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2000 was a year of transition, culminating in the confirmation of both a new President and a new Secretary General. A year in which change was high on the agenda. Undaunted, we undertook over 80% of the activities approved by the General Assembly in the Programme of Activities for the year. Many of these are complete, others are progressing well. Those which remain in the wings do so by reason of changes in environmental factors, in resources, in requirements, and in consequence, decisions taken on your behalf by our governing bodies. Interpol member countries are continuing to become more and more active in the use made of Headquarters services, and we are delighted that more NCBs are becoming directly involved in our development and evolution. We are not complacent: we know there is still much to be done, but the energy and goodwill of all the partners in international police co-operation is undiminished in the common cause.

Ronald K Noble
Secretary General
Overall, message traffic through Lyon increased by 4.5% year-on-year. Much of the increase in message traffic can be attributed to the 55% increase in use of the Automated Search Facility (ASF) which allows 24 hour remote interrogation of the databases. However, just 3.4% of messages were shared with HQ for use in the main Interpol Criminal Information System (ICIS). There is a direct relationship between this figure and the quality of the databases Interpol maintains. Nevertheless, new and/or updated files in ICIS increased by 9% on the previous year. The network was consistently reliable, with an overall availability of over 99.5%.

The nominal database grew by 5%, searches increased by 30%, an average of 5500 – 6500 searches per month, with an increase of 10% in positive replies. Due at least in part to the development of the Automated Fingerprint Identification System (AFIS) and Works of Art database, there was an outstanding 48% increase in images held over 1999. In accordance with Interpol data protection requirements (Deletion Rules), nearly 29,000 nominal records were deleted for lack of recent activity. 43% of Interpol notices and diffusions were reviewed for validity under the same regulations (an increase of 74% over 1999) and 13% were deleted.

Insertions to the stolen motor vehicle database increased by 128%, searches were up by 37%, with an increase of 66% in positive results. For fingerprints, identifications increased by 46% and confirmation of identity by 15% – extremely encouraging early results from the new AFIS.

The total number of notices produced rose by 25% to 1672. The breakdown of notices produced is:

- RED wanted 72%
- YELLOW missing 13%
- BLACK unidentified body 6%
- BLUE enquiry 5%
- GREEN warning 4%

This represented an unusually high increase in the proportion of black notices, but otherwise the relative proportions remained generally stable. As ever, diffusions were a significantly successful means of arresting subjects, with 5 successes for every red notice success over the year. 533 red notices were cancelled, 41% as a result of positive Interpol action; 3965 diffusions were cancelled, 27% as a result of positive Interpol action.

Meetings and conferences are important tools in developing and exchanging practices for better international police co-operation.
The importance of meetings and conferences is evident whether the theme is a type of criminality (e.g., illegal immigration), a specific tool or technique (e.g., Fingerprints, DNA) or a discussion of the crime-related issues affecting a region or regional grouping. 58% of these events were held at Headquarters, with the remaining 42% held in member countries. The trend towards regionalisation during the latter half of the 1990s is represented here too: an increase of 20% in meetings held outside the General Secretariat since 1995.

Overall, the number of missions increased by 10% with an increase in costs of 17% year-on-year. The total number of missions has more than doubled in the last five years reflecting an increasing move towards encouraging activity in the regions.

Interpol aims to improve its performance through pursuing a number of strategically important Action Lines which were defined in the Programme of Activities approved by the General Assembly for 2000:

ACTION LINE 1

RAISE INTERPOL’S PROFILE THROUGHOUT THE WORLD AND ENHANCE INTERNAL COMMUNICATIONS

Web site

The site underwent significant development during 2000, with an encouragingly comparable increase in traffic visiting the site. One of the more reliable measures of web traffic is the number of user sessions. A user session is a complete ‘visit’ to the site by one individual visitor. There were 5 times as many user sessions by December 2000 as at the beginning of the year. It is also encouraging that over the same period, four times as many users returned more than once to the site. The year saw considerable development of both the public and restricted access areas of the site which is also reflected in these figures.

A total of 14,586 copies of the Annual Report were downloaded, representing both a significant increase in the scope of its distribution and a significant cost saving in terms of print, postage and administration costs. Nearly 4000 copies of the Disaster Victim Identification (DVI) forms, were also downloaded for use by national police authorities to aid the identification of victims at the scenes of disasters involving multiple deaths. This clearly indicates that the web site is an efficient and cost-effective means of widening Interpol’s reach. Visitors to the site generate a large number of e-mail messages. Messages to just one of the Interpol e-mail addresses total over 4000, at a peak level of 500 per month. Many of these are from the general public, but significant numbers are also from law enforcement officers around the world.
Public Relations

Visits to Headquarters are a valued means of increasing awareness and understanding of the services available. High-level visitors such as ministers, national chiefs of police and senior diplomats are a key target group amongst whom we wish to develop a real understanding of Interpol’s services and benefits. The 132% increase in such visits is an indication of the increased interest in Interpol activities at that level.

2000 saw a 38% increase (excluding the web site) in total recorded enquiries handled by Public Relations compared with 1999. As usual, the majority of enquiries come from the media and levels have increased by 45%. The biggest percentage increases in interest shown come from private sector companies (+200%) and NCBs (+170%). Conversely, enquiries have decreased from International Organisations (-56%), authorities from member countries (-16%) and individuals (-13%). These decreases may result from the increased availability of information about Interpol via the web site.

The majority of media interest comes from the European region (78%), followed by the Americas (15%), then Asia/Australasia (4%) and Africa (3%).

Global media interest showed crimes against children and wanted notices as top priority, with trafficking in human beings and fraud in second place.
Specific projects for 2000 on stolen vehicles, works of art, fingerprints, and payment cards all came to fruition. This represented 80% of the year’s workload in Information Systems research & development, and similarly intensive police resources in those crime areas. Message traffic relating to drugs increased by 28.5%, and represented 25% of all messages shared with Headquarters. Terrorism-related red notices were up by 14% on 1999 and were requested by 38 countries. 92 countries shared terrorism-related messages with HQ, the majority (68%) coming from Europe. 16% came from North, Central and South America, then Africa (7%) and Asia (6%). The Middle-East region accounted for 3% of such messages.

The new web-based Drug Alerts proved particularly popular and reports of seizures in all categories increased:

These glimpses of Interpol activity through the year show a tiny fraction of the work of the organisation. They do serve, however, to highlight the value of Interpol’s practical contribution to international law enforcement.
ACTION LINE 3

IMPROVE NCB PERFORMANCE

A comprehensive audit of the work and conditions of NCBs was undertaken: 114 NCBs (68%) responded to a detailed questionnaire; 32 countries participated in regional and multi-regional teams contributing to a series of workshops to make recommendations for change. These were presented to the General Assembly in 2000 for approval and work on their evaluation and implementation continues. Peer evaluations also took place in 8 European countries: Albania, Czech Republic, Finland, Hungary, Latvia, Lithuania, FYROM and Spain.

Work began on the development of direct NCB access to ICIS, in addition to the usual individual assistance to NCBs, SRBs and non-network NCBs. The minimum standards/improvement project continued with the benefit of analysis from the NCB survey. During 2000 nearly 50% of the membership, (95% of NCBs equipped for internet access) were given access to the Interpol restricted website; the advent of the new Interpol telecommunications network (Atlas) system will further improve access.

ACTION LINE 4

PROVIDE MORE SERVICES REGIONALLY

Regional IT projects were undertaken in South-East Asia, for Aseanapol, the South Pacific, the Baltic Sea area and Baltcom, SECI, Central Europe UNDCP, PHARE, and a new system for searchable message databasing was introduced in the Caribbean (see ROCCISS under Americas below). Three formal co-operation agreements were entered into with regional entities, with another three under negotiation (See Action Line 6).

Europe

The European Liaison Bureau at Headquarters assisted in more than 630 cases. One of the most notable involved 10 countries, 80 crimes and 5 arrests. Special financial assistance from Germany, the USA and Spain allowed NCBs Tirana and Sarajevo to be equipped with state-of-the-art communications tools. The Office of the High Representative and the UN Mission in Bosnia-Herzegovina – International Police Task Force (UNMIBH-IPTF) provided much appreciated essential support and assistance to improve the status of NCB Sarajevo.
Africa
The Harare SRB was particularly active in the following areas:

- 1st African Regional Meeting on Wildlife Crime in Zambia;
- 1st Stolen Vehicle Workshop for Southern Africa in Lusaka, Zambia;
- Operation Motokwane conducted in South Africa, Swaziland, Lesotho and Malawi, focusing on cannabis eradication;
- Operation Makhulu I and III conducted in Southern Africa targeting trafficking in motor vehicles, drugs, firearms and illegal immigrants;
- Operation Makhulu II conducted in Mozambique, Lesotho and Swaziland with the same target crime areas as above;
- Participation in a range of workshops on small arms proliferation, human rights, environmental crime, fraudulent travel documents, offences against women/children and UN sanctions against UNITA of Angola.

Structures in Central and West Africa are as yet less operationally developed. But in 2000, Interpol helped to facilitate fruitful discussions and decisions within the Committees of Chiefs of Police for both Central Africa and West Africa which laid firm foundations for future action.

Americas – the Caribbean
In November 1999, Project ROCCISS (Regional Organised Counter Crime Information Sharing System) was launched in the Caribbean region. Using software developed by the General Secretariat, participating countries began to share operational data via the Interpol network. Features of the system include:

- formatted messages;
- archived messages at NCB level (virtual regional database);
- search and retrieval of messages;
- messages copied to Interpol HQ, thus enhancing ICIS;
- 19 participant countries.

A first analytical report by Interpol Headquarters staff, based on these messages, was provided to the Association of Caribbean Commissioners of Police (ACCP) in December 2000. This report showed that during the first 10 months of 2000 message traffic in the Caribbean increased 157% on the whole of 1999.

South America
A new head of the Buenos Aires SRB for South America was appointed. He is a senior official of the Peruvian National Police. IT equipment was installed to upgrade the SRB’s capability to the same level as Interpol Headquarters. An assessment report on regional police cooperation was compiled, followed by a Plan of Action for South America for 2001. Open source research on criminal matters was implemented to increase the flow of information from NCBs to Headquarters, and a Quarterly Regional Report was instigated highlighting Interpol activities in the NCBs and SRB.

Asia
In December 2000, the Bangkok Liaison Office moved to new premises which were made available by the Royal Thai Police. Almost double the floor space has been provided and negotiations were concluded with the Australian Federal Police for a seconded official. This represented an important step in the enhancement of Interpol’s service delivery for the asian region from the Bangkok office.
COMPLETE PILOT PROJECTS IN PROGRESS

**Millennium**
2000 saw over 3500 individuals linked to Project Millennium. This project generates and adds value to sensitive information on organised crime within an extra-secure environment. Information was contributed by 33 countries who received 5 analytical studies compiled and circulated during the year.

Feedback was very positive and the project team and participants particularly appreciated the support of the G8 Law Enforcement Projects Sub-Group on Eastern European Organised Crime. Looking forward, the project will also address investigative issues linked with highly complex financial transactions and money laundering.

**Children**
Crimes against children are particularly reviled, and Interpol continued to be involved with many international initiatives to improve methods of investigating the sexual abuse of children. New ground was broken this year with Interpol’s involvement in preparatory meetings at the United Nations to discuss Rules of Evidence and Procedure for the International Criminal Court.

The production and internet distribution of images of children being sexually abused is a growing problem. The Interpol team continued to work with many countries to identify victims and abusers, with the aim of reducing duplication of resource use when countries embark on individual investigations.

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**Notices**
Notices are a key tool in the Interpol range of services, and their timely production is essential. This process was therefore a clear choice for one of the early pilot projects under the Strategic Development Plan. The process study was completed, and implementation is on target for 2001. The principal objectives of the project are to:

- streamline the notice process by incorporating more production responsibilities within the notices team;
- upgrade from manual, paper-based production methods to an electronic process;
- migrating to distribution by electronic transfer of data and documents (formerly distribution by mail);
- reduce production time from several months to under 20 days.
**ACTION LINE 6**

**ENHANCE AND FORMALISE INTERNATIONAL RELATIONSHIPS**

In 2000, memoranda of understanding were concluded with:

- International Centre for Migration Policy Development (ICMPD)
- International Council of Museums (ICOM)
- International Civil Aviation Organisation (ICAO)

Other co-operation agreements were concluded with:

- International Chamber of Commerce (ICC)
- US NCB re NCB Sarajevo
- US NCB for pilot site and Headquarters equipment (Weapons/Firearms project)
- FBI & RCMP on Stolen Vehicles
- CEMAC (Central African Economic and Monetary Community)
- ECOWAS (Economic Community of West African States)
- EMCDDA (European Monitoring Centre for Drugs and Drug Addiction)

Preparatory work and negotiations towards agreements were undertaken in the following areas:

Co-operation agreements:

- Europol
- FBI
- SECI (South European Co-operation Initiative)
- COMESA (Common Market of East and South Africa)

Individual agreements:

- Headquarters Site Security
- WCO-ZKA (World Customs Organisation – Zoll Kriminal Amt)

Model agreement:

- CBA (Comesa Bankers Association)

A new legal tool, in the form of a Model International Co-operation Agreement, was published to assist and encourage greater law enforcement co-operation.

**ACTION LINE 7**

**DEVELOP A NEW BUDGET STRUCTURE AND BUDGETARY PROVISIONS**

Discussions were on-going as to options for a new budget structure, and this should be agreed during 2001. Overall operating costs were reduced by 41% over 1999, and financial charges reduced by 14%. However, personnel costs and mission expenditure continued to rise.

There were two significant examples of externally funded projects:

- counterfeit payment cards, funded by the five major payment card companies;
- the Phare project, where Interpol is the main sub-contractor for the implementation of the UNDCP/EU Phare Programme for Strengthening Drug Law Enforcement Capacities in South Eastern Europe.
ACTION LINE 8

INCREASE REVENUES

The exhibition alongside the General Assembly in Rhodes in 2000 generated a net revenue of 65,170 Euros, with private sector participants such as Avaya, Sun, Cogent, Sagem, Motorola, Informix and Computer Associates. The exhibition format was widely appreciated and is likely to become a regular feature in parallel with the General Assembly.

Revenues from royalties and sales of publications totalled 63,587 Euros, a slight decrease on the previous year. This figure does not take account of the associated costs (staff, printing etc). The recruitment process was begun to fill a new fund-raiser post, with a likely take-up date of September 2001. This should enable Interpol to examine the real possibilities of an Interpol Foundation in detail.

ACTION LINE 9

REVIEW THE DECISION-MAKING (GOVERNANCE) PROCESS WITHIN INTERPOL

In the light of the changes at the highest level in the organisation, it was not deemed appropriate to press forward with this action line this year. However, practical improvements were implemented so that voting could take place electronically at General Assembly sessions, ensuring speed, accuracy and confidentiality. Electronic methods for distributing Executive Committee documents more quickly were partially successful, and will be revised and developed.
ACTION LINE 10

MODERNISE SUPPORT ACTIVITIES

ICIS was extended and developed in the areas of organised crime (Millennium project), environmental crime, counterfeit payment cards, drug seizures (in co-operation with UNDCP and WCO), and projects and/or studies were initiated on methamphetamine logos, IWETS, DNA, electronic transfer of X.400 messages to ICIS, a child pornography image database, Eastern European organised crime (on the Millennium model) and the improvement of Interpol’s statistics collection processes.

The automated search facility for stolen motor vehicles (ASF SMV) was increasingly successful throughout the year, and this model provides a basis for other services, such as passports, IWETS etc. Interpol fingerprints work saw considerable improvement following the implementation of the new automated fingerprint identification system (AFIS).

Web-based services (SIGA) continued to be developed along the following lines:
- enhancement of Headquarters computer architecture;
- extension of internet access and individual e-mail services;
- development of extra, inter, and intra-net services for public, restricted and internal use;
- implementation of a project to enable submission of information via web-based forms.

Project Atlas, after lengthy discussions and revisions, began development. Implementation of the new system will represent a quantum leap in the performance and potential of Interpol communication systems. Lastly, Headquarters financial and administrative systems (eg PACOFIN and AGORA) have also been improved.

This diagram shows the relative levels of technical development activity in support of Action Line 2 Performance Improvement:

Using technology to enhance performance

- ICIS 52%
- Atlas 17%
- Internet 16%
- AFIS 9%
- AGORA 4%
- ASF 2%
PROGRAMME OF ACTIVITIES 2000 – PROGRESS

<table>
<thead>
<tr>
<th>ACTION LINE 1: RAISE INTERPOL’S PROFILE THROUGHOUT THE WORLD AND ENHANCE INTERNAL COMMUNICATIONS</th>
<th>Achieved</th>
<th>On-going</th>
<th>On hold</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of proposed activities achieved and/or under way</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web site</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Internal communications</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Public relations</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>Organisational image</td>
<td>✓</td>
<td>✓</td>
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<thead>
<tr>
<th>ACTION LINE 2: IMPROVE PERFORMANCE</th>
<th>Achieved</th>
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<th>On hold</th>
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<tbody>
<tr>
<td>100% of proposed activities achieved and/or under way</td>
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<td></td>
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<tr>
<td>MRRB efficiency project</td>
<td>✓</td>
<td></td>
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<tr>
<td>Strategic intelligence package</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Stolen vehicles – centralised database; increase size, add functions according to user needs, explore support from other international organisations eg the UN</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Works of Art – database with colour images; CD ROM</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>AFIS – implementation, acceptance and full operational service</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Payment cards – payment cards database, including high quality images, accessible for banks and the payment card industry</td>
<td>✓</td>
<td>✓</td>
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<table>
<thead>
<tr>
<th>ACTION LINE 3: IMPROVE NCB PERFORMANCE</th>
<th>Achieved</th>
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</thead>
<tbody>
<tr>
<td>67% of Proposed activities achieved and/or under way</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Assessment of individual NCB capabilities using in-house experience</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Detailed research &amp; analysis of internal document and knowledge holding</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey of all NCBs and selection of users</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Management of NCB staff attachment and working parties for selected NCB staff.</td>
<td>✓</td>
<td></td>
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<tr>
<td>Establishment of a model for improvement with a realistic action plan – in conjunction with the ongoing minimum standards for NCBs project</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Begin implementation of 3 year roll-out plan, underpinned by support, incentives and a compliance accountability mechanism</td>
<td>✓</td>
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<thead>
<tr>
<th>ACTION LINE 4: PROVIDE MORE SERVICES REGIONALLY</th>
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<th>On hold</th>
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<tbody>
<tr>
<td>100% of proposed activities achieved and/or under way</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Determine basic equipment for a Sub-Regional Bureau</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase Interpol’s influence in the regions</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Develop policy guidelines for Sub-Regional Bureaus</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Enhance the support given to NCBs by providing regional training</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Exploration of need for additional Sub-Regional Bureaus</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Atlas – to replace the X.400 network, use the latest technology in delivering the best service, respect ease of maintenance, integrate additional functions, including remote access to ICIS.</td>
<td>✓</td>
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<thead>
<tr>
<th>ACTION LINE 5: COMPLETE PILOT PROJECTS IN PROGRESS</th>
<th>Achieved</th>
<th>On-going</th>
<th>On hold</th>
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<tbody>
<tr>
<td>83% of proposed activities achieved and/or under way</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Children – missing children web pages</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Children – automated recognition of child pornography images from the internet, image database accessible to NCBs and or other organisations</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Millennium – enhanced security database area within ICIS</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Millennium – collection of information on East European crime, analysis and exploitation of this information</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Millennium – selective access for authorised users</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Notices – new process for notice preparation, to reduce production time, enhance quality, increase accessibility</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION LINE 6: ENHANCE AND FORMALISE INTERNATIONAL RELATIONSHIPS</td>
<td>Achieved</td>
<td>On-going</td>
<td>On hold</td>
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<tr>
<td>---------------------------------------------------------------</td>
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<tr>
<td>67% of proposed activities achieved and/or under way</td>
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<td></td>
<td></td>
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<tr>
<td>Develop criteria for new relationships</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Scan developments in international legislation with relevance to Interpol’s activity</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore accessibility of new sources of information</td>
<td>✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(law enforcement agencies, customs, judicial authorities)</td>
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<tr>
<th>ACTION LINE 7: DEVELOP A NEW BUDGET STRUCTURE AND BUDGETARY PROVISIONS</th>
<th>Achieved</th>
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</thead>
<tbody>
<tr>
<td>100% of proposed activities achieved and/or under way</td>
<td></td>
</tr>
<tr>
<td>Design new budget structure and financial planning mechanisms</td>
<td>✓</td>
</tr>
<tr>
<td>incorporating the notion of ‘projects’; give overview of cost drivers, cost centres and cost types for clearer justification of adjustments and new needs; cost control and expenditure monitoring mechanisms.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTION LINE 8: INCREASE REVENUES</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>33% of proposed activities under way</td>
<td></td>
</tr>
<tr>
<td>Analysis of current revenue-generating activities</td>
<td>✓</td>
</tr>
<tr>
<td>Study of foundation and/or other financial entity to support the work of the organisation</td>
<td>✓</td>
</tr>
<tr>
<td>Possibilities for sponsorship in relation to web site (link to Action Line 1)</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTION LINE 9: REVIEW THE DECISION-MAKING PROCESS WITHIN INTERPOL</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>67% of proposed activities under way</td>
<td></td>
</tr>
<tr>
<td>Study on consolidation of Interpol’s legitimacy eg through preparation of a convention</td>
<td>✓</td>
</tr>
<tr>
<td>Consideration of the General Assembly, Executive Committee</td>
<td>✓</td>
</tr>
<tr>
<td>Consideration of other decision-making processes throughout the organisation</td>
<td>✓</td>
</tr>
</tbody>
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<thead>
<tr>
<th>ACTION LINE 10: MODERNISE SUPPORT ACTIVITIES</th>
<th>Achieved</th>
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</thead>
<tbody>
<tr>
<td>85% of proposed activities achieved and/or under way</td>
<td></td>
</tr>
<tr>
<td>Agora – define requirements for replacement/upgrading and issue invitations to tender</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>SIGA – (Net, Web) development of a range of internet services including HQ access to internet for all designated staff</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>SIGA – evolution of web site to incorporate additional crime-specific pages according to priorities</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>SIGA – implementation of news group (forum) services for special crime projects</td>
<td>✓</td>
</tr>
<tr>
<td>Year 2000 (Y2K) compliance</td>
<td>✓</td>
</tr>
<tr>
<td>Atlas – implement the upgrade from X.400 to the new technology in 50% of regional modernisation NCBs</td>
<td>✓</td>
</tr>
<tr>
<td>ICIS – make software available to requesting countries for inclusion in national intelligence systems</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>ICIS – complete implementation in 3 Balkan countries (CISNIC)</td>
<td>✓</td>
</tr>
<tr>
<td>ICIS – complete partnership agreement with a commercial partner</td>
<td>✓</td>
</tr>
<tr>
<td>AFR – provision of independent Automated Fingerprint Recognition service to participating countries: final proposal for EC approval</td>
<td>✓</td>
</tr>
<tr>
<td>AFR – final preparations for takeover of an existing AFR service</td>
<td>✓</td>
</tr>
<tr>
<td>Global security project</td>
<td>✓</td>
</tr>
<tr>
<td>Electronic document management project</td>
<td>✓</td>
</tr>
<tr>
<td>Computer-assisted translation project</td>
<td>✓</td>
</tr>
</tbody>
</table>

✓ ✓ achieved, with ongoing efforts in individual areas
FINANCIAL STATEMENT (AS AT 31 DEC 2000)

Budget implementation statement – expenditure by programme (in thousands of Euros)

<table>
<thead>
<tr>
<th></th>
<th>TRANSPORT/</th>
<th>PERSONNEL</th>
<th>MEETINGS/</th>
<th>OTHER</th>
<th>TOTAL</th>
<th>BUDGET</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MISSIONS</td>
<td>COSTS</td>
<td>EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A: Expenditure at HQ</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy and management</td>
<td>1,950</td>
<td>257</td>
<td>199</td>
<td></td>
<td>2,406</td>
<td>2,561</td>
<td>155</td>
</tr>
<tr>
<td>Liaison and criminal intelligence</td>
<td>4,930</td>
<td>1,079</td>
<td>26</td>
<td></td>
<td>6,035</td>
<td>6,358</td>
<td>323</td>
</tr>
<tr>
<td>General administration</td>
<td>850</td>
<td>12</td>
<td>209</td>
<td></td>
<td>1,071</td>
<td>991</td>
<td>(80)</td>
</tr>
<tr>
<td>Meetings and missions</td>
<td>77</td>
<td>406</td>
<td>1</td>
<td></td>
<td>484</td>
<td>469</td>
<td>(15)</td>
</tr>
<tr>
<td>Logistics</td>
<td>3,331</td>
<td>6</td>
<td>2,109</td>
<td></td>
<td>5,446</td>
<td>5,409</td>
<td>(37)</td>
</tr>
<tr>
<td>Information systems (1)</td>
<td>2,456</td>
<td>60</td>
<td>1,554</td>
<td></td>
<td>4,070</td>
<td>4,126</td>
<td>56</td>
</tr>
<tr>
<td>Other operations</td>
<td>371</td>
<td>110</td>
<td>623</td>
<td></td>
<td>1,104</td>
<td>1,329</td>
<td>225</td>
</tr>
<tr>
<td>Indemnities fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>156</td>
<td>156</td>
<td>43</td>
</tr>
<tr>
<td>Sub-total operating expenditure</td>
<td>13,965</td>
<td>1,930</td>
<td>4,877</td>
<td></td>
<td>20,772</td>
<td>21,286</td>
<td>514</td>
</tr>
<tr>
<td>HQ EQUIPMENT</td>
<td>-</td>
<td>-</td>
<td>1,449</td>
<td></td>
<td>1,449</td>
<td>1,448</td>
<td>(1)</td>
</tr>
<tr>
<td>TOTAL HQ EXPENDITURE</td>
<td>13,965</td>
<td>1,930</td>
<td>6,326</td>
<td></td>
<td>22,221</td>
<td>22,734</td>
<td>513</td>
</tr>
</tbody>
</table>

B: Expenditure outside HQ (ATSFDC)

<table>
<thead>
<tr>
<th></th>
<th>TRANSPORT/</th>
<th>PERSONNEL</th>
<th>MEETINGS/</th>
<th>OTHER</th>
<th>TOTAL</th>
<th>BUDGET</th>
<th>DIFFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MISSIONS</td>
<td>COSTS</td>
<td>EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs (1)</td>
<td>192</td>
<td>8</td>
<td>2,041</td>
<td></td>
<td>2,241</td>
<td>2,532</td>
<td>291</td>
</tr>
<tr>
<td>Equipment outside HQ</td>
<td>-</td>
<td>-</td>
<td>96</td>
<td></td>
<td>96</td>
<td>107</td>
<td>1T</td>
</tr>
<tr>
<td>TOTAL EXPENDITURE OUTSIDE HQ</td>
<td>192</td>
<td>8</td>
<td>2,137</td>
<td></td>
<td>2,337</td>
<td>2,639</td>
<td>302</td>
</tr>
<tr>
<td>TOTAL</td>
<td>14,157</td>
<td>1,938</td>
<td>8,463</td>
<td></td>
<td>24,558</td>
<td>25,373</td>
<td>815</td>
</tr>
</tbody>
</table>

( ) Negative difference

(1) Transfer of the cost of the Europe Project (network and maintenance) from the Information Systems programme (Management IV) to the ATSFDC programme in accordance with the budget (amount estimated at 381,000 Euros)
At 31 December 2000, there were 381 staff employed at Headquarters. Of these, 95 (25% of the total) were seconded officers from 54 different countries, 26 (7%) were detached officials, that is, officials for whom Interpol reimburses the officer’s national authorities part or all of the cost of that officer. Contract officials form 57% of Headquarters staff: 219 out of the total of 381 members of staff. 64% of the total HQ staff are male, as opposed to 36% female, and the average age is 39.5 years.

There were 23 new seconded officers, compared with 36 in 1999, and in general, staff turnover is high, with 98 officials either taking up posts or leaving the organisation. 45 people left the organisation, mostly as a result of fixed term contracts and detachments coming to an end, resignations and retirement.

**Staff analysis by activity**
EXECUTIVE COMMITTEE (AS AT 31 DEC 2000)

President
Jesus Espigares Mira (Spain) 2000-2004

Vice-President (Africa)
Augustine Chihuri (Zimbabwe) 1999-2002

Vice-President (Americas)
Neal Parker (Canada) 2000-2003

Vice-President (Asia)
Joong Kyoun Kim (Rep. of Korea) 2000-2003

Vice-President (Europe)
John Abbott (UK) 1999-2002

DELEGATES
Eduardo Molina Ferraro (Uruguay) 1999-2002
Abimbola Ojomo (Nigeria) 1999-2002
Nikolaos Tasiopoulos (Greece) 1999-2002
Andy Hughes (Australia) 2000-2003
Klaus Ulrich Kersten (Germany) 2000-2003
Zhiqiang Liu (China) 2000-2003
Hamid Mannan Mohamed (Sudan) 2000-2003
Thomas Pickard (United States) 2000-2003

SENIOR HEADQUARTERS STAFF (AS AT 31 DEC 2000)

Secretary General
Ronald K. Noble

Consultant to the Secretary General
Stanley Morris

DIRECTORS
Executive Office of the Secretary General
Miguel Chamorro

Strategic Planning
Willy Deridder

Criminal Intelligence
Paul Higdon

Regional Co-ordination and Development
Stuart Cameron-Waller

Legal Affairs
Souheil El Zein

Information Systems
Peter J Nevitt

Administration and Finance
Claude Trassard

Financial Controller
Bernard Prost à la Denise
Tirana, Albania
Algiers, Algeria
Andorra
Luanda, Angola
The Valley, Anguilla
(Sub-Bureau UK)
St John's,
Antigua & Barbuda
Buenos Aires, Argentina
Yerevan, Armenia
Oranjestad, Aruba
Canberra, Australia
Vienna, Austria
Baku, Azerbaijan
Nassau, Bahamas
Adaliya, Bahrain
Dacca, Bangladesh
Bridgetown, Barbados
Minsk, Belarus
Brussels, Belgium
Belmopan, Belize
Cotonou, Benin
Kiev, Ukraine
Bishkek, Kyrgyzstan
Cairo, Egypt
San Salvador, El Salvador
Malabo-Biok, Equatorial
Guinea
Asmara, Eritrea
Tallinn, Estonia
Addis Ababa, Ethiopia
Suva, Fiji
Helsinki, Finland
Vantaa, Former Yugoslav
Republic of Macedonia
Nanterre, France
Libreville, Gabon
Banjul, Gambia
Tbilisi, Georgia
Wiesbaden, Germany
Accra, Ghana
Athens, Greece
St George's, Grenada
Guatemala
Conakry, Guinea
Bissau, Guinea Bissau
Georgetown, Guyana
Port au Prince, Haiti
Tegucigalpa, Honduras
Hongkong, China
(B Sub-Bureau China)
Budapest, Hungary
Reyjavik, Iceland
New Delhi, India
Jakarta, Indonesia
Teheran, Iran
Baghdad, Iraq
Dublin, Ireland
Jerusalem, Israel
Rome, Italy
Kingston, Jamaica
Tokyo, Japan
Amman, Jordan
Alma Ata, Kazakhstan
Nairobi, Kenya
Seoul, Korea (Rep. of)
Dahiyat Abdullah
Al-Salem, Kuwait
Bishkek, Kyrgyzstan
Vientiane, Laos
Riga, Latvia
Beirut, Lebanon
Maseru, Lesotho
Monrovia, Liberia
Tripoli, Libya
Vaduz, Liechtenstein
Vilnius, Lithuania
Luxembourg
Macau (Sub-Bureau China)
Antananarivo, Madagascar
Lilongwe, Malawi
Kuala Lumpur, Malaysia
Male, Maldives
Bamako, Mali
Floriana, Malta
Majuro, Marshall Islands
Nouakchott, Mauritania
Port Louis, Mauritius
Mexico
Chisinau, Moldova
Monaco
Ulaanbaatar, Mongolia
Plymouth, Montserrat
(Sub-Bureau UK)
Rabat, Morocco
Maputo, Mozambique
Yangon, Myanmar
Windhoek, Namibia
Yaren, Nauru
Kathmandu, Nepal
The Hague, Netherlands
Willemstad, Netherlands
Antilles
Wellington, New Zealand
Managua, Nicaragua
N'namy, Niger
Lagos, Nigeria
Oslo, Norway
Muscat, Oman
Islamabad, Pakistan
Panama
Konedobu,
Papua New Guinea
Asuncion, Paraguay
Lim, Peru
Manila, Philippines
Warsaw, Poland
Lisbon, Portugal
San Juan, Puerto Rico
(US Sub-Bureau)
Doha, Qatar
Bucharest, Romania
Moscow, Russian
Federation
Kigali, Rwanda
Basseterre, St Kitts & Nevis
Castries, St Lucia
Kingstown, St Vincent
& the Grenadines
Pago Pago, American
Samoa, (US Sub-Bureau)
Sao Tome & Principe
(via Abidjan)
Riyadh, Saudi Arabia
Dakar, Senegal
Victoria (Mahé) Seychelles
Freetown, Sierra Leone
Singapore
Bratislava, Slovakia
Ljubljana, Slovenia
Mogadishu, Somalia
 Pretoria, South Africa
Madrid, Spain
Colombo, Sri Lanka
Khartoum, Sudan
Paramaribo, Suriname
Mbabane, Swaziland
Stockholm, Sweden
Berne, Switzerland
Damascus, Syria
Dar es Salaam, Tanzania
Bangkok, Thailand
Lome, Togo
Nucualofa, Tonga
Port of Spain, Trinidad
& Tobago
Tunis, Tunisia
Providenciales,
Turks & Caicos Islands
Ankara, Turkey
Kampala, Uganda
Kiev, Ukraine
Abu Dhabi, United Arab
Emirates
London, United Kingdom
Washington, United States
Montevideo, Uruguay
Tashkent, Uzbekistan
Caracas, Venezuela
Hanoi, Vietnam
Sanaa, Yemen
Lusaka, Zambia
Harare, Zimbabwe

NCBS AND SUB-BUREAUS IN MEMBER COUNTRIES

Designed by Crescent Lodge, London