

Standard Summary Project Fiche – IPA centralised programmes

Project 1: PAMECA III

1. Basic information

- 1.1 CRIS Number: 2007/19353
- 1.2 Title: PAMECA III
- 1.3 Sector: 01.24
- 1.4 Location: Albania
- 1.5 Contracting Authority (EC):
Delegation of the European Commission in Albania
- 1.6 Implementing Agency:
Delegation of the European Commission in Albania
- 1.7 Beneficiary:
Albanian State Police, Ministry of Interior and the Prosecution authorities
- 1.8 Overall cost: 5,518,790 *Euros*
- 1.9 EU contribution: 100%
- 1.10 Final date for contracting: 3 years following the date of conclusion of the Financing Agreement.
- 1.11 Final date for execution of contracts: 2 years following the end date for contracting
- 1.12 Final date for disbursements: Disbursements will continue for up to one year after the end date for the execution of contracts

2. Overall Objective and Project Purpose

2.1 Overall objective:

The main goal of PAMECA III is to bring the Albanian State Police closer to EU standards in the field of policing through technical assistance drawn from EU Member States.

2.2 Project purpose:

The project purpose is to improve the performance of the Albanian State Police structures to provide trust, safety and a secure environment to the Albanian citizens.

2.3 Link with AP/NPAA/EP/SAA

This project has taken into account the objectives and priorities set out in the European Partnership (Council Decision on the Principles, Priorities and Conditions Contained in the European Partnership with Albania).

Key short-term priorities:

- Further improve the management of the Albanian State Police and ensure it is able to manage its resources.
- Establish a consolidated manual of procedures for all criminal police officers.
- Strengthen community policing.

- Define more precisely the respective responsibilities of the various state bodies involved in the fight against organised crime and terrorism, and take measures to enhance co-operation, in particular between the judicial authorities and the police.
- Take further measures to establish coherent and coordinated intelligence gathering and processing systems.
- Enhance the use of special investigative means, the interception of telecommunications, and the use of intelligence information.
- Take measures to provide counter-terrorist analysts and investigators with better equipment and training.

Key medium-term priorities:

- Continue to bring police services up to European standards, most notably through adequate training and equipment.
- Ensure the functioning of a proper case management system.
- Achieve significant results in the fight against criminality, and in fighting corruption and other criminal behaviour within police ranks.
- Further increase international co-operation in the fight against organised crime and terrorism.

PAMECA III will assist in the attainment of the objectives set out by the Stabilization and Association Agreement, in particular Article 78 – “Reinforcement of institutions and rule of law”:

ARTICLE 78 of the SAA

Reinforcement of institutions and rule of law

In their cooperation on justice and home affairs the Parties shall attach particular importance to the consolidation of the rule of law, and the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the administration of justice in particular. Cooperation shall notably aim at strengthening the independence of the judiciary and improving its efficiency, improving the functioning of the police and other law enforcement bodies, providing adequate training and fighting corruption and organised crime.

2.4 Link with MIPD

This project fiche is in line with IPA’s Component I on transition assistance and institutional building.

The Multi-annual Indicative Planning Document 2007 – 2009 refers to police reform matters by underlining that it should be strengthened with the assistance of the EC Police Assistance Mission – PAMECA (MIPD, p.13). One of the objectives set out in this context by the MIPD includes: “*Support to the Police Reform to assist Albania to gain a police force which is operating in an efficient and sustainable structure, capable of fulfilling its role in the enforcement of the Rule of Law*”.

Furthermore, in order to achieve tangible results in the police reform the document stipulates that one of the programs to be implemented must involve: “*Continuation of the police reform process, including fight against organized crime, prevention of terrorism and anti-money laundering*”.

According to the Multi-annual Indicative Planning Document the fight against organized crime and the IBM reform (see “2.2.3.1 – Main Priorities”) constitute another priority and accordingly one of the programs to be implemented will involve:

“Institutional support and capacity building in the visa, asylum and migration field; support to the implementation of the Albanian action plan for Integrated Border Management, including equipment and necessary infrastructure improvements.

Assistance to improve capabilities to fight against money laundering, drug trafficking, terrorism and organised crime”.

2.5 Link with National Development Plan (where applicable)

The National Strategy for Development and Integration (to be drafted by the end of 2007).

2.6 Link with national/ sectoral investment plans (where applicable)

Police strategy

Sectoral strategy on public order

3. Description of project

3.1 Background and justification:

The staff members of the police force have been continuously changing since 1991. The political transformation resulted in uncertainties and many policemen left their job. As a result of these conditions, the system allowed for political appointments to be made to many particular jobs and blurred the distinction between political allies and a neutral, democratic police force. That undermined the operational capacity of the police. A clear proof was the failure of the Albanian police to efficiently tackle the 1997 spring looting and the spreading of criminal activities. The government elected in summer 1997 expressed its commitment that it would not allow those mistakes to be repeated and, despite some difficult periods in 1998 and 1999 (Kosovo crisis), the security and public order situation in Albania has progressively improved. In contrast to the previous general elections, the police behaviour during the last local elections in 2007 has greatly improved. Nowadays, it is widely accepted that there is no longer a crisis situation in Albania in terms of public order. However, it is also widely considered that efforts in this field should be maintained.

The support of the international community to restore public order in Albania has been considerable in terms of advice, support and equipment to the Albanian police. Indeed, much progress in the reform and performance of the Albanian State Police has certainly been due to the technical assistance received so far, from the broader legislative and institutional aspects (new law on police ranks, police reform strategy) to the more concrete organisational and operational aspects.

One of the key elements of this co-operation was the WEU-led Multinational Advisory Police Element (MAPE), which operated in Albania from 1997 to 2001. This mission was established in the context of the 1997 state crisis, in addition to a temporary multinational protection force (MPF), in order to improve security and public order. From September 2001 to end-2002, a transitory EC police assistance mission (ECPA) replaced MAPE, until the

establishment, under CARDS 2001, of the Police Assistance Mission of the European Community to Albania (PAMECA). PAMECA II will expire in December 2007.

PAMECA II is composed of 16 long-term EU experts specialised in different fields, notably financial, human and material resources management, organised crime, public order, community policing and major crisis management, border management and criminal justice. Within their respective fields of expertise, they focus on strategic advice, specialised training, needs identification and institution building of the Albanian State Police. Short-term experts are also brought in for specific purposes, notably training.

The proposed project addresses one of the top JHA priorities of the Country Strategy Paper and of the Multi-annual Indicative Planning Document (2007-2009), which is the strengthening of the Albanian authorities' capacity to enforce the law. Furthermore, the project is fully coherent with the JHA Assessment Report for the Balkans as well as with the recommendations of the EU-Albania Consultative Task Force (CTF), which runs in parallel to the SAA negotiations. The EC 2006 Progress Report (November 2006) also stresses the need to upgrade the professional performance of the Albanian State Police in order to increase its effectiveness in the enforcement of the law.

All the above documents agree on the need to enhance the operational capacity of the Albanian State Police, notably by providing it with the necessary technical means, proper infrastructure, adequate training and specialised technical assistance.

The socio-political changes during these years in the country have been reflected also in the changes within the State Police, mainly with regard to the drafting of the new legislation and the efforts being put to align the police structures with the needs and demands of the citizens for a modern policing.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

PAMECA III is expected to strengthen the enforcement of law in Albania through improving operational capacities of the State Police, increasing professionalism and accountability in the fight against criminal activities and contributing to greater management performance.

PAMECA III is a continuation of the previous two missions' efforts. Accordingly, it will closely work with Albanian institutions and partner organisations in order to achieve sustainable progress and results in the criminal justice system and the State Police performance.

3.3 Results and measurable indicators:

PAMECA III is expected to provide the following results:

1. Improved functioning of the Albanian State Police which is able to plan and manage its human, financial and technical resources;

2. Improved functioning of the Police Academy with an established curriculum which delivers training to all ranks of the ASP based on the needs identified by the Human Resources Department;
3. Improved functioning and use of the existing IT systems (such as DATACOM and RMIS) and identification of further needs in this area;
4. Mid term priorities of the IBM Strategy and Action Plan implemented;
5. Increased public security and citizen's trust in the Police through the implementation of the Community Policing model;
6. Improved functioning of structures fighting organized crime and terrorism within the ASP, which in turn can transfer knowledge to the local police commissariats.

These results will be assessed against the following indicators (the PAMECA II project will develop these indicators further):

- The number of training modules developed within the Curriculum Section of the Police Academy and delivered in the form of cascade training;
- An independent quality assessment of both the delivery and content of a sample of these courses;
- Number of people trained at different levels of the ASP;
- A statistical assessment of the use made of the Personnel, Finance and Logistic modules of the RMIS system by the Regional Directorates and Commissariats (from computer terminal records);
- Number of Police Units online;
- Increase of transmission capacity of the ASP networks (including transmission of data, voice, and image);
- Implementation of the IBM strategy against the action plan time line;
- Community Safety Panels setup and functioning in all Commissariat areas;
- Number of panels having identified at least two issues of concern in the community and having drawn up action plans to combat these;
- Number of Police Directorates and Commissariats that have prepared an annual policing plan for the areas in consultation with the local Community Safety Panel;
- Results of surveys to measure security as perceived by the community;
- Implementation of Intelligence Lead Policing in all areas;
- Number of Police Commissariat having identified at least two core policing issues within Commissariat area and having produced and implemented plans to deal with the identified issue;
- Number of offenders put under criminal proceeding;
- Statistics of crime rate.

The project's impact and results will be evaluated by the Mission and the beneficiaries through internal and external evaluation.

3.4 Activities:

The achievement of results in the above mentioned areas where the Albanian State Police needs assistance will require the implementation of the subsequent activities:

1. Strategic advice

- Technical assistance in the revision and drafting process of legal and sub-legal acts that improve and regulate the functioning of the State police;
- Technical assistance on the implementation of the new law of State Police;
- Technical assistance on the implementation of the ASP strategic documents;
- Assistance and an advisory role for the development of the Professional Standards Department;
- Advise the ASP structures on contemporary management techniques;
- Technical assistance regarding the decentralization and modernization of the financial management system;
- Technical assistance in improving the managerial capacity of the logistic structures of ASP.

2. Human Resource Development and Training

- Technical assistance for the decentralization of training programmes and sustainable professional development at the regional level;
- Technical assistance to the Police Academy in drafting the academic curricula.

3. Information Technology

- Assessment and monitoring of the implementation of human, financial, and logistical management systems such as RIMS;
- Assessment and monitoring of communication networks such as the DATACOM system;
- Identification of future needs of the ASP in the area of information technology, and drafting of new projects accordingly.

4. Integrated Border Management

- Provide technical assistance in the smooth functioning of the new structures of the Albanian Border and Migration Police (such as Criminal Investigation Unit and Risk Analyses Unit);
- Technical assistance for the establishment and functioning of the Common Border Crossing Points (CBCP), the Blue Border and the Joint Border Patrol Services.

5. Public Order and Security

- Technical assistance for the establishment of a system of Command and Control Centres throughout the country, which will enhance the management of police services through coordination of resources, timely collection, processing and dissemination of information;
- Assess the capacities of the lower and middle role of the police officers in community policing;
- Assess the investigative capacities of the Traffic Police Service to improve road safety;
- Assess the implementation of the relevant legislation.

6. Fight against organised crime and terrorism

- Support for the enhancement of the professional capacities of structures fighting organized crime and terrorism;

- Assistance for the consolidation of the performance and cooperation of the ASP with different law enforcement agencies (i.e. Prosecution);
- Assistance for the consolidation of capacities within the Sector of the criminal data analysis and support for the establishment and implementation of a National Intelligence model;
- Technical assistance to set up a DNA database.

The scope of PAMECA III activities does not include criminal justice, as this area is covered by the EURALIUS II mission, in order to avoid overlaps and ensure complementarity between the two projects.

More details on PAMECA III activities will be provided in the guidelines for the call for proposal. It is envisaged that a small core team (around 3 or 4 MS experts¹) will better define the inputs required during a three month inception period. It is also envisaged that a total of around 10 long-term MS experts (including the core team) will be needed, but the exact staffing requirements will be defined by the core team during the inception phase.

3.5 Conditionality and sequencing:

One focal point with sufficient capacity to follow-up and monitor the implementation of the project will be designated by the Beneficiary as the interlocutor of the European Commission for this project;

Beneficiary institutions are bound to cooperate with the project;

Sound human resources planning and the full commitment and participation of senior management of the beneficiary institutions are required for the implementation of the projects. This will be closely scrutinised by the European Commission;

Devolution from the Ministry of Interior to the Albanian State Police of budget management responsibilities within a reasonable timeframe;

The Government of Albania will gradually allocate more money from the national budget to sustain activities performed by the project;

The Government of Albania will provide the European Commission with relevant information on the posting of the trained personnel and on the equipment provided, as well as with data necessary for the evaluation and follow up of the programme.

3.6 Linked activities

<i>CARDS</i>	<i>Information System for the Albanian State Police (SIPS) Renovation of the New Headquarters of the Albanian State Police</i>
<i>CARDS 2002</i>	<i>DATAKOM system</i>
<i>CARDS 2003</i>	<i>Police Asset Management</i>

¹ This figure is only indicative at this stage. It will be further defined in the call for proposal guidelines.

	<i>Pro-active Unit against Organised Crime</i>
<i>CARDS 2003</i>	<i>Twinning project on criminal intelligence</i>
<i>CARDS 2004</i>	<i>Twinning project on covert policing</i>
<i>CARDS 2004</i>	<i>Twinning project on the fight against money laundering</i>
<i>CARDS 2004</i>	<i>Renovation of the New Headquarters of the Albanian State Police – Implementation Phase Renovation of Police Academy and the Central Garage Facility</i>
<i>CARDS 2004, 2006</i>	<i>EURALIUS Mission</i>
<i>CARDS 2005, 2006</i>	<i>Police , Organised Crime and IBM- material support and infrastructure</i>

The Beneficiary and the Contracting Authority will closely co-ordinate PAMECA III with other related CARDS projects, including the projects on money-laundering, covert policing and EURALIUS II. The Beneficiary and the Contracting Authority will also coordinate PAMECA III activities with other relevant projects funded by International Organisations or bi-lateral assistance programmes.

Through its International Criminal Investigation Training and Assistance Program (ICITAP) and the Office for Prosecutor Development and Assistance (OPDAT), the United States of America provides advice and training to the Prosecutor, Ministry of Justice and to the police. It has offered training and some technical equipment. ICITAP is also undertaking to develop for the ASP a nationwide IT system known as the Total Information Management System (TIMS). EU Bilateral Assistance has been provided by EU Member States such as France, Italy (INTERFORZA) notably in the area of community policing and the fight against organised crime. The UK has also provided considerable bilateral assistance to the Albanian State Police and the Albanian Prosecutor General (e.g. PG's Intercept capability, State Police Law, Scientific Police, Senior Command Course, Kidnap and Extortion Training, etc.).

3.7 Lessons learned

The guidance and assistance provided by PAMECA (I and II) Mission in Albania constituted an extremely important support to the strengthening of law enforcement bodies in the fight against criminal activities.

However, further assistance is needed in order to ensure full alignment of the State Police and MoI (structures and performance) with EU standards through focused activities in order to achieve sustainable impact.

Gender balance and a wider diversity in terms of nationality of the experts should be sought in the future composition of the mission.

A major lesson learned from an independent evaluation of the project that took place in February 2007, is the need to improve communication between the several stakeholders in order to increase the impact of the project. Therefore, a project working level coordination meeting should be established between the Ministry of Interior, Ministry of European Integration, Albanian State Police and the European Commission in order to facilitate the flow of information. Moreover, the evaluation stressed the need to improve the communication and public relations between PAMECA and police entities outside Tirana and towards EU

stakeholders and other international entities. It also recommended to reprioritise PAMECA actions for traffic behaviour related activities.

4. Indicative Budget (amounts in €)

Activities	TOTAL COST	SOURCES OF FUNDING											
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION					PRIVATE		
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *	
Contract 1	5,518,790	5,518,790	100										
Activity1													
Strategic Advice													
Activity 2													
Human resource development and training													
Activity 3													
Information technology													
Activity 4													
IBM													
Activity 5													
Public Order and Security													
Activity 6													
Fight Against Organised Crime and terrorism													
TOTAL	5,518,790												
* expressed in % of the Total Cost													

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of the call for proposals	Signature of grant	Project Completion
Contract 1.1	September 2007	March 2008	March 2011

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

While an objective assessment of the personnel's qualifications and experience is central to the performance of the beneficiary, equal opportunities will be satisfactorily taken into account.

6.2 Environment

N/A

6.3 Minorities
N/A

6.4 Fight against corruption

The fight against corruption is a cross-cutting issue for the implementation of the activities identified in this project fiche.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3 - Reference to laws, regulations and strategic documents
- 4 - Details per EU funded contract (*) where applicable

3 - Reference list of relevant laws and regulations

The Memorandum of Understanding (MoU) between Albania and the EC Delegation in Tirana date July 15th 2003

Law on Coast Guard

Law on Data Protection

Law on Foreigners

Law on Guarding and Controlling the State Border

Law on Preventing and Striking Organized Crime

Law on Prevention of Money Laundering

Law on Preventive Interceptions

Law on Ranks (now incorporated in the new Law on the State Police)

Law on State Border

Law on the Criminal Responsibility of Legal Entities

Law on the State Police

Law on the State Police Internal Control Office

Law on Witness Protection

Reference list of relevant national plans and strategies:

- National Plan for the Implementation of the SAA
- The National Strategy against illegal trafficking
- The National Strategy on the fight against drugs
- The ten year National Strategy on the State Police (to be adopted soon)
- The Community Policing Strategy (to be adopted soon)
- Future national strategies to be drafted and adopted in the field of IBM, IT, Resource Management, Traffic Safety etc.

Reference to AP /NPAA / EP / SAA

This project has taken into account the objectives and priorities set out in the European Partnership (Council Decision on the Principles, Priorities and Conditions Contained in the European Partnership with Albania).

Key short-term priorities:

- Further improve the management of the Albanian State Police and ensure it is able to manage its resources independently.

- Establish a consolidated manual of procedures for all criminal police officers.
- Strengthen community policing.
- Define more precisely the respective responsibilities of the various state bodies involved in the fight against organised crime and terrorism, and take measures to enhance co-operation, in particular between the judicial authorities and the police.
- Take further measures to establish coherent and coordinated intelligence gathering and processing systems.
- Enhance the use of special investigative means, the interception of telecommunications, and the use of intelligence information.
- Take measures to provide counter-terrorist analysts and investigators with better equipment and training.

Key medium-term priorities:

- Continue to bring police services up to European standards, most notably through adequate training and equipment.
- Ensure the functioning of a proper case management system.
- Achieve significant results in the fight against criminality, and in fighting corruption and other criminal behaviour within police ranks.
- Further increase international co-operation in the fight against organised crime and terrorism.

PAMECA III Mission will assist the attainment of the objectives set out by the Stabilization and Association Agreement, in particular Article 78 – “Reinforcement of institutions and rule of law”, stating that: *In their cooperation on justice and home affairs the Parties shall attach particular importance to the consolidation of the rule of law, and the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the administration of justice in particular. Cooperation shall notably aim at strengthening the independence of the judiciary and improving its efficiency, improving the functioning of the police and other law enforcement bodies, providing adequate training and fighting corruption and organised crime.*

Reference to MIPD

This project fiche is in line with IPA’s I Component on transition assistance and institutional building.

The draft Multi-annual Indicative Planning Document 2007 – 2009 refers to the police reform matters by underlining that it should be strengthened with the assistance of the EC Police Assistance Mission – PAMECA (MIPD, p.13). One of the objectives set out in this context by MIPD includes: *“Support to the Police Reform to assist Albania to gain a police force which is operating in an efficient and sustainable structure, capable of fulfilling its role in the enforcement of the Rule of Law”*.

Furthermore, in order to achieve tangible results in the police reform the document stipulates that one of the programs to be implemented must involve: *“Continuation of the police reform process, including fight against organized crime, prevention of terrorism and anti-money laundering”*.

According to the Multi-annual Indicative Planning Document the fight against organized crime and the IBM reform (see “2.2.3.1 – Main Priorities”) constitute another priority and accordingly one of the programs to be implemented will involve:

“Institutional support and capacity building in the visa, asylum and migration field; support to the implementation of the Albanian action plan for Integrated Border Management, including equipment and necessary infrastructure improvements.

Assistance to improve capabilities to fight against money laundering, drug trafficking, terrorism and organised crime”.

Reference to National Development Plan

N/A

Reference to national / sectoral investment plans

N/A

4 - Details per EU funded contract (*) where applicable:

For *TA contracts*: account of tasks expected from the contractor

This project consists of technical assistance drawn from EU Member States. It will be implemented through a grant agreement of € 5,518,790 procured via a restricted call for proposal. Accordingly, the implementing agency will undertake the implementation of the full set of components and individual activities to be outlined in the Terms of Reference.

The essential selection and award criteria for the award of grants are laid down in the Practical Guide to contract procedures for EC external actions.

All programme estimates must respect the procedures and standard documents laid down by the Commission, in force at the time of the adoption of the programme estimates in question.

(**) section on investment criteria (applicable to all infrastructure contracts and constructing works):

- Rate of return
N/A.
- Co financing

No co-financing is foreseen, in accordance with article 253.1 (d) of the Implementing Rules of the Financial Regulation, which allows the derogation from the co-financing requirement in connection with grants for "actions resulting from the implementation of financing agreements with third countries or actions with international organisations within the meaning of Article 43."

- compliance with state aids provisions

N/A

- Ownership of assets (current and after project completion)
The project's contribution involving equipment and other facilities will be managed by the beneficiary institutions (ASP, MoI)

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number PAMECA III	
		Contracting period expires 3 years following the date of conclusion of the Financing Agreement	Disbursement period expires One year after the end date for the execution of contracts
			Total budget : 5,518,790 Euros
			IPA budget: 5,518,790 Euros
Overall objective	Objectively verifiable indicators	Sources of Verification	Assumptions
To bring the Albanian State Police closer to EU standards in the field of policing through technical assistance drawn from EU Member States	Overall performance of Albanian State Police	<p>Reports, analysis prepared by the Ministry of Interior</p> <p>EC Progress Report</p> <p>Fulfilment of the obligations in the framework of the National Action Plan for the implementation of the SAA</p> <p>Number of legal acts in conformity with the EU standards / legislation.</p>	<p>A stable political environment</p> <p>Political commitment</p> <p>Stability of the trained staff</p>
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To improve the performance of the State Police structures to provide trust, safety and a secure environment to the Albanian citizens.	<ul style="list-style-type: none"> - Number of obligations fulfilled in the framework of the National Action Plan for the implementation of the SAA; - Number of obligations fulfilled deriving from the mid-term Governmental Programme; 	<ul style="list-style-type: none"> - Annual Analysis of the Albanian State Police; - Surveys and reports from different organizations operating in this field such as the Institute for Democracy and Mediation, the Ombudsman and the Institute of Statistics; - Audit reports from the internal sources of the Ministry of Interior; 	<ul style="list-style-type: none"> - The database should be enhanced by including reports for all offences; - Closer cooperation within the ASP and with the other institutions such as Prosecution Offices, etc. ; - Operational AFIS database; - Procurement procedures are understood ;

		- Fulfilment of the periodically working plan.	- Resistance to changes within the State Police due to the existing mentality of police employees.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. Improved functioning of the Albanian State Police which is able to plan and manage its human, financial and technical resources;</p> <p>2. Improved functioning of the Police Academy with an established curriculum which delivers training to all ranks of the ASP based on the needs identified by the Human Resources Department.</p> <p>3. Improved functioning and use of the existing IT systems (such as Datacom and RMIS) and identification of further needs in this area.</p> <p>4. Mid term priorities of the IBM Strategy and Action Plan implemented.</p> <p>5. Increased public security and citizen's trust in the Police through the implementation of the Community Policing model.</p> <p>6. Improved functioning of structures fighting organized crime and terrorism within the ASP, which in turn can transfer knowledge to the local police commissariats.</p>	<ul style="list-style-type: none"> - The number of training modules developed within the Curriculum Section of the Police Academy and delivered in the form of cascade training; - An independent quality assessment of both the delivery and content of a sample of these courses. - Number of people trained at different levels of the ASP; - A statistical assessment of the use made of the Personnel, Finance and Logistic modules of the RMIS system by the Regional Directorates and Commissariats (from computer terminal records). - Number of Police Units online; - Increase of transmission capacity of the ASP communication networks (including transmission of data, voice, and image); - Implementation of the IBM strategy against the action plan time line; - Community Safety Panels setup and functioning in all Commissariat areas; - Number of panels having identified at least two issues of concern in the community and having drawn up action plans to combat 	idem	Close cooperation between the contraction authority, the beneficiary and the implementing agency is therefore required.

	<p>these;</p> <ul style="list-style-type: none"> - Number of Police Directorates and Commissariats that have prepared an annual policing plan for the areas in consultation with the local Community Safety Panel; - Results of surveys to measure security as perceived by the community; - Implementation of Intelligence Lead Policing in all areas; - Number of Police Commissariat having identified at least two core policing issues within Commissariat area and having produced and implemented plans to deal with the identified issue. - Number of offenders put under criminal proceeding; - Statistics of crime rate. 		
Activities	Means	Costs	Assumptions
<p><u>1. Strategic advice</u></p> <ul style="list-style-type: none"> - Technical assistance in the revision and drafting process of legal and sub-legal acts that improve and regulate the functioning of the State police; - Technical assistance on the implementation of the new law of State Police; - Technical assistance on the implementation of the ASP strategic documents; - Assistance and an advisory role for the development of the Professional Standards Department; - Advise the ASP structures on contemporary management techniques; - Technical assistance regarding the decentralization and 	Short Term and Long Terms expertise provided	A total budget of 5,518,790 €	- Ministry of Interior and ASP provide offices to PAMECA experts inside the premises of the ASP/Ministry of Interior

<p>modernization of the financial management system;</p> <ul style="list-style-type: none"> - Technical assistance in improving the managerial capacity of the logistic structures of ASP. <p><u>2. Human Resource Development and Training</u></p> <ul style="list-style-type: none"> - Technical assistance for the decentralization of training programmes and sustainable professional development at the regional level; - Technical assistance to the Police Academy in drafting the academic curricula. <p><u>3. Information Technology</u></p> <ul style="list-style-type: none"> - Assessment and monitoring of the implementation of human, financial, and logistical management systems such as RIMS; - Assessment and monitoring of communication networks such as the DATACOM system; - Identification of future needs of the ASP in the area of information technology, and drafting of new projects accordingly. <p><u>4. Integrated Border Management</u></p> <ul style="list-style-type: none"> - Provide technical assistance in the smooth functioning of the new structures of the Albanian Border and Migration Police (such as Criminal Investigation Unit and Risk Analyses Unit); - Technical assistance for the establishment and functioning of the Common Border Crossing Points (CBCP), the Blue Border and the Joint Border Patrol Services. <p><u>5. Public Order and Security</u></p> <ul style="list-style-type: none"> - Technical assistance for the establishment of a system of Command and Control Centres throughout the country, which will enhance the management of police 			
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<p>services through coordination of resources, timely collection, processing and dissemination of information;</p> <ul style="list-style-type: none"> - Assess the capacities of the lower and middle role of the police officers in community policing; - Assess the investigative capacities of the Traffic Police Service to improve road safety; - Assess the implementation of the relevant legislation; <p><u>6. Fight against organised crime and terrorism</u></p> <ul style="list-style-type: none"> - Support for the enhancement of the professional capacities of structures fighting organized crime and terrorism; - Assistance for the consolidation of the performance and cooperation of the ASP with different law enforcement agencies (i.e. Prosecution); - Assistance for the consolidation of capacities within the Sector of the criminal data analysis and support for the establishment and implementation of a National Intelligence model; - Technical assistance to set up a DNA database. 			
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ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

Contracted	1st Quarter 2008	2nd Quarter 2008	3rd Quarter 2008	4th Quarter 2008	1st Quarter 2009	1st Quarter 2008	2nd Quarter 2009	3rd Quarter 2009	4th Quarter 2009	1st Quarter 2010	2nd Quarter 2010	3rd Quarter 2010	4th Quarter 2010
Contract 1.	5.518.790												
Total	5.518.790												
Cumulated	5.518.790												
Disbursed													
Contract 1.	2.200.000				1.375.000				1.375.000				568.790
Total	2.200.000				1.375.000				1.375.000				568.790
Cumulated	2.200.000				3.575.000				4.950.000				5.518.790