

# **Support to the strengthening of police information systems in the broader West Africa region**



## **Description of the Action**

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## LIST OF ABBREVIATIONS

AIRCOP	Airport Communication Project
CCSS	Committee of Chiefs of Security Services
DACORE	Data Collection and Registration (Centre)
DEVCO	Development and Cooperation Aid
ECOWAS	Economic Community Of West African States
EDF	European Development Fund
EEAS	European External Action Service
EU	European Union
EUCAP	European Union Capacity Building Mission
EULOs	European Liaison Officers (platforms)
IfS	Instrument for Stability
IT	Information Technology
KPI	Key Performance Indicators
LEA	Law Enforcement agency
MoU	Memorandum of Understanding
NCB	(INTERPOL) National Central Bureau
PAJED	Programme d'Appui à la Justice et à l'Etat de Droit
PSCC	Programme Steering and Coordination Committee (PSCC)
RIP	Regional Indicative Programme
SEACOP	Seaport Communication Project
SOP	Standard Operating Procedure
SPOC	Single Point Of Contact
SRIEU	Special Representative of Interpol to the European Union
TOC	Transnational Organised Crime
UNODC	United Nations Office on Drugs and Crime
WANACO	WAPIS National Committee
WAPCCO	West African Police Chiefs Committee
WAPIS	West African Police Information System

## 1. EXECUTIVE SUMMARY

<b>Title</b>	Support to the strengthening of police information systems in the broader West Africa region
<b>Duration</b>	The overall duration of the Action is 60 months.
<b>Geographical scope</b>	The geographical scope of the Action covers West Africa: Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo
<b>Total Cost</b>	28 M EUR, fully financed by the European Commission.
<b>Implementing partner</b>	INTERPOL
<b>Target Groups</b>	<p>Law enforcement agencies (Police, Gendarmerie, Customs, Immigration Services, etc.) across the region will be the main target groups.</p> <p>Beneficiary countries are involved in the implementation of the action also via the appointment of SPOCs and the establishment of WAPIS National Committees (WANACOs). The WANACO is the national body responsible for overseeing and monitoring the implementation of WAPIS at national level. Each country will need to set up and manage its own WANACO, composed of officials from national law enforcement agencies involved in WAPIS. Whenever appropriate, the governance and internal structure of the committee should be made official and a budget line should be allocated to ensure effective functioning. WANACOs should convene on a regular basis.</p>
<b>Final Beneficiaries</b>	The final beneficiaries are the populations from the targeted countries.
<b>Overall objective</b>	The overall objective of this action is to increase the capacity of West African law enforcement authorities to combat transnational crime and terrorism through enhanced information management and sharing.
<b>Purpose (specific objectives)</b>	<p>The specific objectives of this Action are the following:</p> <ol style="list-style-type: none"> <li>1. To harmonize and structure the national and regional management of police information in the broader West Africa region</li> <li>2. To increase the capability of the West African law enforcement community to collect, centralize, manage, and share their police data within the sub-region</li> </ol>

	<p>3. To enhance global information sharing between West African law enforcement community and the global law enforcement community</p>
<b>Expected results</b>	<p>The expected results of the Action are the following:</p> <ol style="list-style-type: none"> <li>1. The implementation of WAPIS at national and regional levels is supported by national governments and regional institutions</li> <li>2. The WAPIS system is implemented at national level including through the provision of operational and technical support and training</li> <li>3. The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania)</li> <li>4. National WAPIS systems are linked up with INTERPOL channels through INTERPOL National Central Bureaus</li> <li>5. ECOWAS Member States and Mauritania have adopted the required legal framework at national and regional levels</li> <li>6. The WAPIS system is handed over to the national and regional authorities ensuring systems sustainability</li> </ol>

## **2. TITLE**

Support to the strengthening of police information systems in the broader West Africa region.

## **3. SECTOR CONTEXT**

Security challenges in the Sahel and in the wider West Africa region are numerous and include terrorism, transnational organised crime and its manifold facets, the proliferation of small arms and light weapons, smuggling of migrants and trafficking in human beings.

In order to effectively counter these threats and in order for coordination between law enforcement authorities to take place, criminal information, as the key element of efficient modern policing, needs to be properly stored and exchanged.

One of the major challenges in this respect is the fact that almost the entirety of police data in Africa is paper-based. This situation seriously impacts police work as paper-based police data is difficult to retrieve, search, analyse, and share, therefore impeding investigations, police controls on persons and goods, and data sharing at all levels.

For instance, in West Africa, only Benin had a centralised police information system before other pilot systems were installed in Ghana, Mali, and Niger in the framework of the West African Police Information Systems (WAPIS) Programme,<sup>1</sup> which also upgraded Benin's initial system. Evidently, no African region has developed a regional police data-sharing mechanism.

Against this, by June 2017, West African countries only contribute to 0.05% of data stored in INTERPOL global databases, they have performed from January 2017 to June 2017, 0.16% of the total number of searches on INTERPOL global databases. They have issued only 121 of the total 49,441 valid Red Notices globally, accounting for only 0.2% of all INTERPOL Red Notices.

Without effective capacity to collect police information, manage and share it within the region, as well as between the region and the rest of the world, law enforcement authorities across West Africa cannot efficiently coordinate and no enforcement strategy can effectively tackle urgent security threats.

Regional authorities are fully conscious of this security gap. The Economic Community of West African States (ECOWAS), Heads of Police (gathered in the framework of the West African Police Chiefs Committee - WAPCCO), and Ministers in charge of security (gathered in the framework of the ministerial council that immediately follows WAPCCO/CCSS<sup>2</sup> meetings) have officially endorsed the WAPIS Programme every year since 2011. The ECOWAS Commission perceives the future regional WAPIS platform as a complementary and balancing measure to their initiative to create a free movement and free establishment zone within the ECOWAS area, whereby the free movement of persons would be accompanied by the ability of law enforcement to share and access information across the free movement zone.

It is urgent to continue supporting the development of police information systems in West Africa, as well as in all other African sub-regions, which would allow for both the national collection and centralisation of police data, as well as its regional (and international) sharing and analysis. The global security infrastructure will highly benefit from this essential infrastructure.

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<sup>1</sup> This was accomplished under previous phases of the West Africa Police Information System (WAPIS) Programme, funded by the European Union up to February 2016 (see section 7 for a full overview).

<sup>2</sup> Committee of Chief of Security Services (CCSS).

To this end, INTERPOL, as the world largest law enforcement organisation, is working with regional bodies around the world to enhance their information-sharing capability, including with AFRIPOL, AMERIPOL, Gulfpol and ASEANAPOL. As a result, this Action fits within the Organisation's global strategy, including in Africa, where INTERPOL is ready to assist other sub-regions with developing similar police information-sharing capability.

#### **4. SCOPE OF THE ACTION**

##### **4.1. Rationale**

The idea to create a West African Police Information System (WAPIS) stemmed from ECOWAS Member States, which expressed their concern over the spate of transnational organized crime and terrorism affecting the region. Security gaps at national, regional and global levels have contributed to West Africa facing growing threats from, inter alia, drug trafficking, smuggling of migrants, human trafficking and global terrorism. Without effective police information exchange within the region, as well as between the region and the rest of the world, no enforcement strategy can effectively tackle these threats.

In 2010, during a symposium in Brussels jointly organized by INTERPOL and the Belgian Presidency of the European Union, West African Chiefs of Police declared that, in order to meet the security challenges faced by the region, countries needed automated police information systems connected at both regional and global levels.

Heads of Police, in the framework of the West African Police Chiefs Committee (WAPCCO), and Ministers in charge of security, have shown great interest in the WAPIS Programme every year since 2011.

Additionally, the ECOWAS Commission sees the future regional WAPIS data-sharing platform as the natural balancing measure to the Commission's initiative to create a free movement and free establishment zone within the ECOWAS area, whereby the free movement of persons would be accompanied by the ability of law enforcement to share and access information across the free movement zone.

Over the past five years, the European Union (EU) has already started addressing requests coming from the region by supporting under the then Instrument for Stability (now Instrument contributing to Stability and Peace, long-term component) the development, via INTERPOL, of the so-called West African Police Information System (WAPIS) in four pilot countries, notably Benin, Ghana, Mali and Niger. The first phase of the WAPIS Programme (September 2012 – September 2013) was intended as a preparation and planning phase. The second phase (October 2013 – February 2016) launched the implementation in the pilot countries. The Programme is currently in his third phase, which consists of two distinct segments, corresponding to implementation periods covered by two distinct funding instruments:

1. A bridging period of 20 months funded by the Emergency Trust Fund for Africa (15 February 2016 to 14 October 2017)
2. A full roll-out period of 60 months (15 October 2017 to 14 October 2022) covered by the 11th European Development Fund-West Africa Regional Indicative Programme (WA RIP) under the 1st Focal Sector "Peace, Security and Regional Stability" with the aim to contribute to strengthening coordination and cooperation among security services within West Africa.

This document is specific to the second period to be funded under the 11th European Development Fund



#### 4.2. Priority areas for support/problem analysis

The central issue that the WAPIS Programme addresses is police information management. The root problem is the fact that almost the entirety of police data in West African countries is paper-based. This situation seriously impacts police work as paper-based police data is difficult to retrieve, search, share and analyse, therefore impeding investigations, police controls on persons and goods, and data sharing at all levels. The WAPIS Programme therefore works at three levels:

National level:



In addition, the identification of criminals is considerably enhanced by fingerprint identification. This is particularly true in West Africa, where civil registry information and national ID systems are weak. The WAPIS Programme must therefore set-up Automated Fingerprint Identification Systems (AFIS) in countries that do not already possess an operational AFIS and that have the capacity to maintain one. The financing of this component is not included in this segment of the Programme, but discussions on the possible mobilization of other EU financing instruments are on-going as the AFIS is a necessary component of the WAPIS System.

The national WAPIS System is located in a Data Collection and Registration Centre (DACORE) within a designated law enforcement facility. The DACORE includes officers from authorized national law enforcement agencies responsible for:

- Registering police data;
- Performing data checks;
- Controlling the validity of police data.

The efficiency of the national WAPIS System will be enhanced as much as its access is expanded in the country. It is therefore critical that connections be established at law enforcement agencies' headquarters and at selected law enforcement sites across the country, including border crossing points. In this third phase of the WAPIS Programme, extensions will be performed at law enforcement agencies' headquarters and key sites in the greater capital area of the fifteen ECOWAS Member States and Mauritania; communication materials will be provided to enable officers to perform controls from the street. As a pilot for future implementation of the Programme, and considering that extensions in the greater capital area will be initiated in Benin, Ghana, Mali, and Niger during the Trust Fund segment, the extensions beyond the greater capital area and at selected border crossing points will be performed in these countries.

The national WAPIS System will therefore:

- Allow the routine creation of electronic police data, which could, if authorized<sup>3</sup>, subsequently be shared regionally and globally;
- Enable law enforcement officers to quickly know if an individual is wanted nationally, regionally (through the regional data-sharing platform) or internationally (through INTERPOL);
- Enable law enforcement officers to quickly know if an ID document, vehicle, or firearm is reported as stolen or associated to a crime;
- Allow investigators to link persons, vehicles, ID documents and firearms to a crime or investigation.

Existing police data in paper format is difficult to access and share, yet it is very valuable. It is therefore crucial that it be converted to a digital format so it can be inserted into the national WAPIS System. To assist, the WAPIS Programme deploys digitization stations to selected national law enforcement agencies to scan existing paper files and enter critical data in the national WAPIS System for quick and easy searching. Moreover, the digitization of existing paper police data prevents this valuable data from being accidentally lost or purposely destroyed.

#### Regional level:

The WAPIS Programme will work with national and regional authorities to develop and set up a regional police data sharing platform. This platform will allow the instant exchange of authorized police data, including on persons, vehicles and ID documents, among countries of the region. The officers working in country's DACORE or in the field will be able to:

- Quickly know if an individual is wanted by another ECOWAS country;
- Quickly determine if an ID document, a vehicle or a firearm is reported as stolen or associated to a crime by police in another ECOWAS country.

By allowing more information to be shared and accessed by law enforcement agencies throughout the region, the regional WAPIS System will strengthen police cooperation within the ECOWAS region and augment the efficiency of law enforcement agencies in tackling crime and terrorism.

In addition, statistics produced by the use of the system could contribute to the future development of strategic analysis of crime trends affecting the region, supporting ECOWAS Member States, the ECOWAS Commission and the WAPCCO in the development of more efficient anti-crime strategies.

The scheme through which this sharing of information will take place is not established yet and will be based on feasibility studies conducted during the Trust Fund segment. An institutional process will engage ECOWAS Member States in discussions leading to a desired agreement on the type of platform through which the exchange of information would take place. This intergovernmental negotiation will require a strong involvement of the ECOWAS Commission, as the negotiations can only take place under its aegis. This central challenge of the third phase of the Programme will also require the support of European Union authorities at all levels in their role vis-à-vis West African officials.

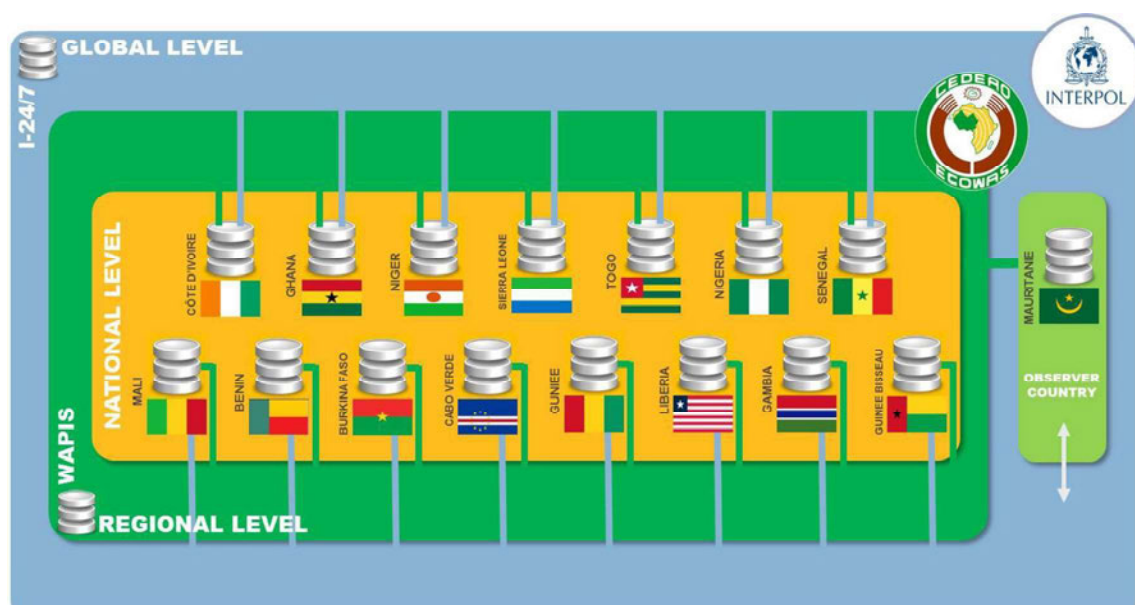
#### Global level:

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<sup>3</sup> Police data is the sole property of national authorities. Therefore the sharing of data between countries or at regional or global level is subject to authorization by national authorities. The reference to "authorized" police data in this document refers to this requirement.

With the increasing internationalization of crime and terrorism, the likelihood increases that individuals from outside the ECOWAS area will be associated with crimes committed there and, conversely, that individuals from the ECOWAS area will be associated with crimes committed in other parts of the world. It is therefore necessary to reinforce the operational link between law enforcement in ECOWAS Member States and the rest of the world. To this end, and subject to agreement by Member States, national WAPIS System will be connected to the country's INTERPOL National Central Bureau (NCB), if not already achieved under the Trust Fund segment. This will allow sharing authorized national data globally through INTERPOL's I-24/7 system and checks against INTERPOL's databases directly from each country's DACORE and WAPIS work stations. Additionally, greater inclusion of West African countries in global police information exchange will help better understand global crime trends and devise better enforcement strategies.

### *Functional Architecture of the WAPIS System*



### **4.3. Achievements so far**

As indicated above, the EU support to the so-called *WAPIS Programme* has been so far delivered under the Instrument contributing to Stability and Peace (and its predecessor, the Instrument for Stability).

The **first phase** (September 2012 – September 2013) was intended as a preparation and planning phase, conducted in cooperation with pilot countries to generate their active input and ensure support to the Programme.

The objectives of phase 1 were:

- Producing a detailed description of the required operational processes for the routinely production of electronic police data (from the police officer on the street to the information system) and for accessing data stored in the system from the different duty locations (including for officers on the street, at border crossing points, airports).
- Producing a technical description of the mechanisms translating functional user needs into operational processing of police data.
- Producing a description of the legal framework and enforcement mechanisms guaranteeing that the processing of police data is conducted in respect of human rights and data privacy standards.
- Developing a plan for change management, including all the necessary tools and training to guarantee a smooth and sustainable implementation of WAPIS in the countries.
- Developing a comprehensive Master Plan for the full roll out of WAPIS in the sixteen West African countries starting with five pilot countries.

Against this, the first phase of the Programme achieved the following:

- Full buy-in by the five pilot countries<sup>4</sup> (participation in workshops, creation of national WAPIS committees with all law enforcement agencies, political authorities, other countries requesting participation).
- Definition of the scope and perimeter of the information system, including data frame, data-model, data flow mechanisms and interoperability with INTERPOL.
- Set-up of WAPIS National Committees in the pilot countries, including representatives from national law enforcement agencies.
- Drafting of detailed country reports on the situation of pilot countries in terms of law enforcement operations, police IT, as well as protection and management of police and personal data.
- Development of a technical solution for the registration and preservation of paper-based police data prior to its entering into the information system.
- Development of the WAPIS Master Plan (operation, IT, legal, change management, etc.).

The **second phase** (October 2013 – February 2016) launched the implementation in the pilot countries. Under Phase 2, the Master Plan was implemented in four pilot countries (Benin, Ghana, Mali, and Niger) with a focus on gathering operational feedback from implementing law enforcement agencies so as to inform the foreseen full roll out of WAPIS in the fifteen ECOWAS Member States and Mauritania.

The objectives of phase 2 were:

- Ensuring that the four pilot countries are actively committed to the Programme and holding regular WANACO meetings in order to oversee implementation and efficiently coordinate multi-agency efforts.

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<sup>4</sup> However, this followed by Mauritania's decision to participate in the Programme as an observer only, at least until February 2016.

- Equipping and training personnel in all pilot countries to digitize paper-based police files and conducting thorough digitization of police paper-based police files.
- Operationalizing the National Data Collection and Registration Centres (DACORE), including by training the first wave of operators, purchasing necessary equipment and establishing appropriate procedures, enabling operators to effectively process data using the WAPIS national database software (see below).
- Developing a first WAPIS national database prototype and installing it in the DACORE, with a view to gathering user and operational feedback.
- Ensuring that the four pilot countries have fully engaged in enacting the appropriate legal framework for the use of the national WAPIS System, including on data protection and police data management.
- Producing a WAPIS implementation model and roadmap for the full roll-out of the WAPIS Programme in all fifteen ECOWAS Member States and Mauritania.

Achievements under the second phase included the following:

- WAPIS National Committees (WANACO) are effectively functioning in the four pilot countries and fulfilling their role of overseeing the implementation of the Programme and facilitating inter-agency cooperation.
- Equipment installed and training provided for the digitization and field-based insertion of paper-based police data into an electronic system for the purpose of data preservation and future insertion into national WAPIS databases. Officers from participating law enforcement agencies in the four pilot countries have subsequently been digitizing significant quantities of paper-based police data, which has been inserted into the national WAPIS System.
- Technical specifications of the software defined, the software developed afterward and installed. Training provided for using the software in the four pilot countries' WAPIS Data Collection and Registration Centres (DACORE).
- DACORE setup in the four pilot countries.
- The creation of first sets of digital data, through digitization and data entry in the DACOREs performed in the four pilot countries.<sup>5</sup>
- Support of the Economic Community of West African States (ECOWAS) and West African Police Chiefs Committee (WAPCCO) ensured.
- Legal support provided, including through the action of the President of Senegal's Data Protection Commission,<sup>6</sup> to the four pilot countries in order for them to put in place the required legal framework for operating the national WAPIS System.
- A preliminary legal study developed, entitled "*Rapport d'analyse préliminaire - Contribution juridique à la conception, au développement et à l'implantation du Système d'information policière pour l'Afrique de l'Ouest, WAPIS-SIPAO*" (Preliminary Analysis Report – Legal contribution to the conception, development and implementation of the West African Police Information System, WAPIS), on the legal

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<sup>5</sup> For a total of 9,446 police files, 4,560 criminal facts, 16,155 person files, 78 vehicles, 3 weapons, and 1 document. Statistics are as of 20 April 2016.

<sup>6</sup> Legal support included advice and drafting of legal text with a view to creating a Personal Data Protection Commission (when necessary) and adequately registering the WAPIS System to the competent data protection authority, as required by the ECOWAS Supplementary Act on Personal Data Protection Within ECOWAS.

aspects of the implementation of the WAPIS Programme. The report allowed clarifying the Programme's main legal challenges, including the protection of basic human rights and fundamental freedoms, and developing strategies to address them.

**The Third phase under the Trust Fund which is still running** (February 2016 – February 2018)

The objectives of this transition phase are:

1. Continuing the operationalisation of the WAPIS System in the four original pilot countries (Benin, Ghana, Mali, and Niger).
2. Enabling favourable environment for the collection, centralisation, management and sharing of police data by national law enforcement authorities via the WAPIS System or a WAPIS-like system (when relevant) in Burkina Faso, Chad, Cote d'Ivoire and Mauritania.
3. Enabling favourable environment for the full roll-out of the WAPIS System and for the setting up of its future regional data sharing platform, among ECOWAS Member States and Mauritania, thanks to the delivery of a study on the regional platform.
4. Cooperating with the G5 Sahel and its relevant structures, and supporting the implementation of the G5 Sahel exchange platform that will use the INTERPOL I-24/7 channel.

So far, the achievement of this transition phase are:

- Operationalization of the WAPIS systems in the four pilot countries is showing progress (although uneven depending on the country) and queries on the system will soon begin in three of the four countries, as a critical mass of data is now achieved.
- Implementation in four new countries (Burkina Faso, Chad, Côte d'Ivoire, Mauritania) has been well initiated through high-level support.
- Preparation in view of the Programme's full roll-out across all West African countries is well on track, including the study on regional data sharing mechanisms.
- Cooperation with the G5 Sahel is successfully engaged with an agreement reached on an I-24/7 based connectivity for national G5 Sahel platforms and a roadmap for connectivity with the G5 Sahel Headquarters.

#### 4.4. Lessons learned

*The WAPIS Programme is not a new programme.* Two phases (September 2012 – September 2013 & October 2013 – February 2016), funded by the Instrument for Stability (IfS)<sup>7</sup> have already been successfully implemented.

The third phase, hereby proposed for EDF funding, is therefore building on nearly four years of programme experience, including three years of field implementation. The following major lessons have been learned:

- Political buy-in: law enforcement agencies are always willing to acquire new tools, but the efforts invested, including in human resources and budget, will only turn into success if the Programme is supported at the highest political level. INTERPOL has been lobbying ministers, National Security Coordinators and Heads of Police throughout the Programme's implementation. This took place in various high level meetings and high-level fora.
- Commitment from National and regional authorities within the implementation of the WAPIS Programme: The ECOWAS Document called "Expected commitment from National and regional authorities within the implementation of the WAPIS Programme", endorsed and signed by the Chairman of the ECOWAS Mediation and Security Council, which binds all ECOWAS Member States and describes role and contribution of the participants States involved in the Programme, will be used as the reference for monitoring of the respect of mutual commitments. For Mauritania, an Implementation Working Agreement (IWA) is foreseen
- Import tax waiver: The Programme should seek to obtain a general import tax waiver from implementing countries in order to facilitate the import of goods. This will be part of the ECOWAS Document called "Expected commitment from National and regional authorities within the implementation of the WAPIS Programme".
- Local IT partners: Considering the lack of technical expertise within law enforcement agencies in beneficiary countries, the Programme should seek to establish partnerships with competent local companies.
- West African experts: In order to facilitate the adoption by beneficiary countries of the necessary legal framework, the Programme should seek the involvement of West African experts to work in close coordination and consultation with INTERPOL
- Presence in countries: Country officers should be present in beneficiary countries, at a minimum rate of once week every six weeks. Implementation in the region requires regular on-site presence and the absence of Programme officers in the countries for more than two months almost automatically generates a lagging period.
- High-level motivated focal point: The Programme works in the beneficiary countries through a focal point or "single point of contact" (SPOC). This person should be of sufficiently high-level to "make things happen" within his/her own agency and to be able to have impact on other participating agencies, while remaining at operational level.

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<sup>7</sup> On 11 March 2014, the European Parliament and the Council of the European Union adopted the Regulation (EU) No 230/2014 establishing an **Instrument contributing to Stability and Peace (IcSP)** which succeeds the Instrument for Stability (IfS).

#### **4.5. Overall objective and purpose**

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG Goal 16 “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”, but also promotes progress towards Goal 10 “Reduce inequality within and among countries”. This does not imply a commitment by the sixteen countries benefiting from this Programme.

The **overall objective** of the WAPIS Programme is to increase the capacity of West African law enforcement authorities to combat transnational crime and terrorism through enhanced information management and sharing.

The **purpose** (specific objectives) of this Action are the following:

1. To harmonize and structure the national and regional management of police information in the broader West African region
2. To increase the capability of the West African law enforcement community to collect, centralize, manage, and share their police data within the sub-region
3. To enhance global information sharing between West African law enforcement community and the global law enforcement community

#### **4.6. Expected results**

The expected results of the Action are the following:

1. The implementation of WAPIS at national and regional levels is supported by national governments and regional institutions;
2. The WAPIS system is implemented at national level including through the provision of operational and technical support and training;
3. The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania);
4. National WAPIS systems are linked up with INTERPOL channels through INTERPOL National Central Bureaus;
5. ECOWAS Member States and Mauritania have adopted the required legal framework at national and regional levels;
6. The WAPIS system is handed over to the national and regional authorities ensuring systems sustainability.

#### **4.7. Geographical Scope**

The geographical scope of the Action covers the ECOWAS Member States and Mauritania.

#### **4.8. Target groups and final beneficiaries**

The target groups of this Action are law enforcement agencies (Police, Gendarmerie, Customs, Immigration Services, etc.) mobilised in each beneficiary country.

The final beneficiaries are the populations of the targeted countries.



Police authorities from INTERPOL's other Member Countries , including the twenty-eight European Union Member States, will be indirect beneficiaries of the Action.

#### **4.9. Specific activities and methodology**

In order to achieve the overall and specific objectives outlined above, the main activities to be conducted during the implementation phase are the following (*see the Action's Logframe in Annex I for detailed indicators, including baselines and targets*):

### **Result 1: The implementation of WAPIS at national and regional levels is supported by national governments and regional institutions**

**Activity 1.1:** Promoting WAPIS and gathering continuous support of ECOWAS Member States and Mauritania

*Methodology:*

- Holding regular meetings with heads of national law enforcement agencies, including participation to the WAPCCO meetings, in order to keep decision-making level regularly updated on implementation progress and challenges.
- Ensuring regular presence of the Operations Coordinator and/or Country Officers at WAPIS National Committees (WANACOs) meetings, including in view of producing progress reports for Heads of participating law enforcement agencies.
- Through regular country presence, conducting capacity building, mentoring and peer-coaching on the use and benefits of the WAPIS System to senior and middle-management from national law enforcement authorities.
- Prior to implementation a detailed implementation agreement will be established and endorsed at country level in view to ensure programme sustainability (see section 13).

*Human resources:*

- Head of Programme (lead), Operations Coordinator, ECOWAS Coordinator, and Country Officers, Programme Communications Officer, Programme Administration and Events Officer

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania
- ECOWAS Commission, UEMOA

**Activity 1.2:** Facilitating cooperation between ECOWAS Member States and Mauritania, the ECOWAS Commission, the European Union and INTERPOL through the WAPIS Strategic Orientation Committee

*Methodology:*

- Ensure biannual reporting to the Strategic Orientation Committee, including through progress and financial reports.

- Ensure periodic reporting through periodic technical meetings and intermediate reporting.

*Human resources:*

- Head of Programme (lead), Implementation Coordinator, Counsel, Operations Coordinator, ECOWAS Coordinator, Programme Communications Officer, Programme Administration and Events Officer.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.
- ECOWAS Commission, UEMOA

<p><b>Result 2: The WAPIS system is implemented at national level including through the provision of operational and technical support and training</b></p>
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**Activity 2.1:** Continuously upgrading national WAPIS software based on user feedback

*Methodology:*

- Regularly collecting users' feedback in the framework of dedicated WANACO meetings.
- Establish a formal process to collect users' feedback (eg: functional mail box)
- Developing technical specifications, procurement and perform software upgrades.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, Operations Coordinator, Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania

**Activity 2.2:** Deploying scanning stations for the digitization of paper-based data

*Methodology:*

- Based on the findings of the needs assessments, setting-up of digitization platforms for the conversion of existing paper-based police data into electronic data on offline WAPIS stations.
- Training and mentoring of appointed personnel for at least 1 year.
- Establish a formal process for performance follow up

*Human resources:*

- Operations Coordinator (lead), Information Systems Architect, IT Programme Manager, Country Officers.

*Indicative targeted countries*

- Cape Verde, the Gambia, Guinea-Bissau, Guinea, Liberia, Nigeria, Senegal, Sierra Leone, Togo.

**Activity 2.3:** Renovating allocated DACORE premises

*Methodology:*

- Performing necessary works to the allocated premises, including ensuring adequate electrical infrastructure, access control, adequate server room conditions, and computer wiring.

*Human resources:*

- Operations Coordinator (lead), Information Systems Architect, IT Programme Manager, Country Officers.

*Indicative targeted countries*

- Burkina Faso, Cape Verde, the Gambia, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, Togo

**Activity 2.4:** Procuring IT hardware for the DACOREs

*Methodology:*

- Identifying needs for setting up the DACORE and launch procurement process. The country specific architecture will be in line with the global systems architecture as approved by the **Programme Steering and Coordination Committee** (PSCC).

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, Implementation Coordinator.

*Indicative targeted countries*

- Burkina Faso, Cape Verde, the Gambia, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, Togo.

**Activity 2.5:** Installing the national WAPIS software in DACOREs and migrate digitized data

*Methodology:*

- Installing the WAPIS software on the procured IT hardware
- Migrating digitized police information into the WAPIS System.

*Human resources:*

- Information Systems Architect (lead), IT Programme manager, Operations Coordinator, Country Officers.

*Indicative targeted countries*

- Burkina Faso, Cape Verde, the Gambia, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, Togo.

**Activity 2.6:** Extending connection to the national WAPIS system to key locations within the greater capital area

*Methodology:*

- Conducting needs assessments aiming at developing country-by-country deployment strategies of the WAPIS System for the greater capital area with a particular focus on ensuring the populating of the WAPIS System and its operationalization including consultation of the system. Remote access to the WAPIS System shall be set-up within participating law enforcement agencies, with the goal of facilitating populating the System by allowing data entry directly from the location where police data is stored, i.e. without moving encoding fiches. In particular, access shall be set-up in priority and as soon as possible in the offices of criminal identification (i.e. where police information on criminals and crime is stored). Key operational units shall also be connected in view of the System's operationalization.
- Setting-up distant connected sites to the WAPIS System, using the most adequate communication technology, as identified by the needs assessments. The number of distant connected sites within the greater capital area will depend on the cost of setting-up these connections vs the budget allocated equally by country

*Human resources:*

- Operations Coordinator (lead), Country Officers, Information Systems Architect, IT Programme Manager; Implementation Coordinator.

*Indicative targeted countries*

Burkina Faso, Cape Verde, the Gambia, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, Togo.

**Activity 2.7:** Extending connection to the national WAPIS system beyond the greater capital area (Benin, Ghana, Mali, Niger)

*Methodology:*

- Conducting needs assessments aiming at developing country-by-country deployment strategies of the WAPIS System beyond the greater capital area with a particular focus on maximizing its operational impact. Remote access to the WAPIS System should be set-up at selected law enforcement sites across the country, including major border crossings and international airports.
- Setting-up distant connected sites to the WAPIS System, using the most adequate communication technology, as identified by the needs assessments. The number of distant connected sites beyond the greater capital area will depend on the cost of setting-up these connections vs the budget allocated equally by country

*Human resources:*

- Operations Coordinator (lead), Country Officers, Information Systems Architect, IT Programme Manager, Implementation Coordinator.

*Indicative targeted countries*

- Benin, Ghana, Mali, and Niger.

**Activity 2.8<sup>8</sup>:** Providing communication equipment for street controls

*Methodology:*

- Identifying needs and purchasing police communication equipment for street controls.

*Human resources:*

- Operations Coordinator (lead), Country Officers, Information Systems Architect, IT Programme Manager.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.9:** Establishing a training strategy and preparing training materials

*Methodology:*

- Developing, based on the pilot experience and the support from INTERPOL Capacity Building Directorate, a training strategy for staff working on the WAPIS System, including train-the-trainers components aiming at ensuring sustainability of in-house training.

*Human resources:*

- Change Management and Product Manager (lead), Training Officer, Operations Coordinator, Country Officers, Information Systems Architect, IT Programme Manager.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania
- ECOWAS Commission, UEMOA

**Activity 2.10:** Providing "train the trainers" sessions for national WAPIS system operators

*Methodology:*

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<sup>8</sup> Activity 2.6, 2.7 and 2.8 will be implemented in phase, following the progress of the previous activities

- Selecting the WAPIS System operators, supervisors and administrators in close cooperation with the WANACOs.
- Providing country-by-country tailored training sessions, possibly including the pilot countries.
- Possible development of an e-learning platform (English/French/Portuguese).
- Ensuring continuous assistance through the Country Officers' presence.

*Human resources:*

- Change Management & Product Manager (lead), Training Officer, Operations Coordinator, and Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.11:** Providing IT training to DACORE IT staff

*Methodology:*

- Providing tailored training sessions.
- Organising at least once a year a workshop of all the DACORE IT administrators to exchange and share experiences
- Ensuring continuous assistance through the channel of the IT Programme Manager.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, Change Management & Product Manager, Operations Coordinator, Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.12:** Providing information security and personal data protection training

*Methodology:*

- Based on the training programme developed in the pilot phase and the support from INTERPOL Capacity Building Directorate, preparing a training plan with accompanying teaching materials.
- Providing tailored training sessions to all staff working on the WAPIS System.
- Possible development of an e-learning platform (English, French, Portuguese).
- Ensuring continuous assistance through the channel of the Country Officers.

*Human resources:*

- Counsel (lead), Legal Officer, Change Management & Product Manager, Training Officer, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania
- ECOWAS Commission, UEMOA

**Activity 2.13:** Assisting law enforcement agencies designing and implementing processes for data collection and processing

*Methodology:*

- Providing tailored advice and mentoring law enforcement agencies in designing and implementing data collection processes.
- Using the annual workshop of the legal Focal Points for exchanging and sharing experiences.

*Human resources:*

- Change Management & Product Manager (lead), Operations Coordinator, Counsel, Legal Officer, and Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.14:** Assisting countries defining the required organization to effectively operate the DACORE

*Methodology:*

- Providing tailored advice and mentoring to effectively integrate the WAPIS System within participating law enforcement agencies' processes.

*Human resources:*

- Change Management & Product Manager (lead), Operations Coordinator, Counsel, Legal Officer, and Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.15:** Ensuring IT support to national WAPIS system (maximum of two years after launching of the system at national level)

*Methodology:*

- On top of the first-level support provided by the Programme via local IT companies, assisting countries with technical issues arising from the use of the WAPIS System.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, Operations Coordinator, Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.

**Activity 2.16:** Promoting the inclusion of WAPIS in the national police training curricula

*Methodology:*

- Working in cooperation with national law enforcement training bodies to include the use of the WAPIS System in training curricula.

*Human resources:*

- Head of Programme (lead), Change Management & Product Manager, Operations Coordinator, and Country Officers.

*Indicative targeted countries*

Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania

**Activity 2.17:** Organise an INTERPOL Operation Infra in West Africa with the participation of all beneficiary countries, targeting international fugitives wanted for serious crimes with a view to localising and arresting them

*Methodology:*

- INTERPOL Operation INFRA targets international fugitives wanted for serious crimes with a view to localising and arresting them. In the framework of Operation Infra, investigators from participating countries are invited, during two operational meetings, to propose priority cases of fugitives believed to be hiding abroad. Information on selected cases will be inserted in the participating countries' WAPIS System and shared with INTERPOL and among investigators in order to cross this information with information contained in INTERPOL databases and by other participating countries. This process, and subsequent work by INTERPOL staff, will allow building complete fugitives files, which will be used during the operational phase, where investigators and INTERPOL staff will work at locating priority targets, with a view towards arrest and extradition. Following this, a media phase will call to the general public for information on unresolved cases, with a view to making additional arrests. Investigators from participating countries will be encouraged, in coordination with SPOCs, to insert wanted criminals' data into their respective WAPIS System, thus contributing to the operationalization of the System. In addition, the arrests that will likely result from the Operation will help building support for the System by showcasing its operational value.
- The Operation includes two operational meetings, one week-long operational phase, and a media phase. For further details, see Annex IV.

*Human resources:*



- Head of INTERPOL Fugitives Investigations Support (FIS) (lead), FIS staff, Operations Coordinator, Country Officers, Programme Communications Officer, Programme Administration and Events Officer.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania.
- ECOWAS Commission, UEMOA

<p><b>Result 3: The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania)</b></p>
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**Activity 3.1:** Assisting ECOWAS Commission conducting negotiation in view of identifying the type of regional data sharing mechanism

*Methodology:*

- Based on the result of the study of the regional platform conducted under WAPIS 3T, assisting ECOWAS Commission by providing materials, to organise an ECOWAS Expert Committee to discuss the options for the regional data exchange mechanism.
- Assisting ECOWAS Commission to take advantage of the Annual General Assembly of the West African Police Chiefs Committee (WAPCCO) and the subsequent meeting of Ministers in charge of security to seek endorsement of the type of regional data sharing mechanism.

*Human resources:*

- Head of Programme (lead), ECOWAS Coordinator, Counsel, Legal Officer, Operations Coordinator, and Country Officers, Programme Administration and Events Officer, Programme Communications Officer.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo, and possibly Mauritania.
- ECOWAS Commission, UEMOA

**Activity 3.2:** Developing the regional WAPIS software system according to the adopted regional legal framework and the defined processes for data processing and exchanging

*Methodology:*

- Based on the regional data sharing mechanism selected by ECOWAS Commission and its Member States, developing the technical specifications in order to select a Company that will develop the software.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, ECOWAS Coordinator, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo, and possibly Mauritania.
- ECOWAS Commission, UEMOA

**Activity 3.3:** Providing the necessary IT infrastructure for regional data sharing

*Methodology:*

- On the basis of the regional data sharing mechanism selected by ECOWAS and its Member States, developing the technical specifications and procurement in order to provide if necessary the IT Infrastructure.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, ECOWAS Coordinator, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo, and possibly Mauritania.
- ECOWAS Commission, UEMOA

**Activity 3.4:** Installing the regional WAPIS software

*Methodology:*

- According to the regional data sharing mechanism selected by ECOWAS, support the Company selected for the development in installing the regional software in the premises defined.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, ECOWAS Coordinator, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo, and possibly Mauritania.
- ECOWAS Commission, UEMOA

**Activity 3.5:** Ensuring IT support of the regional WAPIS platform (maximum two years and not beyond the implementation period)

*Methodology:*

- Contracting maintenance support with company (ies) to ensure corrective and upgrade maintenance of the platform, hardware and software.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, ECOWAS Coordinator Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo, and possibly Mauritania.
- ECOWAS Commission, UEMOA

<b>Result 4: National WAPIS systems are linked up with INTERPOL channels through INTERPOL National Central Bureaus</b>
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**Activity 4.1:** Connecting national WAPIS systems to INTERPOL I-24/7 through National Central Bureaus (NBCs)

*Methodology:*

- Direct connectivity between each country's INTERPOL National Central Bureau (NCB) and DACORE will be set-up in order to enable law enforcement officers working on the WAPIS System, in the DACOREs or in law enforcement agencies' own facilities, to directly query information shared through INTERPOL's I-24/7 and to share authorized national police data globally through INTERPOL's I-24/7.

*Human resources:*

- Information Systems Architect (lead), IT Programme Manager, Operations Coordinator, Country Officers.

*Indicative targeted countries*

- Burkina Faso, Cape Verde, the Gambia, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, Togo.

**Activity 4.2:** Setting-up, where necessary, the technical and human resources mechanisms allowing the transmission of information from national WAPIS systems to INTERPOL via NBCs

*Methodology:*

- Support the countries to identify the adequate processes or mechanism necessary to transfer the information from national WAPIS systems to INTERPOL.

*Human resources:*

- Operations Coordinator (lead), Counsel, Legal Officer, Country Officers, Information Systems Architect, IT Programme Manager.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.

**Activity 4.3:** Setting-up, where necessary, the technical and human resources mechanisms allowing the direct consultation of INTERPOL information directly from national WAPIS systems work stations

*Methodology:*

- Support the countries to identify the adequate processes or mechanism necessary to allow operators from national WAPIS systems to query INTERPOL databases.

*Human resources:*

- Operations Coordinator (lead), Country Officers, Information Systems Architect, IT Programme Manager.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.

<p><b>Result 5: The ECOWAS Member States (and possibly Mauritania) have adopted the required legal framework at national and regional levels</b></p>
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**Activity 5.1:** Promoting and, if necessary, assisting countries in the adoption of an appropriate legal framework at national level for the collection, the processing and the exchange of electronic police data

*Methodology:*

- Making sufficient legal research on existing legal instruments at national, regional and international level in view of the creation of national police databases and of a regional police data-sharing platform in West Africa.
- Foster discussion and inform Member Countries of the legal requirements for the setting-up of national databases, including through a dedicated legal seminar.
- Foster discussion and initiate work between countries and ECOWAS on the legal framework necessary for the setting up of a regional police data-sharing platform in West Africa, including through a dedicated legal seminar or the annual workshop of legal focal points.

*Human resources:*

- Counsel (lead), Legal Officer, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.
- ECOWAS Commission, UEMOA

**Activity 5.2:** Assisting countries, where necessary, establishing the legal status and mandate of the WAPIS National Committees (WANACO)

*Methodology:*

- Using the experience of the Pilot countries, to provide sample of legal status and mandate to beneficiary countries and with support to adapt them to local context.

*Human resources:*

- Operations Coordinator (lead), Counsel, Legal Officer, Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.
- ECOWAS Commission, UEMOA

**Activity 5.3:** Assisting countries, where necessary, establishing the legal status and the mandate of the entity operating the DACORE

*Methodology:*

- Using the experience of the Pilot countries, provide sample of DACORE legal status to beneficiary countries and support to adapt to the local context. Direct channel of communication can be set-up between Pilot countries.

*Human resources:*

- Operations Coordinator (lead), Counsel, Legal Officer, Country Officers.

*Indicative targeted countries*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.

**Activity 5.4:** Working in close cooperation with the ECOWAS Commission in view of bringing ECOWAS Member States (and possibly Mauritania) to an agreement on regional data sharing and adopting the appropriate legal framework at regional level

*Methodology:*

- Foster discussion and initiate work between countries and ECOWAS on the legal framework necessary for the setting up of a regional police data sharing platform in West Africa, including through a dedicated legal seminar.

*Human resources:*

- Counsel (lead), Legal Officer, Operations Coordinator, Country Officers, ECOWAS Coordinator.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.
- ECOWAS Commission, UEMOA

<b>Result 6: The WAPIS system is handed over to the national and regional authorities ensuring system sustainability</b>
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**Activity 6.1:** Advising national authorities regarding sustainability of the national WAPIS system

*Methodology:*

- When starting the implementation of WAPIS in a country, the Programme will seek to sign an implementation agreement with beneficiary countries, which will detail responsibilities and commitments of all parties and therefore will ensure the sustainability of the system. The agreement will be used as the reference for monitoring of the respect of mutual commitments.
- Working with national authorities in order to ensure that a dedicated budget line is attributed to the functioning of the WAPIS System, including for the maintenance of equipment and premises, funding of the National WAPIS Committee (WANACO).
- Working with national authorities to include information and training on the WAPIS System in the initial training of law enforcement agencies' officers.

*Human resources:*

- Head of Programme (lead), Counsel, Legal Officer, Operations Coordinator, Country Officers.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.
- ECOWAS Commission, UEMOA

**Activity 6.2:** Working in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania) to establish long-term measures for the sustainability of the regional data sharing mechanism selected

*Methodology:*

- If pertinent, in light of the selected regional data-sharing mechanism, work with the ECOWAS Commission in order to secure a dedicated ECOWAS Commission budget line for the functioning and maintenance of the regional data-sharing platform.
- If pertinent, in light of the selected regional data-sharing mechanism, work with the ECOWAS Commission and ECOWAS Member States to devise a common funding mechanism to ensure the sustainable functioning and maintenance of the regional data-sharing platform.

*Human resources:*

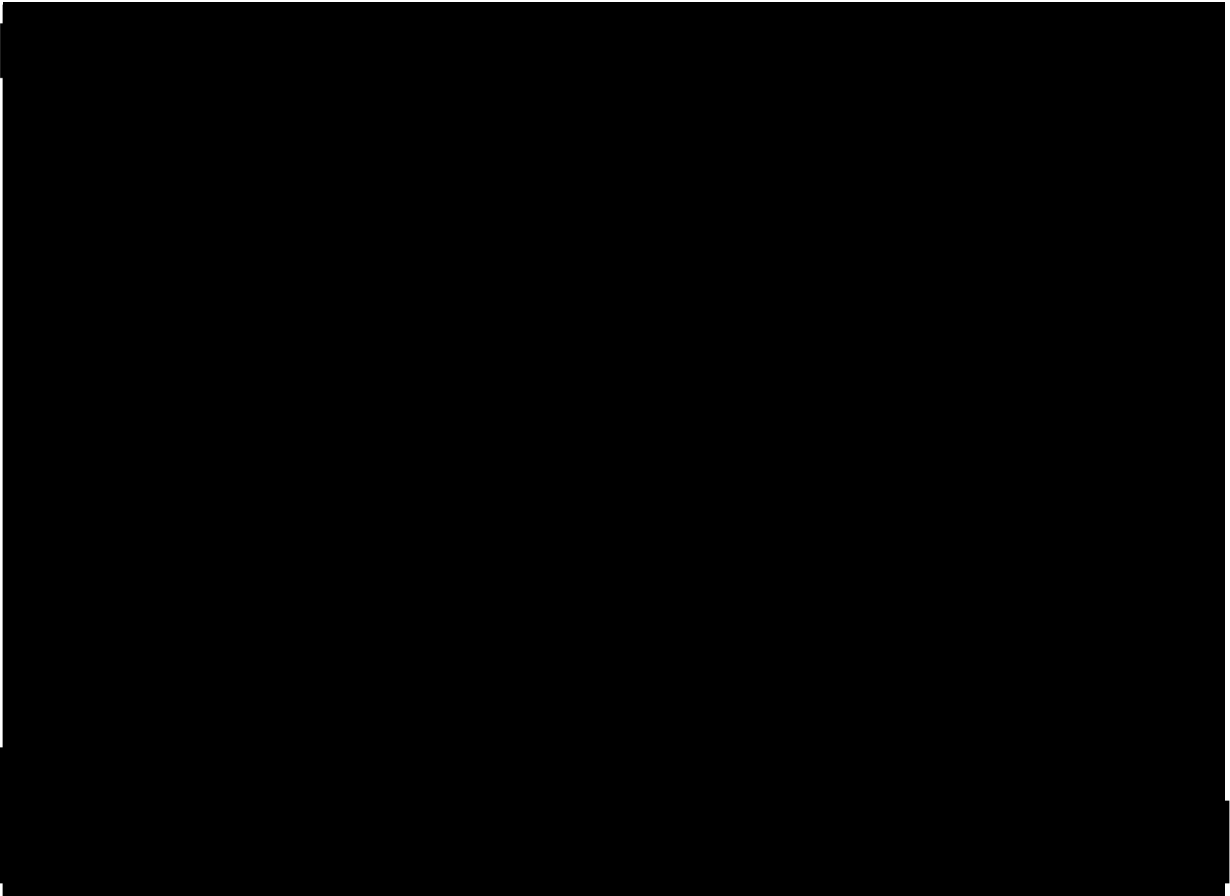
- Head of Programme (lead), Counsel, Legal Officer, Operations Coordinator, Country Officers, ECOWAS Coordinator.

*Indicative targeted countries and Institutions*

- Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Mauritania, Nigeria, Niger, Senegal, Sierra Leone, Togo.
- ECOWAS Commission, UEMOA

## **5. BUDGET**

The amount of the the financing agreement is 28 000 000 EUR.



## **6. COMPLEMENTARY ACTIONS**

The WAPIS Programme is in close contact with several EU-funded initiatives.

- EUCAP Sahel: Discussions are on-going with EUCAP Sahel CSDP missions to build a partnership with the Programme and maximise synergies.
- SEACOP, AIRCOP: These initiatives should benefit from the electronic police data created in the framework of WAPIS.
- CRIMJUST: Strengthening criminal investigation and criminal justice cooperation along the Cocaine Route.
- PAJED: The PAJED project will install a criminal AFIS at the Niger Police. The WAPIS team is in contact with EU officials to ensure interoperability and with Niger authorities to couple the AFIS with the national WAPIS system.



- IOM – MIDAS: The WAPIS team is in contact with the International Organization for Migration (IOM) regarding their Migration Information and Data Analysis System (MIDAS) border management tool being implemented in some countries of the region in order to develop interoperability with the WAPIS System.
- ECOWAS Free Movement: The ECOWAS Commission is leading an initiative to create a free movement and free establishment zone within the ECOWAS area. The regional WAPIS platform would be the natural countermeasure to this initiative where, in a similar fashion as in Europe, the free movement of persons has to be accompanied by the ability of law enforcement to share and access information across the free movement zone. The WAPIS team is coordinating with ECOWAS Commission officials in this regard and taking part in relevant meetings.
- DCI/PANAF-funded "Enhancing African Capacity to Respond More Effectively to Transnational Organised Crime (TOC)".

In the same vein, synergies will be sought with relevant regional and international organizations and related initiatives, such as:

- Programmes related to the ECOWAS Integrated Maritime Strategy (EIMS);
- The International Organization for Migration (IOM) to explore the possible interoperability with their MIDAS border management tool being implemented in several countries of the region, as well as other relevant projects;
- The United Nations Office on Drugs and Crime (UNODC), through their Regional Office for West and Central Africa, in particular in relation with anti-organised crime and anti-drugs trafficking projects;
- The World Customs Organization (WCO).

## **7. DONOR COORDINATION**

This Action, in its effort to modernize police data management across the broader West Africa region, will naturally be brought to cooperate with the numerous other security-related initiatives carried out in the region by the European Union (EU), EU Member States, and other donors.

To this end, existing donor coordination mechanisms and platforms, led or not by the European Union, both in the field and at Head Quarters level, will be fully exploited. For instance, participation will be pursued to the Fontanot Group, which includes EU Member States' experts, to share views and experience on EU police technical assistance and operational coordination in West Africa, or to the Dakar and Accra Drugs Liaison Officers Platforms.

## 8. ASSUMPTIONS AND RISKS

Risk	Risk level (H/M/L)	Mitigating measures
Lack of political will at national level following elections, turnover in the hierarchy	High	<ul style="list-style-type: none"> <li>- Ensure ECOWAS Member States' commitment to the implementation of the WAPIS Programme. Continuous ECOWAS follow up of the political process at national level.</li> <li>- EEAS and EU Member States political dialogue.</li> <li>- Ensure continued support, visibility and awareness raising at political level through visits in the countries and presence at conferences, especially WAPCCO Annual General Assembly, INTERPOL General Assembly, INTERPOL Regional Conference for Africa, etc.</li> <li>- In case of political changes (new ministers, chiefs of police, etc.): EU Member States and EU Delegations to reiterate importance of WAPIS and the respect of country commitments, and foresee a mission to present WAPIS and obtain full buy-in.</li> </ul>
Turnover of trained personnel	Medium	<ul style="list-style-type: none"> <li>- ECOWAS Document (Expected commitment from National and regional authorities within the implementation of the WAPIS Programme), endorsed and signed by the Chairman of the Mediation and Security Council, which binds all ECOWAS Member States. It outlines countries' responsibilities, including maintaining trained staff in place for a significant period of time. In addition, when starting the implementation of WAPIS in a country, the Programme will seek to sign a bilateral implementation agreement with beneficiary countries, which will detail responsibilities and commitments of all parties and therefore will ensure the sustainability of the system</li> <li>- Working with local authorities to set-up incentives for staff operating the WAPIS System.</li> </ul>
Unavailability of reliable and affordable means of communication in the countries	Medium	<ul style="list-style-type: none"> <li>- Encourage countries to use the radio local loop, which is a sustainable option due to its very low running costs.</li> <li>- Work in close collaboration with national authorities to learn from past experiences.</li> <li>- Establish contact with international organizations and non-governmental organizations present on the field and learn from their experience. In particular, the WAPIS Programme will benefit from the experience of the International Organization for Migration (IOM), who has extensive experience in setting up communications network in West Africa.</li> </ul>

Difficulty for countries to agree on the specific type of regional data-sharing platform and its legal framework	High	<ul style="list-style-type: none"> <li>- Active leadership and mediation by the ECOWAS Commission among its Member States to generate consensus.</li> <li>- Prepare and propose solid technical and legal alternatives. Disseminate information and generate support.</li> <li>- Make full use of the WAPCCO/CCSS meetings to introduce options and generate support.</li> </ul>
Legal Framework not in place at national level to ensure adequate usage of the system	High	<ul style="list-style-type: none"> <li>- Continuous ECOWAS follow up of the political process at national level.</li> <li>- Use EU and INTERPOL leverage to speed up the legislative process.</li> <li>- Work with experts from the region to advise and assist countries in drafting legal texts based on regional and international standard.</li> </ul>
Failure of countries to allocate suitable premises for the DACORE	Low	<ul style="list-style-type: none"> <li>- Use ECOWAS Commission, EU and INTERPOL political leverage to secure the allocation of a specific budget line for premises allocation.</li> </ul>
Resistance to build inter-agency cooperation at national level	Medium	<ul style="list-style-type: none"> <li>- Push forward the agency taking ownership of the national WAPIS System to prove its value and convince sceptical agencies.</li> </ul>
Failure by countries to maintain IT equipment	High	<ul style="list-style-type: none"> <li>- Work for the allocation of a specific budget line for equipment maintenance.</li> <li>- Foster partnerships between law enforcement agencies and local IT companies.</li> </ul>
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>- Authorities at national and regional level will continue to support the WAPIS Programme.</li> <li>- No major regional conflict will occur.</li> <li>- The general security situation in countries will allow for normal operations.</li> </ul>		

## 9. CROSS-CUTTING ISSUES

### 9.1. Human rights, Good Governance and Gender

The possible impact of the programme on the respect of **human rights, good governance and gender** issues will be constantly monitored and corrective measures will be taken where relevant and necessary. Particularly, care will be taken towards law enforcement agencies' respect of human rights. Training to law enforcement agencies may integrate a component on human rights and gender issues.

In conformity with Article 2 of INTERPOL's Constitution and the Universal Declaration of Human Rights to which the said Article refers, INTERPOL is an organization that promotes the respect of human rights in all its Member countries and focuses its action on the improvement of safety for all people across the world, including vulnerable women and children. Faithful to

INTERPOL's tradition, the WAPIS Programme has much at heart to promote human rights, good governance and gender issues in its beneficiary countries, as well as the strengthening of the rule of law in all implementing countries. In this regard, the WAPIS team will provide permanent legal support to countries during the WAPIS Phase 3 and, where appropriate, will be available to assist countries in the adaptation of national legal framework.

Besides, several specific actions have been identified to ensure that appropriate attention to the respect of human rights, good governance and gender issues is given:

- All WAPIS trainings delivered to law enforcement agencies in countries implementing the WAPIS Programme will raise awareness on respecting human rights and ensuring transparent police process for all types of offences and complaints, including when dealing with people requiring special treatment such as refugees, unaccompanied minors, victims of sexual and gender based-violence (SGBV) or of human trafficking. The participation of women in trainings and/or formal meetings will be strongly encouraged;
- International and regional instruments for the protection of human rights, such as the African Charter on Human and Peoples Rights or the Supplementary Act on personal data protection within ECOWAS, will be permanently accessible by law enforcement officers on WAPIS System's Homepage;
- During official meetings, Programme Officials will stress the importance of respecting human rights and ensuring equal gender representation;
- Over the timeframe of the Action, the WAPIS Programme will continue working with West African legal experts, notably in criminal procedure, human rights and personal data protection areas. For this purpose, dedicated workshops will be organized thus contributing to encourage mutual knowledge on the respective systems in place as well as legal cooperation within the region.

## **9.2. Data Protection**

In order to guarantee **data protection** and its related regime, each country should be compliant with INTERPOL rules for data processing. The collection and processing of police data will comply with international data-protection and human rights standards. The WAPIS data protection system will be based on the Supplementary Act on Personal data Protection within ECOWAS and INTERPOL's Rules on the Processing of Data. It will also comply with internationally recognized principles (UN guidelines for the exploitation of personal data files/1990; EU directives 95/46/EC, 2002/58/EC, and 2009/136/EC).

Police data is the sole property of national authorities. Therefore the sharing of data between countries or at regional or global level is subject to authorization by national authorities. The reference to "authorized" police data in this document refers to this requirement.

## **10. GOVERNANCE OF THE ACTION**

The European Commission, Directorate General for International Cooperation represented by the EU Delegation in Ivory Coast is the Contracting Authority. The EUD to Côte d'Ivoire will be responsible for managing the contract (follow-up of its implementation on a daily basis and lead the political dialogue on its implementation with ECOWAS).

The beneficiaries of the Programme are ECOWAS Commission and UEMOA, the ECOWAS Member states and the Islamic republic of Mauritania.

The overall responsibility for the implementation of the present Action lies with INTERPOL.

Any amendment to the contract and other issues of significance will be discussed with and approved by the Contracting Authority, the EUD to Côte d'Ivoire.

As far as the governance of the Action is concerned, a **Programme Steering and Coordination Committee** (PSCC) will be established in order to ensure/strengthen coordination in planning and reviewing the Action's implementation. In particular, it will fulfil oversight functions, validate the overall direction of the Action, review implementation and provide guidelines for planning.

Chaired by ECOWAS Commission, the EUD to Côte d'Ivoire and INTERPOL,<sup>9</sup> the PSCC could include other representatives from EU Commission (for example members of EU Delegation in the countries targeted), all the national WAPIS single point of contact, representatives from UEMOA and other relevant actors will participate as relevant. The exact composition of the PSCC will be agreed with the Contracting Authority prior to the implementation of the Action.

The PSCC will meet twice a year in Abidjan, or any other different location. The first one will take place within the first three months of implementation. The second one will be organized six months after.

When necessary, additional PSCC restricted to representatives from EU Commission, INTERPOL, ECOWAS Commission and UEMOA, may be organised.

INTERPOL shall prepare annual narrative and financial reports covering the last six months period and also prepare revised work plans covering the coming six months period, and submit them to the PSCC for discussion and approval. Work plans include the detailed activities to be undertaken within the relevant time frame, assigned responsibilities and budgeted costs for each activity. Work plans will be shared with other relevant actors having an interest in the development of the Action.

INTERPOL will also prepare the minutes of the meetings which will be subject to approval by the Contracting Authority and adoption by the PSCC.

Additional regular meetings, also in a reduced format (i.e. at the technical/operational level), shall also be envisaged to ensure close monitoring of the Action's implementation. In particular, the contracting authority and INTERPOL will meet every 3 months.

Within the first three months of implementation, INTERPOL shall have:

- Produced an Inception Report of the activities, including the revised detailed work plan and main strategic recommendations.
- Organized the first PSCC

Within the first six months of implementation, INTERPOL shall have:

- Completed the identification of baselines and targets against which to measure progress under the Action and produce an updated detailed logical framework.

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<sup>9</sup> The INTERPOL representation will include a senior executive from the Organization's Headquarters (Lyon).

- In liaison with the Contracting Authority, initiated (and continue throughout implementation) consultations with the EU Delegations, CSDP missions, other donors and projects, etc. to explore opportunities for inter-project collaboration/support.

## **11. MANAGEMENT STRUCTURE**

### **11.1. Inter-Institutional relation**

To ensure the successful implementation of the Action, roles and responsibilities of the EU Commission stakeholders involved are clearly defined below and may be modified by mutual agreement:

The EU Delegation in Côte d'Ivoire, in close collaboration with the EU Delegation in Nigeria, and ECOWAS, will lead this Action. It will ensure the political and strategic relationship with ECOWAS Commission and UEMOA. If needed, it could coordinate with EU Delegation to Burkina Faso for UEMOA.

The EU Delegation to Côte d'Ivoire is responsible for the operational management and monitoring of the PA Grant Agreement with INTERPOL. The EUD oversees all the activities that will be implemented, it ensures the general and strategic coordination of the Programme. It will not coordinate or monitor field activities in countries. For this, it will coordinate with the national and regional EU delegations.

The EU Delegations in beneficiary countries provide the strategic and political interface with the beneficiary countries. All political and strategic actions with the ministers or higher levels authorities of the beneficiary countries initiated by INTERPOL, will be co-organised with the EU Delegation of the concerned country, in order to smooth the progress of the actions. These actions, unless agreed will be carry out in common.

The EU Delegation in beneficiary countries will oversee the implementation of the Action in their respective country. They will be kept informed by INTERPOL on the planning of the Action, progress, challenges and issues encountered. They could if needed and with mutual agreement, back INTERPOL with coordination of the activities on the ground.

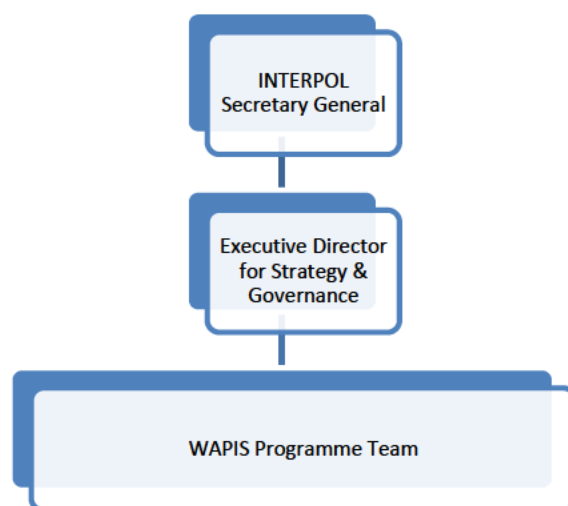
On each EU Delegation, a single focal point for the Action will be designated, within the first six months of implementation.

### **11.2. INTERPOL**

For its operational phase, the WAPIS Programme will transfer its management team to INTERPOL's Regional Bureau for West Africa in Abidjan, where a field implementation team will also be built.

#### **11.2.1. Global Structure**


The management team of the Programme is under the responsibility of the INTERPOL Executive Director for Strategy & Governance, at the Headquarter in Lyon, who will conduct political missions in implementing countries and provide strategic and political guidance.






#### 11.2.2. WAPIS Implementation unit





##### Roles and responsibilities




A full description of the staff profile covered by the Action and playing a role in its planning/implementation, monitoring, reporting, visibility-communication is included here below. Job descriptions are generic and will be adjusted according to task/scope of work.



POSITION	DUTIES
<b>Head of Programme</b> 	<ul style="list-style-type: none"> <li>▪ Accountable for the Action delivery.</li> <li>▪ Overseeing the work of the WAPIS Team.</li> <li>▪ Developing, monitoring and adjusting the Action's strategy and activities, in cooperation with the Director in charge and with the support of the Programme Team.</li> <li>▪ Raising the importance of the Action with high-level authorities, including ministers, heads of police, and ECOWAS officials.</li> <li>▪ Ensuring regular reporting to appropriate European Union officials and entities.</li> <li>▪ Developing and overseeing the implementation of the Programme strategy and work plan (activities, deliverables, performance indicators, corrective measures).</li> <li>▪ Managing the Programme team (coaching, mentoring and motivating).</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Communicating efficiently the expectations of the Action to the members of the team to the external stakeholders.</li> <li>▪ Representing the Action at meetings, working groups, internal meetings.</li> </ul>
<b>Senior Programme Manager - Implementation Coordinator</b> 	<ul style="list-style-type: none"> <li>▪ Overseeing the day-to-day activities in relation with the work plan.</li> <li>▪ Managing the budget</li> <li>▪ Overseeing procurement and administrative processes.</li> <li>▪ Assisting the Head of Programme in planning the Programme activities, supporting him/her in discharging his/her duties and offering appropriate advice where necessary.</li> <li>▪ Representing the Action at meetings, working groups, internal meetings in the absence of the Head of Programme.</li> <li>▪ Performing all other duties as may be directed by the Head of Programme.</li> </ul>
<b>Information Systems Architect</b> 	<ul style="list-style-type: none"> <li>▪ Developing technical specifications for the development of the WAPIS System software.</li> <li>▪ Overseeing the work of contractors in relation to software development.</li> <li>▪ Translating modification requests into technical specifications for WAPIS System software modifications.</li> <li>▪ Overseeing the implementation of INTERPOL web services.</li> <li>▪ Actively contributing to the study of technical options for the regional data-sharing platform.</li> <li>▪ Responsible for overseeing the development of interoperability between the WAPIS System and other systems if necessary.</li> </ul>
<b>Information Technology Programme Manager</b> 	<ul style="list-style-type: none"> <li>▪ Responsible for the local installation of national WAPIS Systems, including by overseeing the work of contractors.</li> <li>▪ Responsible at local level for national WAPIS Systems connection to INTERPOL, including through the implementation of INTERPOL web services.</li> <li>▪ Responsible for the national WAPIS Systems maintenance strategy, including through local maintenance contracts (L1-L3 support).</li> <li>▪ Developing and overseeing national WAPIS Systems' deployment beyond the DACORE, including by overseeing the work of contractors.</li> <li>▪ Supporting the Information Systems Architect in developing technical specifications for the national WAPIS system upgrades.</li> <li>▪ Overseeing on the ground implementation of interoperability between the national WAPIS Systems and other systems if necessary.</li> </ul>



<b>ECOWAS Coordinator</b> 	<ul style="list-style-type: none"> <li>▪ Representing the Action at the ECOWAS Commission, including at meetings, working groups, and other events.</li> <li>▪ Ensuring liaison with the EU Delegation in Abuja.</li> <li>▪ Actively communicating on the Action with ECOWAS Commission officials, as well as with all other pertinent stakeholders, including UEMOA, relevant international organisations and NGOs.</li> <li>▪ Acting as the Country Officer for Nigeria and could occasionally supporting the work of Country Officers in other implementing countries.</li> <li>▪ Ensuring coordination in relation with WAPCCO Annual General Assemblies.</li> <li>▪ Performing all other duties as may be directed by the Head of Programme.</li> </ul>
<b>Change &amp; Product Manager</b>  (*) seconded	<ul style="list-style-type: none"> <li>▪ Working with the Information System Architect and the IT Programme Manager to ensure that the scope of each delivery covers the necessary aspects required to deliver the products or services that will lead to operational benefits.</li> <li>▪ Working with the Information System Architect and the IT Programme Manager and cross-functional partners to assess feasibility of ideas, to plan new features and changes.</li> <li>▪ Demonstrate new ideas and features to stakeholders.</li> <li>▪ Contribute towards WAPIS strategy and vision.</li> <li>▪ Ensuring that best practices are being applied across all phases of the WAPIS development Programme.</li> </ul>
<b>Operations Coordinator</b> 	<ul style="list-style-type: none"> <li>▪ Managing country plan and progress status.</li> <li>▪ Overseeing the work of Country Officers in the implementing countries.</li> <li>▪ Monitoring country operations delivery and results, including by providing a permanently updated picture of country progress.</li> <li>▪ Acting as Country Officer in some implementing countries.</li> <li>▪ Coordinating the provision of training and capacity building initiatives in implementing countries and at the INTERPOL Regional Bureau in Abidjan.</li> <li>▪ Coordinating administrative and management issues in relation with field implementation.</li> <li>▪ Representing the Action at meetings, working groups, internal meetings.</li> <li>▪ Supporting the Head of Programme in planning the Action activities, supporting him/her in discharging his/her duties and offering appropriate advice where necessary.</li> </ul>
<b>Country Officers (6)</b> 	<ul style="list-style-type: none"> <li>▪ Implementing WAPIS at national level under the supervision of the Operations Coordinator and in cooperation with concerned WANACOs.</li> </ul>

<p>(*) 2 seconded</p>	<ul style="list-style-type: none"> <li>▪ Assisting the Operations Coordinator in planning country activities, supporting him/her in discharging his/her duties and offering appropriate advice where necessary.</li> <li>▪ Organizing training activities at national level in cooperation with concerned WANACOs.</li> <li>▪ Establishing a trust relationship with local stakeholders and developing a sense of local ownership of the Programme.</li> <li>▪ Ensuring effective communication with EU Delegations in implementing countries.</li> <li>▪ Performing all other duties as may be directed by the Head of Programme.</li> </ul>
<p><b>Programme Communications Officer</b>  </p>	<ul style="list-style-type: none"> <li>▪ Developing a communication plan</li> <li>▪ Assisting the whole Team to increase the Action visibility among all stakeholders.</li> <li>▪ Developing the WAPIS kit.</li> <li>▪ Developing programme communication tools (brochures, videos, social media, etc.) and other project visuals.</li> <li>▪ Assist in the delivery of the WAPIS Programme, programme progress reports to all stakeholders and beneficiaries of the programme.</li> <li>▪ Assist with the organization of international conferences, meetings and workshops (content and logistics).</li> <li>▪ Performing various administrative duties.</li> <li>▪ Performing all other duties as may be directed by the Head of Programme.</li> </ul>
<p><b>Programme Administration and Events Officer</b>  </p>	<ul style="list-style-type: none"> <li>▪ Responsible for event organisation, including venues, travel, per diems and other related tasks.</li> <li>▪ Performing selected financial tasks, including event-related purchases and financial estimates, reimbursement requests, and other non-budget related financial tasks.</li> <li>▪ Performing various administrative and logistical duties.</li> <li>▪ Performing all other duties as may be directed by the Head of Programme.</li> </ul>
<p><b>Counsel</b>  </p>	<ul style="list-style-type: none"> <li>▪ Handles matters to include interpretation and application of legislative and other instruments governing ECOWAS Member States, ECOWAS General Secretariat and INTERPOL activities and operations.</li> <li>▪ Provides assistance to WAPIS programme beneficiary countries in the implementation of the WAPIS programme in order to ensure a consistent adoption and application of laws and good practices.</li> <li>▪ Conducts and supervises legal research and analysis, and prepares or contributes to the preparation of drafts of background papers, studies, reports, comparative analysis, briefs, teaching materials and correspondence dealing with</li> </ul>

	<p>legal aspects of the WAPIS Programme in criminal law, public and international law, including on personal data protection issues.</p> <ul style="list-style-type: none"> <li>▪ Liaises with legal experts of the West African Region.</li> <li>▪ Drafts (and assists in the drafting) of legal texts and reports.</li> <li>▪ Performs various administrative duties.</li> <li>▪ Performs all other duties as may be directed by the Head of Programme.</li> </ul>
<p><b>Legal Officer</b>  </p>	<ul style="list-style-type: none"> <li>▪ Monitors and finalize non-complex legal or administrative dossiers related to the WAPIS programme for which solutions are already covered by rules, precedents and the Organization's practice.</li> <li>▪ Provides legal opinions on a variety of topics within the framework of the WAPIS programme.</li> <li>▪ Under the lead of the Counsel, handles matters to include interpretation and application of legislative and other instruments governing ECOWAS Member States, ECOWAS General Secretariat and INTERPOL activities and operations.</li> <li>▪ Under the lead of the Counsel, provides assistance to WAPIS programme beneficiary countries in the implementation of the WAPIS programme in order to ensure a consistent adoption and application of laws and good practices.</li> <li>▪ Drafting (and assisting in the drafting) of legal texts and reports.</li> <li>▪ Performs various administrative duties.</li> <li>▪ Performs all other duties as may be directed by the Head of Programme.</li> </ul>
<p><b>Procurement Officer &amp; Contract Officer</b>  </p>	<ul style="list-style-type: none"> <li>▪ Establishes Procurement planning, follow-up system and related internal procedures, to ensure a coordinated, timely and efficient processing of procurements requests (purchase orders or contracts).</li> <li>▪ Knowledge of the local market of West Africa. Contact point for contracted/prospected outside firms, and their Managers.</li> <li>▪ Assists Finance and the Programme to verify invoices are compliant with the contracts or purchase order.</li> <li>▪ Manages problems, disagreement, and dispute with suppliers. Ensure coordination with external companies to find solutions when required and to ensure a smooth running of all the procurement process.</li> <li>▪ Drafts all documents necessary in the course of the selection procedure (open tender, limited competition or direct negotiation) and contracting process: specifications, administrative and legal provisions.</li> </ul>

	<ul style="list-style-type: none"> <li>Writes contracts between the Organization and external vendors, both enterprises and individual specialists, in close cooperation with the needs of the WAPIS Programme</li> </ul>
<b>Principal Administrative Assistant</b> 	<ul style="list-style-type: none"> <li>Supports the work of the Operations Coordinator and Country Officers through various administrative and financial tasks.</li> <li>Supports the Programme Administration and Events Officer performing event organisation.</li> <li>Performs secretarial duties.</li> </ul>
<b>Training Officer (50%) (*)</b> <b>Seconded</b> 	<ul style="list-style-type: none"> <li>Identifies and assesses training and development needs</li> <li>delivers or oversees the trainings delivered by external companies</li> <li>supervises and monitors progress made via training programmes</li> </ul>

#### Head of Programme

PMO	Legal	Police	IT	Field Implementation
<ul style="list-style-type: none"> <li>•Senior Programme Manager - Implementation Coordinator</li> <li>•Programme Communication &amp; Publications Officer</li> <li>•Programme Administration &amp; Events Officer</li> <li>•Procurement &amp; Contract Officer</li> <li>•Training Officer (50%) * Seconded</li> </ul>	<ul style="list-style-type: none"> <li>•Counsel</li> <li>•Legal Officer</li> </ul>	<ul style="list-style-type: none"> <li>•Change &amp; Product Manager * Seconded</li> </ul>	<ul style="list-style-type: none"> <li>•Information System Architect</li> <li>•IT Programme Manager</li> </ul>	<ul style="list-style-type: none"> <li>•Operations Coordinator</li> <li>•ECOWAS representative</li> <li>•Principal Administrative Attaché</li> <li>•Country Officer</li> <li>•Country Officer</li> <li>•Country Officer</li> <li>•Country Officer</li> <li>•Country Officer * Seconded</li> <li>•Country Officer * Seconded</li> </ul>

## 12. STAKEHOLDERS

NAME	STRATEGIC ROLE
<b>ECOWAS</b>	<p>Under the framework of the European Development Fund, the Economic Community of West African States (ECOWAS) is the institutional owner of the WAPIS Programme. As such, the regional body will play a central role in:</p> <ol style="list-style-type: none"> <li>1. Providing political support for the programme among its Member States.</li> <li>2. Facilitating negotiations among ECOWAS Member States leading to the selection of the type of mechanism to be used for the exchange of data at regional level and to the adoption of the required legal framework.</li> <li>3. Providing legal advice and support in its role of custodian of the <i>Supplementary Act on Personal data Protection Within ECOWAS</i>, which is the appropriate legal framework for the processing of personal data within the ECOWAS region.</li> <li>4. Monitoring the Programme's progress in ECOWAS Member States.</li> <li>5. Chair the Programme's Steering Committee</li> </ol>
<b>EU/DEVCO</b>	Both the Emergency Trust Fund for Africa and the European Development Fund (EDF) are administered by DG Development and Cooperation (DEVCO), which is therefore a key partner of the Programme.
<b>EU/EEAS</b>	The European External Action Service sets the EU strategic priorities and is present in every country through European Union Delegations.
<b>INTERPOL</b>	<p>INTERPOL is the WAPIS Programme's implementing partner.</p> <p>As such, INTERPOL is responsible, under the guidance of the Steering Committee, for managing the Programme's implementation, including through developing the Programme's strategy, core technical standards of the WAPIS System, budget and action plan.</p>
<b>UEMOA</b>	<p>The West African Economic and Monetary Union.</p> <p>As such, the regional body will provide political support for the programme among its Member States and will be member of the Programme's Steering Committee.</p>
<b>WAPCCO /CCSS</b>	The West African Police Chiefs Committee drives intra-community police cooperation, including information exchange and coordinated enforcement strategies in the collective fight against crime and terrorism. The WAPCCO assists the ministerial council in the preparation of related political decisions and in the drafting of the relevant ECOWAS regulations.



	<p>The Committee of Chief of Security Services facilitates intra-community cooperation and information exchange towards the collective fight against crime and terrorism. The CCSS includes all agencies involved in ensuring national security across the region. The CCSS assists the ministerial council in the preparation of political decisions and in the drafting of relevant ECOWAS regulations. The CCSS will monitor the Programme's implementation.</p> <p>The WAPCCO and CCSS, are key partners of the WAPIS Programme. They will monitor the Programme's implementation and their support will be crucial for the definition, adoption and implementation of the regional police data-sharing platform.</p>
<b>WAPIS Strategic Orientation Committee</b>	<p>The WAPIS Strategic Orientation Committee is the WAPIS Programme's Steering Committee. It is chaired by the ECOWAS Commission and is indicatively comprised of representatives of the ECOWAS Commission, European Union, INTERPOL, and WAPCCO. Its exact composition will be defined before the start of the Programme's EDF component on the basis of Terms of Reference (ToRs) to be finalised (see par. 5.7)</p>
<b>Beneficiary countries</b>	<p>Law enforcement agencies (Police, Gendarmerie, Customs, Immigration Services, etc.) and relevant Ministries in each country across the region will be the main target groups.</p> <p>The beneficiary countries are also involved in the implementation of the action via the appointment of single points of contact (SPOCs) and the establishment of WAPIS National Committees (WANACOs). The WANACO is a national formal or informal body composed of officials from national law enforcement agencies involved in WAPIS. It is responsible for overseeing and monitoring the implementation of WAPIS at national level. Each country will need to set up and manage its own WANACO.</p> <p>Police authorities from INTERPOL's other member countries will be indirect beneficiaries of the Action, including the 28 European Union Member States.</p>

### 13. SUSTAINABILITY

Focusing on the **human capital aspects**, INTERPOL will seek to engage stakeholders at all levels, from Ministers to law enforcement authorities, middle management and officers. In this regard, turnover is a recurring difficulty that can be addressed through a number of measures, including political dialogue (EU and INTERPOL), regular mentoring and train-the-trainers initiatives.

- The ECOWAS Commission Document "Commitment by national and regional authorities regarding the implementation of the WAPIS Programme" that is enforced on all ECOWAS Member states, establishes role and contribution of the participating states involved in the WAPIS Programme. In addition, when starting the implementation of WAPIS in a country, the Programme will seek to sign a bilateral implementation agreement with beneficiary countries, which will detail responsibilities and commitments of all parties and therefore will ensure the

sustainability of the system. The implementation agreement will include inter alia detailed and timely contribution such as provision staff and facilities, legal actions as needed for programme implementation and sustainability.

In addition, in order to ensure sustainability, the Action includes a strong focus on work with Programme Steering Committee to enhance ownership (i.e. capacity building and good practices appropriation by national entities through national trainers and additional training resources developed by national entities).

Focusing on the **institutional aspects**, the programme relies on existing structures. Its aim is to strengthen their capacity so their actions have a greater impact. The fact that most, if not all, the direct beneficiary institutions and structures are already existing and functioning increases the likelihood that they will remain beyond the programme duration. Existing national structures will have a leadership role in the implementation of the programme. As a direct consequence, INTERPOL will support and when needed, arbitrate their requests.

Focusing on **technical aspects**, the Action will support WAPIS System administrators by allowing them to undergo system administrators training. In addition, the Action has realized that securing service-level support in each implementing country is critical. A local company will be selected in coordination with local authorities in order to ensure timely support in case of technical incident. Finally, the IT Programme Manager based in Abidjan will provide technical support to implementing countries.

Focusing on the **legal aspects**, when relevant/needed, legislative reforms in relevant areas of will be encouraged and based on gaps identified during capacity building/work sessions with the target countries. Recommendations will be in line with relevant international instruments signed or ratified by the target countries.

Finally, focusing on **post-implementation monitoring**, this task falls primarily under the responsibility of Governments and relevant regional structures/networks. However, INTERPOL is in regular contact with the target countries of the region, as part of their daily work. In this regard, queries will be made and information received on their evaluation of the situation in their country.

#### **14. MONITORING AND REPORTING**

INTERPOL is responsible for the day-to-day technical and financial monitoring of the implementation of this action. This will be a continuous process fully integrated in the activities of the programme. To this aim, INTERPOL shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports and final reports to be submitted to the consideration of the Steering Committee and of the EU delegation in Abidjan.

Every report shall provide an accurate view of the implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The annual and

final report, narrative and financial, will cover the entire period of the action implementation. The content and frequency of the reports will be agreed with EU Delegation to Côte d'Ivoire, during the inception phase.

As a minimum the following is expected:

Detailed final report and intermediate (at replenishment) report. The content of these reports are in conformity with the article 3 or general condition.

The monitoring of the Action, will include two components:

- Monitoring of the implementation of activities
- Monitoring of the indicators using as reference the logframe matrix (for project modality).

The monitoring of the implementation of activities will include EU Delegations monitoring and INTERPOL monitoring, among other, actions implemented conjointly by EU and INTERPOL, a review at the mid-term of the Action, and a final evaluation.

The every three months meeting with the contracting authority represented by EU Delegation to Côte d'Ivoire is part of this monitoring. During these meetings, INTERPOL will present progress of the activities, financial reporting, updated work plan, issues encountered and mitigations proposed.

The six-monthly progress reports will be consolidated and presented during the PSCC organised twice a year.

The monitoring of the indicators should allow assessing the level of achievement objectives of the Action.

It will be necessary to establish the baseline situation for all agreed indicators during the first twelve months of the Action and to carry out the impact assessment at the end of the Action.

The progress reports could be shared with the ECOWAS Commission and UEMOA.

Should these reports to identify difficulties such as lack of political will for the implementation of one component or any change that might jeopardize the achievement of the results targeted, the action in the country concerned could be reoriented in such a way that will guarantee the successful implementation of the programme.

## **15. EVALUATION**

Having regard to the importance of the action, mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission via an implementing partner.

Mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to implementation and operationalization at national level including by the programme management unit (2020 sem.1).

The final evaluation will be carried out for accountability and learning purposes at various levels, taking into account in particular the operationalization at all levels addressed by the programme and the measures towards ensuring programme sustainability (2022 sem.2).

The evaluation reports shall be shared with the ECOWAS Commission, the partner countries and other key stakeholders. The implementing partner and the Programme Steering Committee



shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the programme.

#### **16. AUDIT**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

## **17. COMMUNICATION AND VISIBILITY**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

## **18. ANNEXES**

## Annex 1: Indicative Logframe matrix

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	More efficiently combat transnational crime and terrorism originating from, transiting in and operating in West Africa through enhanced police information management and sharing	Electronic police data managed at national level (shared within each West African country) Electronic police data shared regionally (across West Africa) Electronic police data shared globally (between West African countries and the rest of the world)	No or extremely limited electronic police data (2017). No regional sharing of electronic police data Extremely low global sharing of police data	Gradual integration of electronic police data in law enforcement work, including through regional and global sharing (2022)	National police data management assessments  Regional WAPIS System usage statistics  INTERPOL statistics	
Specific objective(s): Outcome(s)	1. Enhanced police information management within each West African country  2. Increased police information sharing across West Africa  3. Greater information sharing between West African law enforcement and the global law enforcement community	1.1. Number of electronic police data created and consulted at national level  2.1. Number of electronic police data shared regionally via the WAPIS regional data-sharing platform	1.1. Zero (except Benin, Ghana, Mali and Niger) (2017)  2.1. Zero (2017)	1.1. TBD (2020)  2.1. TBD (2020)  3.1. TBD (2020)	1.1. National WAPIS System usage statistics  2.1. Regional WAPIS System usage statistics  3.1. INTERPOL statistics	The general security situation will allow implementation.  National authorities will remain committed to the Action.  The ECOWAS Commission will actively support the Action

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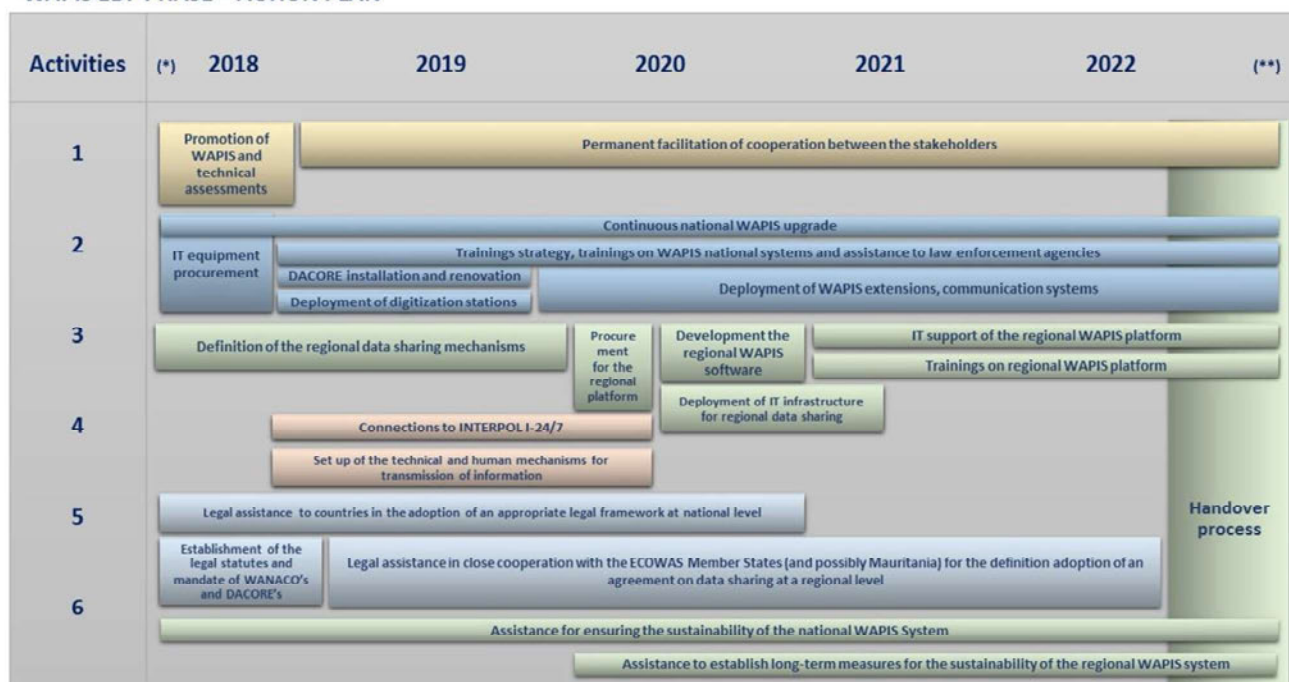
		3.1. Number of electronic police data shared beyond West Africa by West African law enforcement	3.1. Extremely low (2017)	3.2 TBD (2020)	3.2 INTERPOL statistics	
		3.2 Number of global police data consulted by West African law enforcement	3.2 Extremely low (2017)			
Outputs	Output 1 (SO1, SO2, SO3): The Action fosters support for the implementation of the WAPIS Programme at national and regional level.	1.1. Number of ECOWAS member States in conformity with the called ECOWAS document "Expected commitment from national ..."	1.1. Zero (2017)	1.1. TBD (2020)	1.1. Onsite evaluation	- National authorities will remain committed to the Action.
	Output 2 (SO1) - The WAPIS System is implemented at national level including through the provision of operational and technical support and training	2.1. Number of staff assigned to the WAPIS System (encoding and consulting) 2.2. Number of files inputted in the System, including digitized paper-based files 2.3. Number of queries against the System 2.4. Number of operational remote connections (connected sites)	2.1. Zero (2017) 2.2. Zero (2017) 2.3. Zero (2017) 2.4. Zero (2017)	2.1. TBD (2020) 2.2 TBD (2020) 2.3 TBD (2020) 2.4 TBD (2020)	2.1. DACORE activity reports 2.2. National WAPIS System statistics 2.3. National WAPIS System statistics 2.4 DACORE activity report	- National authorities will concretely support the implementation of the Action - The general security situation will allow implementation.
	Output 3 (SO2) - The WAPIS regional data sharing platform is developed and implemented in cooperation with the ECOWAS Commission and ECOWAS Member States (and possibly Mauritania)	3.1 Status of Agreement by ECOWAS Member States (and possibly Mauritania) on regional data-sharing platform 3.2 Status of the regional data-sharing platform	3.1 No agreement in existence (2017) 3.2 No data-sharing platform in existence (2017)	3.1 Agreement signed by ECOWAS MS on the regional data-sharing platform (2020) 3.2 Regional data sharing platform operational (2020)	3.1 ECOWAS agreement document 3.2 Regional data-sharing platform statistics and activity report	- ECOWAS Member States will agree on a common mechanism and on common rules for the sharing of police data at regional level. - National authorities will remain committed to setting up the regional data-sharing platform.

		3.3 Number of files shared through regional data-sharing platform	3.3 Zero (2017)	3.3 TBD (2020)	3.3 Regional data-sharing platform statistics	
		3.4 Number of hits obtained through regional data-sharing platform	3.4 Zero (2017)	3.4 TBD (2020)	3.4 Regional data-sharing platform statistics	
	Output 4 (SO3) - National WAPIS Systems are linked up with INTERPOL channels through INTERPOL National Central Bureaus.	4.1 Number of countries with connection between WAPIS System and I-24/7	4.1 Zero (2017)	4.1 TBD (2020)	4.1 Signed extension agreements between INTERPOL and West African countries	- Beneficiary countries will agree to connect their national WAPIS System with INTERPOL's I-24/7.
		4.2 Number of files shared through INTERPOL	4.2 Extremely low (2017)	4.2 TBD (2020)	4.2 INTERPOL statistics	
		4.3 Number of queries on INTERPOL databases from WAPIS System	4.3 Extremely low (2017)	4.3 TBD (2020)	4.3 INTERPOL statistics	
	Output 5 (SO1, SO2) - The ECOWAS Member States (and possibly Mauritania) have adopted the required legal framework at national and regional levels	5.1 Number of countries having adopted legal texts to officialise the national WAPIS System (if necessary)	5.1 TBD (2017)	5.1 TBD (2020)	5.1 Legal texts adopted by West African countries	- National authorities will be committed to putting in place the adequate legal framework for the WAPIS System.
		5.2 Number of countries having officially declared the WAPIS System to its national Data Protection Authority	5.2 TBD (2017)	5.2 16 (2020)	5.2 Official registration to Data Protection Authority	
	Output 6 (SO1, SO2, SO3) - The WAPIS System is handed over to the national and regional authorities ensuring systems sustainability	6.1 Status of a National budget line for the national WAPIS System	6.1 Zero (2017)	6.1 TBD (2021)	6.1 National budget allocation	- National authorities will commit to ensuring national WAPIS System sustainability
			6.2 Zero (2017)	6.2 16 (2021)	6.2 LESs' training curricula	- National and regional authorities will commit to

		6.2 Status of inclusion of WAPIS System in initial LEAs' training	6.3 Zero (2017)	6.3 TBD (2021)	6.3 National/regional budget allocation	ensuring the regional data sharing platform's sustainability.
		6.3 Status of national and/or regional budget line for the regional data sharing platform				

## Annex 2: Indicative work plan and timeline

### WAPIS EDF PHASE – ACTION PLAN



(\*) = 15 October 2017 - (\*\*) = 14 October 2022



### **Annex 3: Operation Infra**

Given the success of the INFRA-RED model, INTERPOL Fugitive Investigative Support (FIS) Sub Directorate, in collaboration with the Action "Support to the strengthening of police information systems in the broader West Africa region", will organize and conduct an Operation Infra for the benefit of the Action.

Such Operation Infra will aim at promoting international exchange of information on the whereabouts of fugitives who are wanted by the following African countries: Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania and whom are believed to have left their national jurisdiction and could be located abroad.

Operation Infra has three primary objectives:

1. To encourage countries implementing the Action to insert relevant data related to wanted criminals in their national WAPIS System or WAPIS-like System, as well as to examine the possibility of extending the search for individuals wanted at a national level to an international level and consequently to request an INTERPOL Red Notice and/or Diffusion so that they can be included in the forthcoming operation.
2. To enable or facilitate the arrest of wanted criminals by beneficiary countries (Benin, Burkina Faso, Cape Verde, the Gambia, Ghana, Guinea-Bissau, Guinea, Ivory Coast, Liberia, Mali, Nigeria, Niger, Senegal, Sierra Leone, Togo and Mauritania).
3. To follow-up on the operation and arrests in order to gather additional relevant information on cases and further detect criminal networks.

Operation Infra consists of four (4) phases:

**PHASE 1: Preparatory**

The preparatory phase will start with the organization of two operational meetings. These meetings will allow investigators to present priority cases of fugitives to be targeted in the framework of the operation and to perform checks on INTERPOL databases for additional information. Based on the information collected on the proposed cases, FIS will put together a compilation of suitable Red Notices, Blue Notices and Diffusions that can be worked during the operational phase and inform investigators of the final list of cases. Cases already part of the previous INFRA Operations will not be included in the forthcoming one.

INTERPOL will promote the exchange of investigative information on the selected cases through the network of investigators participating in the operation and with concerned National Central Bureaus.

FIS will study the cases and make information requests to investigators in view of providing missing identification materials (including photos, fingerprints and travel documents), possible whereabouts, and recent developments related to the cases, allowing FIS to prepare exhaustive Intelligence Notifications for each of the targets. Whenever possible, INTERPOL analysts will also develop criminal analysis on the cases, including on possible accomplices and associated organized crime groups. This will give investigators a clear picture of the cases assigned to them based on all the information available.

All information, including biometric, will be inserted into the respective countries' WAPIS System or WAPIS-like System, as well as into INTERPOL databases, thus augmenting the quantity and quality of available data on international fugitives available locally and globally.

**PHASE 2: Operational**

FIS, in cooperation with INTERPOL's Regional Bureau in Abidjan, will organize the operational phase. The first week of this phase will be run in Abidjan, with country investigators and FIS staff working side by side. During this week, we invite investigators working for specialized units and/or the National Central Bureau) from each of the countries. Due to space constraints, the maximum number of investigators will be 20.

During the week, investigators will first receive a briefing on the running of the operation, after which they will prepare and disseminate, in coordination with FIS, the template messages addressed to the NCBs in the country (ies) identified as possible locations of fugitives. Investigators will also have the possibility to discuss their cases with investigators from countries where the fugitives are believed to be residing or frequenting.

After this week, investigators will return to their home units and follow up their respective cases through exchanges of new and additional information regarding the targets with the concerned countries. Coordinated actions will take place, with the aim of performing provisional arrests and extraditions wherever possible.

INTERPOL's Criminal Analyses Sub-Directorate (CAS) will analyse all exchanged messages in the framework of the operation. Countries will be requested to transmit all available information on fugitives arrested in the respective territory in the framework of the operation, including biometric data, financial support, involvement in other criminal activities in the

country where the arrest took place, previous whereabouts, travel routes and means, use of fraudulent documents, etc.

### **PHASE 3: Media Phase**

A media campaign will follow the operational phase, reaching to the widest possible audience to seek information from the general public. This will be done, not only through INTERPOL's public website, but also through national police websites and general media, in order to obtain information from the public on the possible location of fugitives. As this can be sensitive, information concerning the fugitives will only be made public under the following circumstances:

- a. If legally possible in the requesting country and in the country where the fugitive is believed to be located.
- b. If permission is received from the requesting country and an agreed form of words is issued by INTERPOL's Press Office.
- c. If it is believed that it will bring added value to the case.

A dedicated INTERPOL Press Officer will be assigned to the operation for its duration and the media strategy will be subject to a separate report in due course.

A dedicated service ensuring 24/7 coverage from Lyon in order to receive, analyse and research any information arriving from the public and member countries involved in the operation will be in place.

FIS will follow up leads on the possible location of fugitives, assessing, developing and disseminating relevant information to concerned NCBs.

### **PHASE 4: Final Report**

A written debrief of the operation with all parties involved will take place. Whenever necessary, operational leads will continue to be followed and information exchanged between INTERPOL and investigators through their country's NCB. A report will be written highlighting the operation's results. Information gathered during the operational phase will be also analysed with the aim of highlighting best practices to be adopted to prevent possible migratory movements of fugitives and criminals across borders and to identify possible weaknesses in border security system. Key findings will be included in the report if appropriate.

### Outcomes

1. Increased quantity and quality of data on wanted criminals inserted in the participating countries' WAPIS System or WAPIS-like System and in INTERPOL databases, including on used travel documents, biometric data and possible whereabouts of fugitives.
2. Arrests of criminals, thus contributing to destabilizing organized crime groups active in serious crime across the broader West Africa region , including smuggling of migrants, human trafficking, drug trafficking and terrorism.
3. Enhanced awareness of the operational value of the WAPIS System or WAPIS-like System and of the benefits of systematically crosschecking information between countries.
4. Enhanced networking between fugitive investigators, prosecution services, organized crime experts, border police services and other specialized units.