workshop was held in Zanzibar in 2001 and the second in Asmara in 2002. The current workshop, however, had the highest level of participation. He noted that the NCBs in all Interpol member states are the focal points in promoting international police cooperation.

Mr Kimundi thanked the ISS for their support of the workshop and the ongoing collaboration between EAPCCO and the Institute. He noted that such cooperation was an important way by which civil society organizations could support the work of EAPCCO.

He concluded by thanking the government of Seychelles and especially the Seychelles police for their continued support and participation and for agreeing to host the workshop.

His Excellency, Mr J Belmont, Minister for Land Use and Habitat, was then requested to open the workshop. In his address, he welcomed participants to the Seychelles and expressed his appreciation that the workshop was being held in his country. He noted the important work that has been undertaken by policing agencies in the region and that cooperation between the countries in the region continues to grow. He wished participants useful deliberations and reiterated the importance that the government of Seychelles places in such meetings.

Summary of presentations

Session 1 – Introduction to the management of an Interpol National Central Bureau (Resource person – G Foxcroft, South African Police Service)

The first presentation focused on the benefits of establishing policies and procedures for the management of an NCB. The presentation started with an overview of what is encompassed by “policy” and what effect this has on the functioning of an NCB. Although there are both negative and positive views on the need for a policy document, it was emphasized that a policy document can be used to justify various needs (e.g. additional personnel, funding or resources) and can ensure accountability.

National central bureaux follow the strategic objectives of Interpol. The strategic objectives of an NCB include:

- Professional investigative support
- Effective dissemination of information
- Train members of policing agency regarding capacity of Interpol
- Ensure accountability
- Link between national police agency and foreign law enforcement agencies

The structure of an NCB is determined by:

- The placement of an NCB within a country
- The size of the NCB
- The activities assigned to the NCB

An ideal structure for an NCB would include the following:

Management and Administration

- Head of the NCB
- Administration Section

Operational

- Distribution desk
- Vehicle
- Drugs
- General
- Economic
- Extradition

Intelligence

- Projects
- Operational support
- Information technology

The need for an operational policy can never be overemphasized. Not only can it be used as a measuring tool but it is also a means of determining the effectiveness of the NCB office.

Session 2 – Introduction to Customer Service Training and Development (Resource person – Asst. Comm. JK Phahlane, South African Police Service)

Customer service training and delivery is an important component of establishing an effective NCB. The first step is to review the current situation in order to determine how to improve its operation and provide better service.

There needs to be a focus on the manner in which service is provided, as well as the skills levels within the NCB, as this is crucial in the evaluation process.

In undertaking to improve customer service delivery, those managing the process need to be prepared to deal with resistance to change within the internal environment.

An important starting point for this process is to think about what the NCB does to satisfy its customers, and what helps customers believe that the service provided is of quality. This leads to an assessment of service provision.

In considering customer service, there are four absolutes: Quality, Systems, Performance Standards and Quality Measurements. These can be transcribed into performance standards for improving service delivery within the NCB. Once these standards are in place however, they need to be evaluated to ensure that they are being met. It is important to remember that it is impossible to provide good service without considering internal functioning of the organization and feedback from customers.

Session 3 – Familiarization with EAPCCO Agreements and Protocols (Resource person - Mr A Dahia, SRB Nairobi)

All EAPCCO members are members of Interpol, which suggests that they:

- Have access to Interpol communication facilities and other technical assistance.
- Have access to Interpol databases
- Contribute to updating Interpol databases through NCBs.

The following agreements provide the framework for cooperation among police agencies in Eastern Africa.

(1) EAPCCO Constitution

(Came into force on 21 August 2002)

Objectives of EAPCCO as envisaged in article (3):

- To strengthen, promote joint strategies to address cross border crime.
- Sharing of ordinary criminal law related crime information.
- Legal harmonization, in areas relating to extradition and mutual assistance.
- Create such organs and instruments as may be necessary to achieve objectives.

Principles of Co-operation

The constitution pointed out a number of principles of co-operation to be observed these are: (Article (4)):

- Respect of sovereignty and non-interference in internal affairs.
- Equality of police forces.
- Professionalism.
- Observation of human rights.
- Mutual benefit to all members.
- Mutual respect and good will.

(2) Agreement of Mutual Assistance in Combating Crime

(Signed by seven members, ratification pending)

Main features of the agreement.

Right of entry for a police officer of a state party to other contracting countries to:

- Investigate a case committed in the visiting country.
- Trace and question a witness in connection with a case under investigation.
- Co-operate or assist as contemplated in this agreement.

- The conditions controlling the above areas are laid out in articles/3(2) and 3(3) of the agreement.
- Exchange of crime related information on daily basis.
- Co-operation in border control.
- Control delivery of illegal substances.
- Technical assistance and expertise.
- Return of stolen property to its legal owner (Enable him to identify his property).
- Logistical support/wherever is reasonably practicable and possible.

(3) Proposed Agreement on Combating Terrorism

The document was adopted by the police chiefs in Zanzibar, Tanzania in August 2003 but has yet to be signed by the responsible ministers of member states.

Areas of co-operation addressed:

- Co-operate on timely basis by exchange of information on terrorism related activities.
- Offer investigative support to each other.
- Extradite suspects or criminals in connection with terrorist activities.

(4) Proposed Agreement on Combating Narcotics

Adopted and passed by the police chiefs in Zanzibar in August 2002, to the responsible ministers for signature.

Areas of Co-operation to be addressed:

- Legislation to: criminalize all illegal drugs activities (cultivation, production, procession, extraction, exportation, importation, purchasing or financing).
- Confiscation of narcotics, equipments, means of transport or media used or money earned from crime related activities.
- Extradition of criminals or suspects.

(5) Protocol for the control of Small Arms and Light Weapons

As implementation of the Nairobi Declaration on Small Arms and Light Weapons (SALW).

Objectives of the protocol: (Article (2) of the protocol)

- To prevent, combat, eradicate illicit manufacturing, trafficking and illegal possession and use of and prevent excessive and destabilising accumulation of SALW.
- Promote and facilitate information sharing and co-operation
- Encourage law enforcement, control and management measures held by states parties, and civil society.

Areas to be addressed:

- Effective national legislations
- Law enforcement agencies co-operation
- Regulation of the manufacture, possession, transfer and use of SALW.

It is only through NCBs that we can translate all these legal texts and the desire of our police chiefs to practical and tangible results on the ground, so let us continue doing that in a better way.

Session 4 – Firearm policies and procedures – the South African experience (Resource person – Asst. Comm. G Kruser, SAPS)

The South African Police Service (SAPS) have implemented a five pillar firearms strategy in order “to eradicate the proliferation of firearms for use and availability in crime and violence in South Africa”. The Firearms Strategy was approved in September 2000 and is coordinated through the Strategic Management Division of the SAPS, with senior project managers responsible for various aspects of the strategy.

The first pillar focuses on firearm-related regulators, including the Firearms Control Act of 2000 (which currently only has two provisions in force) and the Southern African Development Community (SADC) Protocol on the Control of Firearms, Ammunition and Related Materials. The second pillar is called “The Development and Maintenance of Effective Control Processes and Procedures for Firearms” and incorporates the implementation of the Firearms Control Act, including a new Firearms Control System that will manage the processes of firearms from acquisition to export or destruction.

Pillar three of the Firearms Strategy focuses on the reduction and eradication of the illegal pool and criminal use of firearms. This pillar is the primary driver behind the operational combating approach and includes a focus on control dysfunctions, detection of illegal origins, tracing, and the reduction and management of state-owned weapons. The fourth pillar focuses on the prevention of crime and violence through awareness and social crime prevention partnerships. The pillar has as its focus the implementation of firearm free

zones in schools in South Africa and developing an attitude of responsible firearm ownership and use.

The fifth pillar is regional and sector cooperation. Its intent is to enhance information sharing and relationship building through regional cooperation.

Recently, the SAPS launched a firearms combating initiative, Operation Sethunya. The aim of the operation was to establish a combating operation to eradicate the proliferation of firearms for the use and availability in crime and violence in South Africa. The objectives were to trace recovered illegal firearms and test legal compliance. The operation ran from April – September 2003.

The SAPS have also been prioritizing the destruction of confiscated, surplus and obsolete firearms as part of their implementation of the firearms strategy.

Session 5 – Functions of the SRB, EAPCCO and its organs (Resource person – Mr PJ Kimundi, Head, SRB Nairobi)

The concept of international police cooperation was first recognized as necessary in the early 1900s. The first international crime police congress was held in Monaco in 1914. The second, held in 1923 eventually led to the current International Criminal Police Organization (Interpol). Today, Interpol has a total membership of 181 countries. In 1985, the organization adopted a policy of establishing regional bureaus. Today, there are three SRBs in Africa (Nairobi, Harare and Abidjan). The purpose of the SRB is to represent the Interpol General Secretariat (IPSG) in the region, to support the NCBs in their work in order to strengthen international police cooperation and to support and facilitate the work of the organs of Interpol.

Each SRB is considered a department of the IPSG and is subject to Interpol's constitution and general regulations. The SRB in Nairobi was established with effect from 11 September 1999 and supports eleven countries in Eastern Africa (Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan, Tanzania and Uganda). The head of the SRB is appointed by the Interpol Secretary-General and is seconded to the SRB by a member country, as are other officers in the SRB.

The SRB Nairobi has crime desks on the following topics: terrorism, cattle rustling, firearms trafficking, drug trafficking, motor vehicle theft, financial and economic crime, environmental crime and trafficking in human beings. There are currently six officers seconded from five countries at the SRB. Kenya, as the host country, provides administrative support to the SRB.

The SRB also serves as the Secretariat for the Eastern Africa Police Chiefs Cooperation Organization (EAPCCO). Members of EAPCCO meet annually at the Council of Police Chiefs (CPC). The CPC is the highest decision-making authority responsible for policy, efficient functioning of EAPCCO and all matters relating to regional police cooperation.

EAPCCO functions with a Council of Ministers, which is held consecutively with the Annual General Meeting (AGM), the Permanent Coordinating Committee (PCP) and two sub-committees (legal and training).

To date, the SRB has completed 82 missions. The achievements to date include:

- Constitution of EAPCCO drafted and adopted by all member countries;
- Procedures for exporting second-hand motor vehicles designed and awaiting implementation;
- Authority for the government of Sudan to establish a regional scientific research centre for combating narcotic drugs in Eastern Africa.
- Challenges for the SRB include improving the communication channels between the SRB and NCBs, as well as further coordinating police activities in Eastern Africa.

Session 6 –Implementing the Zanzibar recommendations: country reports (Chairperson – Mr AG Tamale, SRB Nairobi)

At a meeting of NCBs and the SRB in Zanzibar in August 2001, participants adopted a set of recommendations (see appendix). These recommendations set out standards of practice and areas of attention for NCBs in Eastern Africa. The participants of the 2003 Seychelles workshop provided country reports on their implementation of these recommendations.

Burundi

The delegation from Burundi noted the Zanzibar recommendations that had been presented and indicated that they will be applied nationally. However the Burundi police force is currently undergoing restructuring, so implementation will be affected for the time being. It was noted that the political situation in the country also affects the ability of the country to implement certain policies and provide timeous responses to requests for information. There are also serious resource constraints that affect implementation.

The report indicated that there were no difficulties in communication with the SRB.

Djibouti

The delegation of Djibouti indicated that the lack of information provided in French was a serious impediment to the implementation of recommendations. Although it was noted that the working language of the SRB is English and each NCB should undertake to have capacity in the four Interpol languages, Djibouti still is facing challenges in this regard. A discussion on working languages ensued, which is reflected in the recommendations of this report.

Eritrea

The delegation of Eritrea provided an update of its implementation of the Zanzibar recommendations.

The NCB, although inadequately staffed and short of other resources is effectively fulfilling its obligations. Moreover, when the communication system of I-24/7 is installed its overall function will be upgraded. Communication and working relationships have been established between all the member countries, although without the benefit of the X-400 system. Requests for information and assistance are being properly responded to in a timely manner.

The NCB is provided with the necessary facilities including computers and two officers of our NCB had been trained in the application of comprehensive computer system.

In order to facilitate identification and prioritization of particular crimes such as firearms related crimes (although crimes of this nature are minimal in our country), a desk will be established within the NCB.

To enhance and harmonise training methods for all Interpol personnel about the function and roles of NCBs, the NCB will design a programme of training based on the principles, objectives and the mandate of ICPO, and will cooperate with member states of the East Africa region.

The Eritrean police have a central database concerning firearms and in the future it has plans to extend the programme to other local law enforcement agencies. The provisions of training in the use of such databases would also be put into consideration.

Kenya

The delegation of Kenya provided an update of its implementation of the Zanzibar recommendations.

NCB Nairobi has ensured that staffs are retained for a suitable period of at least three years in order to maintain continuity of service.

NCB Nairobi has maintained communication within the East African Region and beyond and all communications are copied to SRB Nairobi and ICPO General Secretariat. The NCB Nairobi has good working relations with the Immigration Department, Customs, National Registration of Persons and the Kenya Airports Authority.

In 2001, the Criminal Investigation Department bought four computers for NCB Nairobi with Internet connections. All the staff are trained on the use of these computers and how to use the Internet. The NCB is in the process of connecting to the I-24/7 system.

Requests from the SRB and other NCBs are adequately responded to although at times there is delay, as the information has to be sourced from other stakeholders.

There are specialised desks are in place for the following crimes:

- 1) Firearms
- 2) Theft of motor vehicles
- 3) Financial and Economic crimes
- 4) Wildlife and Environmental crimes
- 5) Drugs
- 6) Terrorism desk is being established

NCB Nairobi has established a contact point for the coordination and regular contact between key stakeholders especially with the Registers of Motor Vehicles, Registrar of Persons, Kenya Bankers Association, Kenya Wildlife Services and several others.

The personnel attached to NCB Nairobi are trained within the Eastern Africa region and abroad on Interpol matters. This training has enhanced the working relationship between all key stakeholders. Lectures are being delivered to Police Officers in our main Police College and at CID Training School on the subject of Interpol. They are all made aware of the functions of the Organisation.

A national database on firearms is being maintained at our headquarters and training on the effective use of it is being carried out.

Rwanda

The delegation of Rwanda provided an update of its implementation of the Zanzibar recommendations.

The NCB is aware of the need to retain staff for a suitable period of time and has undertaken to improve communication and working relationships between NCBs, the SRB and the IPSEG.

In terms of providing data and information to IWETS, the delegation from Rwanda stated that this is under consideration. Delays have occurred due to draft legislation currently before cabinet. Its approval will allow the process to move forward.

Although efforts are being made to ensure that adequate resources are available, it was recognized that there is still room for improvement, especially in the provision of computers and computer training.

The NCB has designated a point of contact and is working to harmonise its training, as well as enhance interaction between key stakeholders. Efforts to raise awareness are also taking place, for example through the media and police training, as well as through regular meetings with other stakeholders.

The NCB noted that a firearms database does not yet exist, although the project is in progress.

Seychelles

The delegation of the Seychelles noted the following points in their report on the implementation of the Zanzibar recommendations:

- Staff turnover has not occurred in five years at the NCB.

- Communication between the Seychelles NCB and others in the region was good, as it was with the SRB.
- There was good engagement with the IPSG as well, although limited due to the low requirements of the Seychelles NCB.
- On communication, responding to requests and utilizing databases, Seychelles is meeting its requirements in these areas.
- Advantage has been taken of training opportunities and most officers at the NCB are computer literate.
- The NCB has not found it necessary yet to establish specialized desks for priority crimes, as the overall prevalence of crime is low. However crime trends are being monitored and can be responded to as necessary. The same applies to the establishment of a firearms database, as only security forces have firearms and registers are kept of these weapons by those forces.
- The NCB actively undertakes to raise awareness of its activities among key stakeholders.

Sudan

The delegation of Sudan noted the following points in their report on the implementation of the Zanzibar recommendations:

The current staff at NCB Khartoum have been working for a long period of time, and recently three officers were attached with specialization of translation and information technology. It has been agreed that each officer should stay at least three years.

The NCB has frequent failures with the x400 system, hindering communications with other NCBs, the SRB and IPSG. Most of the time the fax machine is used to communicate urgent matters.

The NCB is now preparing to implement the I-24/7 system, which should improve the situation, especially when linked with the local network that guarantees access to the central database of the Sudan police.

The NCB receives suitable financial support from Sudan Police HQs and the NCB has had access to training. The NCB has participated in all the training courses conducted by the SRB and nationally has set training courses for staff and personnel on translation and computer skills.

The NCB has established the following desks:

- Terrorism
- Financial crimes
- Criminal Intelligence
- Firearms, with collaboration with the National Focal Point (NFP), which was established within the structure of CID and now cooperates with the Nairobi Secretariat.

In the near future some officers from other police units (e.g. CID, wildlife, civil defence) will be attached to NCB Khartoum to act as contact points enhancing the collection of information and data required.

The NCB is raising the awareness of the public within the local press and the military personnel and other police officers within the country. It is also preparing to publish information identifying the role of the NCB on the official website of the Sudan Police. There is firearms related databases that has been established by the NFP within the CID.

Tanzania

The delegation of Tanzania noted the following points in their report on the implementation of the Zanzibar recommendations:

The NCB currently has an adequate number of staff to render services to the standards of Interpol and it recognizes the importance of retaining skilled staff within the NCB. The NCB works closely with other NCBs, the SRB and the IPSP. The NCB has supported joint operations with neighbouring countries, as well as through routine information and intelligence exchange.

The NCB strives to respond to all requests for information and assistance received, within the agreed maximum time scales.

Tanzania uses ROCCISS (Regional Organized Crime and Criminal Information Sharing System), which has replaced IWETS for the NCB's purpose. Despite financial constraints, the NCB has sufficient computers and skilled personnel.

The NCB has the following specialized desks:

- Motor vehicle theft
- Offences against women and minors
- Trafficking in human beings
- Firearms
- Anti-terrorism
- Economic and financial crimes

The NCB has established an economic crime coordinating committee, which includes representatives of the police, banks and other financial institutions and other government department (e.g. customs and immigration).

The NCB raises awareness of its activities primarily during cross-border operations, disseminating information to the media and general public.

There is a national database for licensed firearms.

Uganda

The delegation of Uganda noted the following points in their report on the implementation of the Zanzibar recommendations:

It noted that it enjoys a good working relationship with both national stakeholders and other NCBs in the sub-region and beyond. The NCB endeavours to respond in a timely manner to requests for information from other NCBs.

Inevitable delays are experienced however where the requisite information is not forthcoming from other departments.

The NCB has a sufficient number of computers for IT and is anticipating the acquisition of the I-24/7 communication system.

Specialized desks for the prevalent crime categories are in place and recruitment and training of staff locally are on-going. Where opportunity arises to train staff overseas, it is welcomed.

As a way of publicising and marketing the activities of the NCB, Police Management has authorised the participation of NCB officers in Police Public Relations programmes both on the electronic and the print media.

With the establishment of a National Focal Point on Illicit Firearms, the NCB now liaises closely with this organ on matters of firearms. A national database has been established for this purpose.

Session 7 – NCB service standards and objectives (Resource person – Mr M Adamu, IPSG)

Each Interpol National Central Bureau has agreed to eighteen service standards to guide their work. These are:

1. Provide 24-hour communication service: including establishing I 24/7 communication links and using standard message formats and having effective means of communicating with police forces and other enforcement agencies electronically (e.g. fax or telex).
2. Language capability: where appropriate, all NCBs should have a capability in the four Interpol languages (English, French, Spanish and Arabic).
3. Call-out facility: each NCB should have a published mechanism to 'call-out' case officers, who must have access to basic language skills.
4. Police vocabulary: Case officers need to have a good working knowledge of official/legal/police vocabulary in general use.
5. Access to investigations: There must be the capability to direct enquiries to the attention of the relevant investigator as well as the capability to call out investigators requiring immediate attention.
6. Contact officer: NCBs should appoint a contact officer with appropriate language skills, in regions where the scheme has been introduced.
7. Classification of messages: Messages should be classified in accordance with the I-24/7 standards. The messages should be classified according to the following time scales:
 - a. Urgent: immediate
 - b. Normal: 2 hours
 - c. Non-urgent: 24 hours

An explanation, including the reason for classification, should be given in each message and each message should be headed with a title or summary of subject area (e.g. request for fingerprints).

8. Time limits for responses: NCBs should require police agencies to respond to enquiries within the following maximum time scales:
 - a. Urgent: respond within 24 hours
 - b. Normal: as soon as possible, within 10 days
 - c. Non-urgent: as soon as possible, within one month.

Standards 7 and 8 should be published and agreed with law enforcement agencies in each member country.

9. Fast-track system: NCBs should have a system for moving urgent messages through the bureau. A contact officer network can be helpful in this regard.
10. Quality control of messages: ensure that out-going messages from the NCB are classified with the correct priority and details. This will require a suitably experienced person and checks should be made on the accuracy and content of out-going messages.
11. Monitoring progress of messages/enquiries: Each NCB should monitor the progress of enquiries sent to NCBs or police agencies. Messages/enquiries should be dealt with in terms of the classifications in point 7.
12. Registry system: NCBs should have a registry system that allows immediate and accurate retrieval of case files.
13. Provision of specific categories of information: for specific request, the following maximum response times apply:
 - a. Wanted or missing persons, stolen motor vehicle or stolen property: within two hours.
 - b. Convicted persons, criminal records fingerprints, photographed criminals, serving prisoners, telephone subscribers. Vehicle owners/registration: within 24 hours
 - c. Passport applications/photos, company registers, driving licenses, censuses/votes registers, tax registers: within 7 days
14. Management control of key functions: Each NCB should have direct control (or by management group) over its communications service, registry and case officers.
15. Access to policy guidelines: NCB staff should have ready access to bureau policy, procedures, guidelines and instructions.
16. Strategy: NCBs should develop a strategy for dealing with regional issues.

17. Sub-division of case-work officers: NCBs should consider case work into key subject areas, including: drugs, violence against persons, theft (including motor vehicle crimes) and economic crime.
18. Intelligence coordinator: Each NCB should look at appointing an intelligence coordinator who would create and maintain awareness within the NCB and law enforcement units of the capacity of Interpol to provide information and the value of all member countries providing relevant information to enter into the databases.

Session 8 – Role of the ICPO in combating international crime (Resource person Mr P Vowe, IPSG)

The International Criminal Police Organization (Interpol) took on its current form in 1956 and established its headquarters in Lyon in 1989. It has 181 member countries and has permanent observer status with the United Nations. It also engages with other governmental, law enforcement and professional organisations.

Interpol's vision is to help create a safer world and its aim is to provide a unique range of essential services for the law enforcement effort to combat transnational crime.

Interpol's function is two-fold: to ensure and promote the widest possible mutual assistance between all criminal police authorities and to establish and develop institutions likely to contribute effectively to the prevention and suppression of ordinary law crimes. It is forbidden for the organization to undertake any intervention or activities of a military, political, racial or religious background.

International police cooperation works under certain principles:

- Respect for national sovereignty
- Universality
- Cooperation with other agencies
- Enforcement of ordinary criminal law
- Equality of all member states
- Flexibility of working methods.

Interpol's key roles are to enable the exchange of, store, process and analyse criminal data. The secretariat acts as the global coordinator for these functions. Interpol has a Secretary-General, with directors overseeing key areas. For the purpose of the workshop, the Director of Regional and National Police Services (RNPS) is most relevant.

The RNPS has an office for SRB Coordination and officers who coordinate the work of the NCBs in Africa, Asia and the South Pacific, Americas, Europe and the Middle East and North Africa. The RNPS helps to promote a network of regional

institutions, develop effective and strategic alliances and meet real law enforcement needs.

Priorities for 2003 and future years

Core task 1: improve the exchange of information and intelligence;

Core task 2: Expand information systems;

Core task 3: Make criminal police competence available to member countries;

Core task 4: Develop criminal analysis as a core Area

Strategic Direction and Focus

IPSG Programmes

- Global Communication System I 24/7
- Command and Coordination Centre
- Regional and National Police Services
- Valuable Databases of Police Information
- Priority Crime Areas for IPSG
- Effective Communication Strategy
- Infrastructure Support

RNPS Projects

- Training
- Regional Development
- Coordination Police Chief Meetings
- NCBs Performance
- Joint Operations
- RN Crime Areas
- International Organizations (IO/NGO)
- Implementation of MOUs
- Contact Officers Networks

Session 9 - Regional & National Police Services: Recommendations concerning the evaluation of Interpol SRBs in Africa (Resource person, Mr P Vowe, IPSG)

Regional bureaux have existed between 5-10 years, and with the new structure of the IPSG, 'regionalization' has become one of the agreed priorities. However in order to achieve this a review of operation found the need for certain recommendations to be made and implemented in order to ensure effective 'regionalization' occurs.

These recommendations are as follows:

Recommendation I

Create a foundation model structure for SRBs:

- Develop a staffing profile, standard technical equipment, funding responsibility and accountability process;
- Ensure secondment from each country within the region of the SRB.

Recommendation II

Model structure for each SRB office:

- Harare - 12 liaison officers (LOs) for 12 Member States (MS) - (actual: 12 LOs from 9 MS);
- Nairobi - 12 liaison officers for 12 Member States - (actual 5 LOs from 5 MS);
- Abidjan - 24 liaison officers for 16 Member States (8 additional liaison officers to cover the 8 Central African States) - (14 LOs from 7 MS);
- Buenos Aires - 12 liaison officers for 12 Member States - (actual 3 LOs from 12 MS);
- San Salvador - 8 liaison officers for 8 Member States - (staffing in planning)

Recommendation III

Technical, administrative and support staff:

- Need for additional staffing to respond to identified global, continental and regional crime projects.

Recommendation IV

Define role of Regional Commissioners and the IPSG as well as regional police chiefs organizations (SARPCCO / EAPCCO / WAPCCO):

- Reach common standards in the governance relationship for all SRBs,

- Clarify the role of the IPSPG for tasking, directing and monitoring.

Recommendation V

Strategic planning framework:

- Develop mutually agreed priorities between all parties in the governance relationship.

Recommendation VI

Rename SRBs:

- For greater organisational clarity and international understanding of what SRBs really are, they should be renamed as Interpol (Regional) Bureaux,

Recommendation VII

Management control mechanism:

- Develop monitoring and management control procedures for SRBs;
- Initiate control and performance measures.

Recommendation VIII

Interpol programmes and projects:

- Operational activities monitored and measured for success;
- SRBs will have a very important role to play in supporting, conducting and participating in various national, regional and global crime projects.

Recommendation IX

Information systems facilities for staff at NCBs/SRBs:

- Access to all I-24/7 services;
- Prioritize installation of information systems;
- Utilise satellite connections.

Recommendation X

Regional stations (Abidjan, Nairobi, Puerto Rico, Buenos Aires, Canberra and Tokyo):

- The staff and the services are provided at no cost to Interpol;
- Each regional station should be considered individually to determine their

future.

Recommendation XI

Staff training policy:

- I-24/7 familiarisation training for SRB staff;
- Familiarising and mobilising regional NCBs in the use of the improved communication opportunities afforded by the new network;
- Providing technical support.

Session 10 – Management of EAPCCO motor vehicle certificate (Resource person, Mr A Dahia)

The theft and illicit trafficking of motor vehicles is a form of organized crime. The available statistics indicate that motor vehicle crime is growing in Eastern Africa. Therefore effective cooperation and coordination is required locally, regionally and internationally. Bearing this in mind, the chiefs of police of EAPCCO have agreed to adopt a motor vehicle clearance certificate and to make it operational in the region.

The certificate will be supplemented by definitions and each certificate will have security features to prevent forgery. The certificates will be supplied based on the stated need of each country. The serial numbers of certificates ordered will be verified and recorded before use.

In issuing clearance certificates, certain procedures will be followed. Officers issuing certificates will need to be trained in vehicle identification, relevant legislation and motor vehicle database enquiries.

Each quarter, vehicle clearance audits should be sent to the SRB via the NCB. These will be archived at the SRB for 10 years. Any theft or loss of clearance certificates must be reported to the SRB.

Session 11 – Tracing firearms (Resource person, Sr Supt S Joubert, SAPS)

Background

The need to trace firearms is appearing in many international and regional instruments on firearms and small arms. Effective recordkeeping and marking are the cornerstones for successful tracing.

There are several reasons why tracing has become so important. First, it is a way to identify firearms used to commit violent crime. Second, firearms that are contraband can be identified and their source determined. Third, through marking, each weapon can be individually identified and finally, tracing a firearm becomes an effective investigation tool.

There are several steps required in tracing. These are:

- Physical identification of the firearm
- Status of ownership and responsibility
- Determination of origin
- Identification any modifications/malfunctions
- Determine chain of possession
- Possible criminal use
- Re-assess evidential value

Session 12 – Cross-border operations (Resource person, Sr Supt S Joubert, SAPS)

For effective cross-border operations to destroy firearms to be implemented, planning is key to the process. There are a series of meetings and phases that must be considered, including:

- Pre-operation and planning phase
- Pre-operation planning meetings
- Planning meetings
- Reconnaissance of the area of operation
- Final planning meeting

In planning a cross-border operation the following elements must be considered:

- Determine area of operation
- Collection of intelligence
- Determining skills required and operation participants
- Joint command structure
- Legislation & procedures in area of operation
- Origin of weapons to be collected
- Destruction method for collected weapons.

From this, a process of operational planning must take place. This planning should include:

- Identification of participants
- Area of operation
- Time frames
- Method of destruction
- Responsibilities
- Logistic and other needs

- Intelligence
- Communication
- Terrain and place accessibility

There then follows the operation preparation phase, this can include:

- General preparatory activities
- Activate members
- Plan travel
- Identify required vehicles and any necessary air support
- Explosives if needed for destruction
- Equipment procurement & preparation
- Application for official authorisation
- Budgeting

The next phase of the operation is the execution phase. This includes:

- Final briefing
- Check and load transport
- Combined briefing on arrival in requesting country
- Operation carried out in accordance with Operation Orders
- Debriefing analysis and finalisation

Once the operation is complete it is necessary to conduct a post-operation evaluation. This should include an evaluation of:

- Administration and recording – using expense claims, log books, video footage and films
- Reports (written and verbal)
- Repairs and maintenance of equipment and vehicles
- Storage of equipment
- Analysis of the operation and the identification of best practices and rectification of shortcomings where necessary.

Session 13 – The role of civil society (Resource person, Ms S Meek, ISS)

Civil society organizations have been active in development, humanitarian and emergency response fields since 1960s/1970s. In the 1990s civil society and

non-governmental organizations started engaging in human security fields, including military and policing.

There are a few types of civil society organizations

- Research (policy, academic)
- Technical assistance/training
- Service providers
- Advocacy/Campaigning

The key areas of each type of organization are noted below:

Research

- Identify areas for intervention
- Study proposals and policies
- Provide data on scope/scale of issue (e.g. victims of crime)
- Monitor implementation
- Independent source of information

Technical assistance

- Training (usually in partnership with governmental organization)
- Implementation support (e.g. facilitating workshops)
- Advice and assistance (e.g. weapon destruction)

Service delivery

- Providing food, medicine
- Housing
- Development assistance projects
- Security sector issues (e.g. local policing)

Advocacy

- Lobbying
- Public awareness
- Media campaigns
- Drop the debt/Jubilee 2000
- Conflict diamonds

The Institute for Security Studies is an applied policy research institute, active in sub-Saharan Africa with expertise in research, publication, facilitation, capacity building and monitoring of most aspects of the human security agenda in Africa. The mission of ISS is to conceptualize the debate on human security as it affects Africa through:

- Independent applied research and analysis
- Formulating and impacting on relevant policy
- Facilitating policy formulation
- Raising awareness of decision-makers and the public
- Monitoring trends and policy implementation
- Collecting, interpreting and disseminating information
- National, regional and inter national networking
- Capacity building

Currently the Institute runs programmes on:

- Ongoing analysis of conflict in sub-Saharan Africa;
- Crime and justice in Southern Africa;
- Peace missions in Africa;
- The control of the proliferation of arms in Africa;
- A project on children in armed conflict in five selected countries;
- A project on the impact of HIV/AIDS on governance in SADC; and
- A project on intergovernmental mechanisms of conflict prevention.
- Security sector reform in SADC;
- Corruption and organised crime in SADC and East Africa;
- Countering terrorism in SADC;

The Institute is a non-profit trust and despite being located in South Africa, sees itself as a regional organization with a regional mandate and has an increasingly non-South African staff composition.

The acting chairman of the Commission of the African Union serves as the patron of the ISS, and the former OAU Secretary-General, Dr Salim Ahmed Salim, serves as the chairman of the ISS Advisory Board.

The Advisory Board is composed of funding institutions, peer organizations, representatives of the media and international organizations. The purpose of the Board is to provide the Institute with strategic and policy advice and to serve in an oversight capacity.

Legal responsibility and accountability resides with the trustees of the ISS, namely Adv Selby Baqwa (until recently the Public Protector of South Africa), Judge Lucy Mailula (Supreme Court) and Dr Jakkie Cilliers.

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- Nedcor & Standard Banks
- UN Office for Drug Control and Crime Prevention & UN University (Tokyo)

Recommendations (English/French)

Recognizing the steps that have been taken by NCBs to implement the recommendations of the Eastern Africa Regional Police Officer Seminar held in Zanzibar in August 2001, and encouraging member countries to continue to review their implementation of those recommendations, at the national level, member countries should undertake to:

1. Ensure that the Interpol Service Standards are implemented and maintained at each NCB, utilizing customer service delivery standards and ensuring that the communication system is supervised 24 hours, recruiting sufficient staff to allow this to occur.
2. Communicate the Interpol Service Standards to the Head of each NCB and request their support in the implementation of these standards.
3. Ensure that there are officers located within the NCB who can assist in the translation of information into the working languages of Interpol.
4. Establish contacts and regularly liaise with key national agencies from whom information is frequently requested (e.g. immigration, customs, motor vehicle registry and company registries).
5. Establish national databases on prioritized crimes (e.g. firearms, motor vehicle theft, economic crime, drugs, etc.) and share this information among member countries, with copies to the SRB.
6. Ensure that coordination on matters pertaining to firearms is undertaken with the National Focal Point in each country and that relevant information is circulated to NCBs and copied to the SRB.
7. Ensure that requests received from other NCBs are acknowledged within prescribed Interpol service standards time limits. Where such time limits cannot be met, this should be indicated promptly to the requesting NCB.
8. Ensure that key functions of operation of the NCB are fulfilled, and, if resource constraints do not allow for the recruitment of additional personnel, the NCB should consider multi-tasking existing staff to cover key functions.
9. Consider that intelligence coordinators be posted to those NCBs that do not have them.
10. Use the ROCCISS information system as a matter of high priority and send information to the IPSPG, ensuring that a copy of the information is sent to the country concerned and the SRB.
11. Ensure that information on prevalent types of crime be provided to the SRB in order to consider suitable action, including joint operations.
12. Continue to maintain awareness among key stakeholders of the functioning and role of the NCB.

13. Utilize the Interpol communication systems, including I-24/7, to the fullest extent possible. Where difficulties are encountered, these should be raised with the SRB so that they can assist.

14. At the sub-regional level, the SRB Nairobi should undertake to:

14.1 Provide training in the following areas:

- i. Trafficking in human beings
- ii. Stolen motor vehicle identification
- iii. Combating terrorism
- iv. Cyber crime
- v. Environmental crime

14.2 Provide technical training to NCBs on the communication system.

14.3 Within available resources, assist in the facilitation of language interaction among member states in the region.

14.4 Encourage NCBs to maintain the Interpol Service Standards and utilize to the fullest extent Interpol communication systems.

14.5 Raise awareness within the region of Eastern Africa and more widely of the role and function of the SRB and the NCBs.

14.6 Identify priority crimes in the region and opportunities for joint operations to respond to these.

14.7 Oversee the effective implementation of the EAPCCO motor vehicle clearance certificate system within the region.

Amélioration de la Coopération et la Coordination 27-31 Octobre 2003, Victoria – Seychelles

Recommandations

Reconnaissant les mesures qui ont été prises par les BCN pour mettre en application les recommandations du séminaire des officiers de police régionaux de l'Afrique de l'Est, ayant eu lieu à Zanzibar en août 2001, et encourageant les pays membres à poursuivre l'étude de la mise en place de ces recommandations, au niveau national, les pays membres devraient s'engager à :

15. Assurer que les Standards du Service Interpol sont appliqués et maintenus dans chaque BCN, par l'utilisation des standards de service mis à la disposition du client et assurer que le système de communications est contrôlé 24 heures sur 24, en recrutant suffisamment de personnel pour permettre cet état de fait.
16. Communiquer les standards du service Interpol au responsable de chaque BCN et solliciter leur support dans la mise en place de ces standards.
17. Assurer qu'il existe des officiers incorporés au sein du BCN qui peuvent aider à l'interprétation des informations dans les langues de travail d'Interpol.
18. Établir des contacts et rester en liaison régulière avec les institutions nationales clés par lesquelles les informations sont fréquemment exigées (par exemple l'immigration, les douanes, les services d'immatriculation des véhicules et les sociétés d'enregistrements.)
19. Établir des bases de données nationales sur la criminalité ayant la priorité (comme les armes à feu, le vol de véhicules, la fraude économique, la drogue, etc.) et faire circuler ces informations au sein des pays membres, avec des copies au BRS.
20. Assurer que la coordination sur les questions relevant du domaine des armes à feu soit entreprise avec le Point Focal National dans chaque pays et que les informations adéquates soient mises en circulation au sein des BCN et copiées au BRS.
21. Assurer que les demandes émanant d'autres BCN sont reconnues dans les délais prescrits dans les standards de service Interpol. Si ces délais ne peuvent être respectés, cela doit être signifié rapidement au BCN ayant sollicité la demande.
22. Assurer que les fonctions principales du fonctionnement du BCN sont remplies et, si la restriction des ressources ne permet pas le recrutement de personnel supplémentaire, le BCN doit envisager des postes multiples pour le personnel existant afin de satisfaire les fonctions principales.
23. Envisager d'affecter des coordinateurs du renseignement aux BCN qui n'en ont pas en poste.

24. Utiliser le système d'informations ROCCISS comme une question de première priorité et envoyer les informations à l'IPSG, après s'être assuré qu'une copie des informations est envoyée au pays concerné et au SRB.
25. Assurer que les informations relatives aux types répandus de criminalité sont fournies au SRB de façon à envisager des actions adéquates, y compris des opérations conjointes.
26. Continuer à maintenir la conscience parmi les parties prenantes principales du fonctionnement et du rôle du BCN.
27. Utiliser les systèmes de communications d'Interpol, y compris le I-24/7, dans la pleine limite de leurs possibilités. En cas de difficultés rencontrées, elles devront être évoquées avec le BRS pour qu'ils apportent leur aide.
28. Au niveau sous-régional, le SRB de Nairobi devrait entreprendre de :
 - 14.1 Dispenser une formation dans les domaines suivants :
 - vi. Trafic d'êtres humains
 - vii. Identification des véhicules à moteur volés
 - viii. Lutte contre le terrorisme
 - ix. Criminalité cybernétique
 - x. Criminalité environnementale
 - 14.2 Dispenser une formation technique aux BCN sur le système de communications.
 - 14.3 Dans la mesure des ressources disponibles, aider à l'interaction de la facilitation de la langue entre les états membres de la région.
 - 14.4 Encourager les BCN à maintenir les standards de service Interpol et utiliser au maximum les systèmes de communication Interpol.
 - 14.5 Éveiller la prise de conscience au sein de la région de l'Afrique de l'Est et plus globalement du rôle et des fonctions du BRS et des BCN.
 - 14.6 Identifier les crimes à caractère prioritaire dans la région et les occasions propices aux opérations conjointes pour y répondre.
 - 14.7 Superviser la mise en place effective du système de validation des documents des véhicules à moteur (EAPCCO) au sein de la région.

Annex A – Zanzibar Recommendations

Recommendations of the Eastern Africa Regional Seminar on Small Arms and Light Weapons, Zanzibar, Tanzania August 2001.

- Ensure the retention of staff for a suitable period so that continuity of service within each NCB is maintained.
- Enhance communication and working relationships between different NCBs, between these NCBs and the SRB and ICPO General Secretariat and finally between NCBs and other relevant national agencies.
- Ensure that all requests for information and assistance are responded to in a timely manner.
- Improve the provision of data and information to the IWETS.
- Ensure the provision of the necessary human, financial and physical resources in particular ensuring the provision of computers (including training in their use) and communication equipment.
- Establish specialised desks within NCBs for the identification and prioritisation of particular crimes, such as firearms-related crime.
- Establish a contact point within NCBs to co-ordinate and ensure regular contact and interaction between all key stakeholders.
- Enhance and harmonise training methods for all Interpol personnel both nationally and within the East African region.
- Raise awareness among all key stakeholders, including the general public, other police officers and military personnel, as to the functioning and role of NCBs.
- Ensure the establishment, where they do not yet exist, and improvement of national and regional firearm databases. The provision of training in the effective use of such databases must also be a priority.
- Call upon the ICPO to educate the NCBs as to the functioning and importance of the IWETS.
- The ICPO should consider ways in which the IWETS can be made more user-friendly and accessible.