



INTERNATIONAL FORUM OF MAYORS ON SECURITY AND CRIME PREVENTION IN URBAN SETTINGS

**United Nations Campus in Turin
20 -21 May 2013**

I. Background: The changing urban environment

1. The world is undergoing the largest wave of urban growth in history. In 2008, for the first time, more than half of the world's population was living in towns and cities. By 2030 this number will swell to almost 5 billion, with urban growth concentrated in Africa and Asia. The 21st century has been characterized as the century of the city.

2. Cities hold out the promise of concentrated economic dynamism, predictable access to services, and opportunities for democratic citizenship—what we call the urban advantage. Cities can offer increased efficiency in the delivery of education, health care and other services compared to less densely settled areas due to advantages of scale and proximity, and they present increased opportunities for social mobilization and women's employment. Yet for hundreds of millions of people on the wrong side of the breach of urban poverty and exclusion, violence and insecurity have become facts of everyday life, denying them the benefits of the right to the city.

3. The massive movement of people from rural to urban environments is already overwhelming governmental capacities to manage the trend. Poverty is now growing faster in urban than in rural areas. One billion people live in urban slums, which are typically overcrowded, polluted and dangerous, and lack basic services such as clean water and sanitation. At the end of this century, if no corrective action is taken, the world might have 1.4 billion urban dwellers living in slum-like conditions. Asia alone will account for more than 700 million people living in informal settlements - a number of inhabitants larger than the entire population of Europe today.

4. An additional and related challenge lies in the growing rate of international migration. According to the International Organization for Migration, there is an estimated 214 million international migrants in the world today, up from 150 million in 2000. Along with the movement of people from rural to urban areas, migrant populations are also growing in cities and towns, and many governments struggle to successfully integrate these expanding populations into mainstream society. In some cities, substantial numbers of immigrants are experiencing unemployment, alienation and frustration which can create conditions for social conflicts and criminal activity. Furthermore, such delinquency among immigrants can lead to further social stigmatization and marginalization, reducing opportunities for integration.

5. These trends may produce increasing disparities in income and access to services, growing crime and victimization rates, breakdown of traditional cultural values and social

networks, increasing exclusion of youth at risk and minority populations, increasing resort to privatization of public space, to private policing and to vigilante and mob justice, poor governance, corruption, lack of public trust in public authorities and a culture of lawlessness. Both developed and developing countries are facing many of these challenges.

6. But the pace and scale of urbanization does not equate directly to an increase in insecurity. It is the city management and governance capacity that represent the main factors through which a city may deliver the urban advantage for its citizens. Of critical importance then is the mainstreaming of urban safety in the urban management, urban governance and urban planning process. This means focusing on the role of local authorities and promoting their leadership and responsibility for urban safety and the prevention of urban crime. It also requires raising awareness of the role of local stakeholders amongst national law enforcement agencies. Actions taken to promote urban safety and urban development must involve the integration and convergence of all actors (i.e. social services, urban planners, housing departments, educational institutions, law enforcement etc.).

II. The International Forum of Mayors on Security and Crime Prevention in Urban Settings

7. The demand for knowledge and expertise to address the issues of safety in cities is vast. And so is the experience and the results that have been achieved by local authorities and their citizens. It is in the spirit of sharing information, successes and approaches to addressing the complex challenges of urban safety that the United Nations Interregional Crime and Justice Research Institute (UNICRI), the Municipality of Turin and the United Nations Human Settlements Programme (UN-HABITAT) jointly organized the *International Forum of Mayors on Security and Crime Prevention in Urban Settings*. The United Nations Development Programme (UNDP) Regional Centre for Latin America and the Caribbean also participated in support of the Forum. The Forum was held at the United Nations Campus in Turin, Italy, from 20 to 21 May 2013.

8. The Forum aimed at strengthening knowledge on urban security related issues by promoting exchange of experiences among various municipalities from all over the world and UN entities. It provided an opportunity to share knowledge, exchange expertise and results achieved by local authorities in developing and implementing strategies to address the issue of security and crime prevention in urban settings.

9. The Forum addressed the complex and changing dynamics of urban security, crime prevention challenges and approaches. It explored the enabling factors impacting the rule of law in urban environments, highlighted innovative urban security policies and engaged cities from different continents to continue sharing good practices, innovative approaches and knowledge.

10. The Forum acknowledged that actions to improve urban security must result from a multi-sectoral and multi-stakeholder approach targeting sustainable urban development, equal access to services and opportunities, marginalized group involvement and the creation of active synergies between civil society and institutions. The discussion focused on reducing vulnerabilities, inequalities and injustice in urban settings.

11. The goals of the Forum included defining the scope of future policy-led research in the area of urban security, identifying potential partners and facilitating the sharing of good practices between cities around the world. During plenary sessions representatives of municipalities presented security issues affecting their cities and actions implemented. The workshops provided an opportunity to discuss common problems and identify actions, actors and areas for future interventions.

II.I. Organization of the Forum

12. The Forum was opened by Mr. Piero Fassino, Mayor of Turin, who underlined the central importance of the issues under consideration and affirmed that security depends on various elements, ranging from the structure and architecture of the city, to social policies, cultural initiatives, economic development and security policies to contrast crime. In her opening statement, Ms. Cecilia Andersson, the representative of UN-Habitat, emphasized the need to address the high crime rates that have accompanied the urbanization phenomenon in the past 50 years. Ms. Andersson also highlighted the central role of local governments in taking the leadership of providing safety to their citizens, safety should be delivered as a basic service. Mr. Jonathan Lucas, Director of UNICRI, underlined the momentum for discussing the issue crime prevention and security in urban settings, given the prominent role that cities are gradually assuming as institutional actors directly impacting on citizens.

13. High-level representatives addressed the plenary sessions, sharing good practices and the opportunities and challenges they were facing in addressing the following thematic areas:

- I. The role of governments and municipalities in urban security and urban crime prevention
- II. Effective urban crime prevention strategies and practices
- III. Promoting urban security and prevention of urban crime
- IV. Meeting the challenges of exclusion, urban security and vulnerable groups

- Mr. Piero Fassino, Mayor of Turin
- Mr. Jonathan Lucas, Director UNICRI
- Ms. Cecilia Anderson, UN-Habitat
- Mr. Sukhumbhand Paribatra – Governor of Bangkok
- Mr. Giorgio Pighi – Mayor of Modena
- Mr. Daoud I. D. Zatarí - Mayor of Hebron
- Mr. Bilal S. Hamad - Mayor of Beirut
- Mr. Marin Casimir Ilboudo - Mayor of Ouagadougou
- Mr. Dong Min Ki – Vice-Mayor for Political Affairs of Seoul
- Mr. Martin Xaba – Head of the Safer Cities and I-Trump Department of Durban
- Mr. Leonid Bogdanov - Chairman of the Committee on Law, Law Enforcement and Security, Government of St. Petersburg
- Mr. Michel Le Calloch - Safety and Prevention Branch, Lyon, France
- Mr. Óskar de Santos Tapia - Municipal Police Force of Madrid
- Gen. Jovito A. Gutierrez Jr - Consultant to the Mayor of Makati on Police Matters and Security
- Ms. Paola Loiacono – Municipal Police of Turin
- Mr. Jean Pierre Smith - Mayco Member for Safety and Security of Cape Town
- Mr. Mario Martín Arévalo Fernández - Municipal Councilor of Asuncion
- Mr. Antonio Frey - Director of Local Security of Santiago de Chile
- Mr. António Salvador D. Espada - Chief of Municipal Police of Maputo
- Ms. Mariacristina Spinosa, Councilor for Security and Crime Prevention, Turin

14. The Forum also included four workshops which provided the opportunity to discuss common problems and identify actors and areas for future interventions. The themes considered by the workshops included the following:

- I. Reducing Vulnerabilities
- II. Enhancing Public-Private Partnerships
- III. Promoting the Rule of Law

15. A summary of the outcome of the workshops is indicated below:

Workshop I: Reducing Vulnerabilities i) youth and urban crime and ii) women, girls and urban security

16. Workshop I: Reducing Vulnerabilities, addressed the following issues:

- 1) Youth and urban crime (empowering young people; reducing youth affiliation with criminal and extremist groups; youth and unemployment; youth and drug abuse; young migrants and integration)
- 2) Women, girls and urban security (women participation; violence against women; trafficking in persons)

17. The workshop made the following observations on the theme “Youth and urban crime”:

- Substance abuse (drugs and alcohol) among young people increases violent attitude and frequency of criminal offenses. Substance abuse also contributes to juvenile delinquency and the perpetration of petty crimes by young people to sustain their drug habit. Young people are both the victims of the criminal environment in many cities as well as perpetrators of crime on behalf of the organized crime groups, particularly gangs, in urban settings.
- Substance abuse among young people is often linked to forms of **collective violence/gangs** affecting poor communities, in particular, in different countries.
- Marginalization, often as a result of chronic youth unemployment and the break-down of traditional family patterns often on account of migration, and poor neighborhood contexts, contribute to increase the risk of young people being involved in forms of **collective violence** and their exposure to **sexual exploitation and human trafficking**. In many cities “street children” or “children in conflict with the law” have emerged as a social feature in many cities.
- Several cities were using scarce resources to address substance abuse (drugs and alcohol) and their and their impact on society. There are several causes of **substance abuse** as well as **collective youth violence**, ranging from chronic unemployment, disillusion and frustration as a result of unsatisfied aspirations, lack of socialization in the neighborhoods, absent or ineffective youth programmes aimed at integrating them in the community, and a policy and initiatives to integrate young migrants in the city in the context of economic difficulties.

Specific solutions presented by cities

In **Barcelona** the City Council promoted the legalization of the gangs as the best way for integration into the social, political and communitarian life of the city

In **Salvador** negotiation with the chiefs of Mara has significantly diminished the number of homicides

The **Ivory Coast** has promoted re-integration of militarily trained young boys in the community as supermarket's guards

In **India, North America** and **Argentina prisons** have introduced meditation for inmates as a core component of rehabilitation

Durban, Aguascalientes and **Toronto** have developed an integrated approach that promotes consultation among different actors working with security issues from different perspectives. This involves the local institutions acting in consultation with the civil society representatives

Bangkok has implemented a program 'To be Number One', encouraging young people to aspire to greatness instead of crime. All 400 schools in the city have the 'To be Number One' club

Specific issues presented by cities

In **Durban** young people are compelled to commit small crimes and are paid back with drugs which foster the vicious cycle. Young people have taken over the control of a road where drugs are sold

In **Madrid** a new phenomenon of female gangs is arising, probably deriving from the need to affirm independence

In **Latin America** (especially in Mexico, Guatemala, El Salvador and Honduras) the majority of gangs are federated in Maras, formed by young people victims of social exclusion and deprivation. Los Zetas represents a specific typology of gang operating in Mexico: it is a violent criminal cartel born by a group of paramilitary agents that deserted their formal positions to form a criminal organization – Los Zetas force individuals to commit crime on behalf of the cartel

In **Beirut** religious and political factions use young people to fuel tensions in the country (ex: manipulation of sport movements for political or economical reasons)

18. The Workshop made the following observations regarding “Women, girls and urban security”.

- Women and girls, particularly when migrating to the urban environment, are potential victims of human trafficking for sexual exploitation, a very profitable industry involving low risks for organized crime. An important observation made by participants in the workshop was that sexual exploitation tended to increase when major events are held.
- Women and girls are, in many cases, victims of a cultural environment in which sexual exploitation and abuse as well as domestic violence are not recognized as serious crimes. In many instances there were no legislation criminalizing domestic violence or sexual exploitation or prostitution. This legislative void made it difficult to protect the rights of girls and women and prevent them from being abused.

Specific solutions presented by cities

South Africa adopted incisive policies during the 2010 World-Cup, such as the national awareness campaign ‘Give a Red Card to Child Abuse and Exploitation’ organized by UNICEF, the government, NGOs, the private sector and the civil society

In **Durban** students accommodations moved from the suburbs to the University area

In **Venezuela** the government introduced in schools educational projects (1976-1996) aimed at developing and promoting family values and respect through debates and lectures

Crime prevention and urban security targeting youth, particularly girls and women

An Integrated Approach

Crime prevention initiatives targeting young people, efforts to counter youth violence and integrate “children in conflict with the law”, counter trafficking of girls and women, particularly for sexual exploitation, should follow a comprehensive approach, involving all actors involved in crime prevention including social workers and psychologists, law enforcement and criminal justice, and social-economic development, the private sector, civil society organizations and local authorities.

Conclusions and recommendations

- Crime prevention strategies focusing on youth in urban settings should be accompanied by initiatives to promote a favorable environment to empower vulnerable young people through education, vocational training and employment opportunities, as a process of integrating young people in society.
- There was a need for applied research on gangs affiliation mechanisms and the mapping of gangs in cities, as the destabilizing influence of gangs was felt in many cities. Such a methodology could assist municipalities in enhancing their knowledge of the modus operandi of gangs and ways to counter their nefarious influence.
- Pilot initiatives should be undertaken to prevent young people enrollment in gangs (possibly adopting a bottom-up approach). There was a need to better understand the dynamics of youth involvement in gangs, which had become a significant factor in criminal networks. Actions to reduce youth affiliation with criminal and extremist groups, indoctrination into violent extremist ideologies, should be initiated by a objective assessment of the phenomena, focus on how to prevent marginalization and strengthen social support, education, vocational training, emotional and spiritual development, accompanied by efforts to provide employment opportunities
- Priority should be given to promoting/strengthening rehabilitation measures for young people in conflict with the law; to encourage their reintegration in society and prevent recidivism. Incarceration should be avoided for young people – criminal justice policies should also focus on the prevention of enrollment of young people in gangs and violent groups, which commonly take place in prison settings.
- Development in several municipalities was adversely affected by the diminished confidence between the citizens and law enforcement actors. This partnership is essential. To build

partnership and enhance social cohesion it is vital to restore the credibility of public institutions and restore trust and confidence of the citizens by eliminating impunity and combating corruption at all levels.

- A prerequisite for the success of municipalities is the active participation and involvement of its citizens. It is of critical importance to promote active citizenship and city consultation processes, so as to enhance social inclusion, promote the creation of local networks involving community representatives, law enforcement, social and educational services.
- The development of comprehensive training programs on crime prevention and criminal justice targeting law enforcement, health and social services and media professionals will contribute to enhancing the delivery of services, particularly to vulnerable groups. Special attention should be given to training of criminal justice officers on youth in conflict with the law, “street children” and for law enforcement officials. They must become a reference point for young people who should come to see them as a support rather than as an obstacle. The development of a communication strategy forging a positive relation between youth and the authorities, particularly law enforcement, is of vital importance.
- Wherever feasible, pilot initiatives on restorative justice should be launched to demonstrate the impact of crime on victims, the responsibility of offenders for reparation. Restorative justice should also be pursued, wherever possible, as an alternative to incarceration.
- The community has an important role to play in the prevention of violence against girls and women and their exploitation for sexual abuse and trafficking. Awareness campaigns should be initiated, with the involvement of the media and bringing together law enforcement, civil society organizations and victims. In many instances this would be tantamount to promoting a local cultural revolution enhancing education and empowerment of women, particularly when male members of the community are sensitized, through education programmes and awareness campaigns, to the issues of violence against girls and women and their sexual exploitation.
- The promotion of women and girls education and their participation in educational, political, economic and social spheres, will serve to empower women and prevent their marginalization and isolation. Women, as mothers, sisters, co-workers, and active citizens, have a key role to play in promoting security in urban environments
- Law enforcement agencies are the principal actors in crime prevention. Often they lack the skills and expertise to play the critical role they are expected to play. It is recommended that comprehensive training programs for law enforcement are developed to enable them to play an effective role in crime prevention, particularly young people, taking into consideration the sensitivity of victims, the need to adopt tailored investigation strategies for crimes against women and girls.
- Law enforcement capacity should be enhanced, particularly on sharing intelligence to identify and target criminal organized networks involved in trafficking of women and girls
- The Working recommended that municipalities would be greatly supported if at the national level there was political commitment to promote and strengthen the implementation of prevention policies on substance abuse.
- As most of the crimes, such as the trafficking of girls and women for sexual exploitation, are transnational in nature, it is of vital importance to strengthen international cooperation. Municipalities have a role to play at their level in sharing their experience, including the manifestations and involvement of transnational organized crime, with their national and international counterparts. In several instances there was a need to develop skills on evidence assessment, investigation techniques and prosecution.

Workshop II: Enhancing Public-Private Partnerships (PPP)

19. In its consideration of the theme “Enhancing Public-Private Partnerships (PPP)” the Workshop considered the following issues:

- I. Investing resources in the most degraded urban environments through PPP joint efforts.
- II. Developing threat assessments in urban environments (collecting data from public and private sources)

20. The Workshop emphasized the critical importance of investing resources in the most degraded urban environments through PPP joint efforts. It considered that any strategy and initiative for local economic development and revitalization of degraded areas should include a strategy for crime prevention, security and countering organized crime. There can be no sustainable development without security and crime prevention in urban areas.

Specific solutions presented by cities

Cape Town has implemented since 2006 the Project VPUU, Violence Prevention through Urban Upgrading, using social engagement and town planning as tools to fight crime. The project is aimed at improving citizens’ living conditions of citizens and foresees privately-funded public services for security, cleaning (streets, clearing graffiti from walls) and marketing for degraded urban contexts

Modena has diversified approaches and strategies according to the nature of degradation to be faced. The municipality faces transformation of former industrial areas and renewal of degraded buildings through city-planning strategies. In case of severe degradation of urban contexts requiring legislative intervention, the city of Modena relies on partnership between municipalities and private sector

Turin took advantage of the momentum offered by the Olympic Games to implement actions of urban regeneration

Milan is renewing peri-urban areas in view of the EXPO 2015

Specific issues presented by cities

In **Durban** the concept of social housing (rental housing owned and managed by the state, by non-profit organizations, or by a combination of the two, and aimed at providing affordable housing) is regarded with suspicion

21. Participants in the Workshop emphasized the important role of the State in providing a framework for development, particularly through strong and viable institutions. Too often, the absence of effective State institutions enables organized crime to infiltrate the private sector undermining public security.

Specific solutions presented by cities

The city of **Milan** has developed a 2 years EU project, SMART CIBER (System of Maps Assessing Risk of Terrorism against Critical Infrastructures in Big Events Rallies), jointly implemented by public and private sector, referring to the experiences developed in Italy, the Netherlands, Hungary and Bulgaria. The project is aimed at creating an integrated risk map for terrorism threats with a special focus on critical infrastructures (geo-referenced data) and big events (interaction between space and time). The project refers to the theory of environmental criminology and attempts to reduce radicalization promoting social integration. It involves civil society (University Cattolica del Sacro Cuore) for the development of a methodology, public sector (police) for gathering data, private actors (owner of critical infrastructures) for collecting information and civil society & private sector for the development of a software to integrate collected data

Specific issues presented by cities

Italy needs to develop a risk assessment map in order to underline existing different organized criminal behavioural dynamics in the North and in the South and to identify sectors of action (construction industry, financial sector, etc.)

In **Italy** organized crime compromises public biddings reducing the offer by 40-50%. It would be desirable to change the criteria for selection of vendor/supplier in public procurement processes, basing the selection not on the lowest quotation to maximum efforts in terms of additional services provided

How to enhance Public-Private Partnerships (PPP)

A corporate approach

Actions aimed at strengthening partnership between private and public sectors should involve civil society organizations.

Conclusions and recommendations

- Proper technical and financial resources should be identified and allocated to local governments and relevant actors to address the several challenges on safety and security in urban settings.
- The partnerships between municipalities and the private sector is essential to promote crime prevention and security in urban settings. Private sector assets are often soft targets for organized crime and terrorists, and the support of law enforcement is essential. On the other hand, the private sector efforts and investment to improve degraded urban areas contribute to the better use/function of spaces and to avoid marginalization, particularly of youth.

- Major events hosted by cities should be re-configured as an opportunity for the renewal of urban areas, for enhanced partnership between law enforcement agencies at the local, national and international level, and building a sense of community.
- Successful crime prevention strategies and improved security in urban settings is a significant asset for the private sector. Good management of public space, a clean, safe and stimulating environment contribute to an increase in business and an encouragement for new investments.
- It is essential that partnerships between private and public sectors are based on clear concepts and modalities with the roles and responsibilities of the respective parties clearly defined. In this regard guidelines for the establishment of public and private partnerships (standardized training manual) addressing crime prevention and urban security should be designed/adopted with the participation of all stakeholders.
- Joint training programmes to promote effective public-private partnerships should be initiated with a view to enhance understanding of the benefits of the partnership by all stakeholders (central role of mayors in identifying and bringing together the different stakeholders belonging to public and private sector)
- The development of Risk Assessment Maps related to organized crime in urban settings by gathering accurate data (including also information from insurances, medical services, hospitals, crime statistics, etc.) from public and private sources, is essential to focus on the criminal organizations and the most vulnerable parts of the city most vulnerable to crime and initiate appropriate strategies.
- To ensure the success of public-private partnerships efforts must be made to ensure the involvement of and cooperation with local communities in the planning and implementation of urban development programmes in degraded contexts (particularly by employing local residents). In this regard, due attention should be given to initiating and regulating emerging forms of social housing.
- Public-Private partnerships and initiatives must have the public trust to be credible and viable. They must not be tainted by corruption or weak governance. It is essential to ensure full transparency in public biddings, to establish and strengthen control mechanisms and accountability.

Workshop III: Promoting the Rule of Law

22. The Workshop on Promoting the Rule of Law addressed the following issues:

- I. Preventing the different forms of corruption in the private and public sector affecting the management of municipalities.
- II. Developing tools to combat the culture of lawfulness (community based action against crime and corruption).
- III. Role of private security services and the responsibility of the State for public order, safety and security of its citizens in urban environment.

23. Participants in the Workshop recognized that respect for the rule of law is fundamental in promoting security and crime prevention in urban contexts. A functioning rule of law framework was a precondition to achieving sustained economic development. In particular, it was essential to ensure an effective justice system, an well targeted education campaigns promoting partnership between citizens and law enforcement officers.

Specific solutions presented by cities

In **Bangkok** media play a preventative role both acting as an informant to the general public on the rule of law and as a watchdog for law enforcement officers

Bangkok promotes the respect for the rule of law through education and basic welfare for citizens. In particular, every provincial prosecutor acts as a legal aid to villagers educating civilians on the rule of law and also acting on their behalf in court

Thailand enhances the effectiveness of the justice system and the confidence on rule of law promoting transparency and police reliability.

Bangkok supports initiatives address to private sector actors to raise awareness on the fact that a crime free environment promotes and stimulates economic development

The city of **Bangkok** hires unqualified people at times, offering training and guidance, to avoid crime to fend of poverty

Specific issues presented by cities

Greater Beirut can legally hire police from the rest of Lebanon. However, police/guards hired in Beirut from other parts of Lebanon are not used to the city culture of Beirut. This requires an implementation of culture integration programs.

Greater Beirut needs guidance in training security guards to be inserted into municipal police

In **Bangkok** there are cases of misconception of the rule of law

In various cities there is an eminent power struggle between private and public security personnel. The only uniqueness of public police in this regard is the authority to arrest

Promoting the Rule of Law

A multi stakeholders approach

The Forum acknowledged that initiatives to promote the rule of law should be multi sectoral involving the private sector, the media, civil society, judiciary, academia, police officers, education system, legal system, PPP (public& private partnerships) associations, national and local authorities

Conclusions and recommendations

Agreeing on a division of labour – the definition of tasks, roles and responsibilities of law enforcement agencies, particularly police officers, and promoting the integration of law enforcement in the community is essential in following an integrated strategy.

- To enhance the confidence and trust between citizens and law enforcement agencies it is vital to implement initiatives against impunity, corruption and rehabilitate the credibility in institutions.
- Of equal importance is implementing actions to counter the corruption of public officials, such as transparency in the recruitment of qualified candidates for law enforcement positions, by making recruitment in law enforcement voluntary and based on qualifications and merit.
- The development of an effective communication strategy would contribute to enhancing the confidence and trust between the citizens and law enforcement agencies.
- The development of qualitative research with a particular focus on conducting analysis and profiling of perpetrators of crime and the performance of law enforcement agencies would contribute to strengthening the rule of law, and in particular in assessing the reasons behind the criminal act (i.e. depression, poverty, etc).
- The Workshop recommended pilot initiatives to promote dialogue and cooperation between law enforcement and proximity police, as well as to promote the adoption and training of proximity police and the developing/strengthening of collaboration with local social institutions, especially with women groups.
- Conducting training for law enforcement on the core universal competencies (management, conflict resolution and ethics) is of vital importance in strengthening rule of law.
- To address misconception of the rule of law and raise awareness among the citizens (first time offenders are often unaware that they are committing a crime), it is important to launch an awareness campaign including creating and distributing pamphlets, organizing exhibitions and involving media, to inform the general public on the rule of law and to serve as a watchdog for law enforcement officers

LIST OF PARTICIPANTS

Workshop I: Reducing Vulnerabilities

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Workshop II: Enhancing Public-Private Partnerships (PPP)

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Workshop III: Promoting the Rule of Law

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