

## Annex 1: Action Fiche for "Euromed Police III"

### 1. IDENTIFICATION

Title	EuroMed Police III		
Total cost	EUR <b>5 million</b>		
Aid method / Method of implementation	Project Approach - Direct Centralised Management		
DAC-code	15210	Sector	<i>Security system management and reform</i>

### 2. RATIONALE

#### 2.1. Sector context

This section takes into account the Identification Mission Report carried out by two independent experts in 2009 and the Identification Fiche presented to the Quality Support Group 1 on 11 November 2009.

The critical situation in the region and the political difficulties among ENPI South countries hampered regional cooperation in the police sector, despite the common threat of terrorism and the growing relevance of organised crime activities and transnational crime rate.

Police and security services of ENPI South region differ very much from country to country. Some of these services (for example in Jordan) have gone through recent reorganisation of the police forces, with the establishment of new agencies, sometimes (as in the case of the Jordanian Gendarmerie) composed by large number of personnel. Other services, like the Palestinian security forces, are planning in the short term, significant structural reforms. While in some countries (for example Lebanon, Jordan and Syria) new police Academies and training colleges are on the way to be established, the need of highly specialised training remains a common feature of all systems.

The complex political situation of the region, as well as the differences in structure, competence and organisation of police forces require new and more developed instruments in the field of operational cooperation. As a matter of fact, operational links are presently operative mostly at the bilateral level: bilateral cooperation follows sometime an established tradition of collaboration with EU member states, like in the case of countries such as Morocco, Egypt or Jordan. For certain countries collaboration is part of new phases of the international policy, like in the case of the occupied Palestinian territory or Syria.

International entities or organisations are active in supporting police training: for example, the UN (through the United Nations Development Programme, United Nations Office on Drugs and Crime, United Nations Interregional Crime and Justice Research) supported forms of police training in Algeria, Egypt, Jordan, Lebanon,

occupied Palestinian territory and Syria), the EU in Jordan and in the occupied Palestinian territory. US, Canadian or Japanese donors are also active in most countries (for example Jordan and the occupied Palestinian territory), but they concentrate their support on a bilateral approach and sometimes on very sectorial issues.

Regional police cooperation among ENPI South countries and between them and the EU is necessary and proper not only as a fundamental instrument to control serious transnational crime, such as terrorism or other serious offences (like drug trafficking, trafficking of human beings, financial crimes, money laundering and others), but also a way to provide concrete implementation to international instruments, such as the United Nations Convention on Transnational Organised Crime or the Code of conduct on countering terrorism adopted by the Mediterranean partners on November 2005. Police cooperation in the South Mediterranean countries requires also a coherent framework and an institutional building policy so to rationalise the multiplication of exchanges which already take place among specialised services of ENPI South countries and between those countries and the EU Member States.

As resulted from the identification mission, the ENPI South countries still need a highly specialised training for their police forces, in particular for their special units in charge to fight serious transnational crimes. The threat of terrorism and the growing relevance of organised crime cannot be countered with the instruments offered by the ordinary, domestic training. Even where new and more efficient police colleges have been established or are on the way to be established (for example in Lebanon, Jordan and Syria) it remains the need to offer highly specialised courses and training session held by qualified international experts. Advanced training is needed, in particular, in the fields of countering terrorism, organised crime, cyber-crime, financial crimes, money laundering, trafficking of human beings, child pornography and it was underlined by all stakeholders. In respect to these crimes, police forces from ENPI South countries need to learn more about the phenomenology of criminal activities, the legal framework which makes possible their control and repression, and above all, the modern investigation techniques (such as those concerning internet or scientific evidence).

Besides the training, it is also very significant the need of better operational cooperation among police forces of ENPI South countries. The critical situation in the region and the political difficulties among the countries hampered until now an effective regional cooperation in the police sector, despite the common threat of terrorism and the growing relevance of organised crime activities and transnational crime rate. No effective control of these criminal activities is possible working only at national level.

The result of the identification mission is that the project is feasible, existing in the beneficiary countries the political will to participate to the EuroMed Police III project. The political will demonstrated already by the beneficiary countries in the implementation of the Police II project should prove that ownership will prevail also during the implementation of phase III of the programme.

The new EuroMed Police III regional project aims at fostering cooperation on police issues between the ENPI South partner countries and EU countries and ENPI South partner countries themselves, contributing to the reinforcement of the political and

security dialogue and to the enhancement of security/police services and operational police coordination throughout the region.

The EuroMed Police III project will focus on enhanced cooperation in the fight against terrorism, human trafficking, money laundering, drug trafficking, financial crimes and other forms of international organised crime. This will require the development of closer links between policy and judiciary in both the EU and the Mediterranean partner countries, in a context of deeper dialogue and enhanced contacts. Training and technical assistance for police officers will constitute some of the instruments for the achievement of the above objectives.

The project takes into account the Paris Declaration and the European Commission Backbone Strategy for external aid to guide the reform of Technical Cooperation and Project Implementation Units (2008), which is part of wider EU actions to implement the Paris Declaration and it aims to improve the effectiveness of EU aid with respect to capacity development and work through harmonised and aligned actions.

The project responds to the need of the ENPI South partner countries in terms of international training in the field of police cooperation and operational coordination and it is complementary with their national plans/activities in this respect. This will ensure their appropriate engagement, ownership and coordination with their domestic sector programmes.

However, given the specific nature of this regional cooperation and the important differences between the individual ENPI South countries in the field of police cooperation, the project will work at establishing links between national constraints and regional objectives in a centralised management mode which allows also for close coordination with EU policy.

## **2.2. Lessons learnt**

Lessons learnt are basically those of the EuroMed Police I and II projects:

- Seminars on very specific issues have been highly appreciated as well as seminars concerning new technologies and scientific investigation. Teaching by lectures should be a limited component of the didactic, while case study analysis and discussion on work experience should be a growing component of seminars. The Training for Trainers component resulted very useful and should be also improved.
- The Calendar of seminars should be communicated well in advance and the material delivered to perspective participants in time to allow them to study and arrive to meetings with sufficient knowledge of the topic on the agenda.
- ENPI South countries ministries and stakeholders sometime do not understand reasons and purposes of EU rules concerning reimbursement of expenses and payment of per diems. The risk is that they perceive EU procedures as merely “bureaucracy” or, worse, a sign of distrust. As a consequence, the stakeholders’ commitment to the project, their identification with its goals and eventually their availability to cooperate may decrease. Hence the implementing organisation should try to explain better to stakeholders which procedures will guide their relation and what is their rationale.

- Meetings among General Directors of Police could be very positive events. However the EuroMed Police III project should find proper solutions to develop the potentialities of such meeting in respect to operational coordination. Solutions could be: a) to provide the participation of a second representative per country, who will take care of the practical implementation of decisions; b) to define topics for such meetings; c) to provide one meeting on the very topic of liaison officers.
- As far as study visits are concerned, the experience of previous phases shows that these visits are quite difficult to organise, due to language barriers and availability of hosting EU Member States. It was sometimes difficult to find attendees fluent enough to fruitfully spend time visiting European or EU member states police and law enforcement institutions. It should also be considered that it is difficult and very demanding, for hosting EU Member States' administrations, to support and assist visitors during their study visits. In particular, it was proven quite problematic coordinating their presence with the ordinary work of an operational police unit.

### 2.3. Complementary actions

The EuroMed Police III project must be closely coordinated with the activities to be implemented under the umbrella of the **other components (Migration and Justice) of the future ENPI South Justice and Home Affairs III programme**.

Planned activities of similar nature in the field of police cooperation should be taken in consideration, focusing on three possible levels: a) Activity sponsored by International organisations such as UN agencies; b) EU- ENPI South countries bilateral activity; c) EU Member States- ENPI South countries bilateral activity.

A particular consideration should be given to actions planned and actually taken under the EC, EuropeAid, Stability Instrument – a thematic tool which provides for development cooperation measures, as well as financial, economic and technical cooperation measures with partner countries in contexts of crisis and emerging crisis. Among these actions, highly relevant are those aimed to “Support for Counter-Terrorism, Counter Organised Crime and Illicit Trafficking in Africa”; “Support for the fight against the illicit accumulation and trafficking of firearms in Africa”; “Knowledge management system on Chemical Biological Radiological and Nuclear trafficking in North Africa and selected countries in the Middle East”; “Combating illicit trafficking of nuclear and radioactive materials in selected FSU and Mediterranean Basin countries and preparation of border management activities in the ASEAN region”.

### 2.4. Donor coordination

The Regional Indicative Programme 2007-2010 which defines the framework for regional activities to be implemented within this period also takes into consideration activity plans of other donors.

At the bilateral level (EU and other ENPI South partner countries individually considered) a number of ENPI South -JHA initiatives have been developed within the framework of relevant political documents such as the Strategic Country Plans and National Indicative Programmes for 2007/2010.

Coordination must also be ensured with activities carried out by the international organizations (see, supra § 2.3.). The UN police training initiatives in the region should be considered, especially in respect to sectorial and specialised training, such as the one which was provided for example by United Nations Office for Drugs and Crimes (in the field of the fight against drug trafficking (Algeria, Egypt, Palestinian Territories) or juvenile justice (Jordan and Lebanon) or United Nations Development Programme (such as the Human Rights Capacity Building Program (HRCBP), with the collaboration of United Nations Interregional Crime and Justice Research , in Egypt; or, indirectly, the Modernisation of Justice System programme in Syria).

Coordination must be ensured with activities carried out by EU Member States and other international donors which are active in supporting police training in the ENPI South countries (for example US, Canadian and Japanese donors).

Besides bilateral actions, a particular attention should be given to other regional programs such as those developed under the Stability Instrument (see, supra § 2.3.).

### **3. DESCRIPTION**

#### **3.1. Objectives**

The global objective of the project is to foster cooperation on police issues between the ENPI South partner countries and EU countries and ENPI South partner countries themselves, and to contribute to the strengthening of rule of law and human rights in these countries. In particular, it will contribute to the chapter I and III of the Barcelona Declaration and to ensure the implementation of the Five Year Work Programme and of the Code of Conduct on Countering terrorism.

The specific objectives of the project are:

- Strengthening the international police cooperation;
- Improvement of exchange of experience and transfer of knowledge between EU to ENPI South partner countries;
- Strengthening the already established EuroMed police informal “network” established by the EuroMed Police I and II projects;
- Strengthening police cooperation, including with EU Member States Units and European agencies such as Europol and promoting the contacts among liaison officers;
- Continuing training and common definitions of good practices with particular attention to new technologies and techniques of investigation.

The project will achieve these specific objectives through activities where rule of law and human rights aspects will systematically be integrated and which will address indicatively the following themes:

- Fight against terrorism (including conduct of public provocation and incitement to commit a terrorist act , as well as recruitment and training also through the Internet) and implementation of the Code of Conduct on Countering Terrorism;
- Fight against the organised crime, drugs, money laundering, trafficking of human beings and smuggling of migrants, sexual exploitation and pornography (including child pornography);
- Fight against the weapons trafficking and the CBRN (Chemical, Biological, Radiological and Nuclear) threat;
- Fight against financial crimes;
- Fight against cyber crime and new forms of criminal offences.

### 3.2. **Expected results and main activities**

The **expected results** are:

- (1) Cooperation in the field of police reinforced at regional level, with exchange of information and good practices, between the EU and the ENPI South partner countries and among ENPI South partners themselves through the activities of the EuroMed Police III project;
- (2) Exchange of experiences and transfer of knowledge between EU and ENPI South countries reinforced through the organisation of: a) specialised training sessions addressed to Heads or high ranking officers of specialised police services and special units and senior police officers and professionals (target group 2) and b) information session addressed to Heads of special intervention units (target group 3).
- (3) The established EuroMed Police informal "network" reinforced through the participation of ENPI South countries representatives to the activities of the project (specialised training, information sessions, meetings of the Directors General and Directors of Police Academies/college/training centres);
- (4) Contacts and cooperation with relevant EU Member State Police Units and European agencies, such as Europol, reinforced through their participation as speakers/experts in meetings of the EuroMed Police III project when appropriate and contacts among liaison officers promoted through their participation to the Directors General of Police meetings;
- (5) Continuing training and common definitions of good practices with particular attention to new technologies and techniques of investigation reinforced through meetings of ENPI South Police Academies/colleges/ training centres.

The **main activities** to be implemented will include indicatively:

- (A) **Support For Operational Police Coordination Through Meetings of Directors General of Police, Custom And Security Services (Target Group 1)**

This activity will be addressed to Target group 1: Directors General of the Police, Customs and Security services, accompanied by a second representative from each country in charge of implementing operational coordination.

The activity will consist of 3 meetings which will be organised for Directors General of Police or Heads of security service of ENPI South countries. Meetings should be opened to 3 representatives for each country. Those participants, appointed by the Director General of Police or by other domestic competent authority (such as the Ministry of Interiors), will be responsible for the implementation of operational coordination and measures as developed at the meetings.

Meetings will last indicatively 2 days and will take place with the participation of interested EU Member State police authorities and EU liaison officers posted in ENPI South countries.

Meetings should place a particular focus on police cooperation, coordination, information exchange and “network” establishment. As far as the topics are concerned, it is advisable to define issues to be discussed at those 3 meetings. They could be indicatively:

- Terrorism;
- Drug Trafficking;
- Establishing a structured network of Liaison officers. In order to enhance awareness about the importance of establishing liaison police officers, the last meeting will be organised with members of EU Member State Police services, Europol, and liaison officers present in ENPI South partner countries. This meeting will be dedicated to models and best practices of police coordination, with a particular focus on the legal framework and practical experience concerning exchanging liaison police officers in the EU. The purpose of this activity is to enhance awareness and create the conditions to hopefully establishing a similar network in the ENPI South countries and among ENPI South countries Europol and EU Member States.

All meetings will be preceded by a preparatory meeting (participants to preparatory meetings will be: the implementing organisation, representatives from the hosting country, 2 representatives from 2 EU Member States, 2 representatives from 2 ENPI south countries). Interpretation into English, French and Arabic should be provided at any session, included the preparatory meetings. A member of the project team should participate to the meetings.

**(B) Training and Information sessions.**

Training and information sessions should keep a fundamental role in the project, so to continue the positive experience of EuroMed Police I and II. They will address target group 2 and 3. In particular:

- (1) Training sessions will be addressed to target group 2 (Heads or high ranking officers of specialised police services and special units and senior police officers and professionals). Members from this target group will participate to the 18 training sessions listed below.

- (2) **Information session** will be addressed to target group 3 (**Heads of special intervention units (such the French RAID, the Italian GIS and NOCS)**). Members from this target group will participate to 6 specialised information sessions.

More in detail:

**(B.1) Training Sessions for Target Group 2 (Heads or high ranking officers of specialised police services and special units and senior police officers and professionals)**

There will be 18 seminars addressed to this target group. Seminars will have a technical and specialised content, will last indicatively 5 days and will involve the participation of 4 people per country. One of the participants from each ENPI South country will possibly be trainer, so to improve the possibilities to transfer the content of the training to prospective trainees in the home country.

All seminars will be preceded by a preparatory meeting for a total of 18 preparatory meetings (participants to preparatory meetings will be: the contractor, representatives from the hosting country, 2 representatives from 2 EU Member States, 2 representatives from 2 ENPI south countries).

Interpretation into English, French and Arabic should be provided at any session, included the preparatory meetings. A member of the project team should participate to the meetings

The 18 seminars should be dedicated indicatively to:

- **3 sessions on** Financing terrorist organisations and activities: The seminar should cover the most sophisticated and insidious instruments to finance terrorism, included the so called “informal value transfer systems” IVTS.
- **2 sessions on** Cyber-terrorism and the use of the internet to advocate violent radicalisation, to promote and incite the commission of terrorist acts, to recruit and to train terrorists.

For both topics, particular attention should be given to investigation techniques, with a main focus on new technologies, internet investigation, investigation concerning file sharing websites (such as Youtube), investigation and interception of electronic communications (such as those through mobile phones or Skype-like communications), scientific and forensic evidence.

- 2 sessions on Managing security (at airports, undergrounds, at summits, at crowded places); at this seminar a session on “bomb and explosives disposal” could be part of the training.
- Cyber criminality and children sexual exploitation and pornography. This seminar should include training on technical issues (such as the structure and complexity of the web; functions and technical role of servers and providers; identification of navigators and records of navigation) and legal approaches (networks regulations, privacy protection and necessity to link the investigation to a well defined criminal activity).



- Countering organised crime with a special focus on the implementation of the United Nations Transnational Organised Crime Convention. A particular focus will be placed on the Convention Protocol to Prevent, Suppress and Punish Trafficking in Persons and organs, covering also the issue of falsification of personal Identity Documents and travel documents.
- 2 sessions on Drug trafficking with sub-sessions dedicated to specific drugs with a particular focus on synthetic drugs.
- Financial crimes, money laundering, credit cards fraud and forgery of currency.
- Crisis management and the role of the police. The seminar will cover also problems of communication with the Media.
- 1 session on Investigation techniques - with a focus on collecting, recording, collating and evaluating information, interviewing skills, preparation of a brief of evidence and handling evidence, detecting false documents.
- Investigation Techniques – with a focus on new investigation techniques such as DNA, electronic surveillance, odorology, graphology, forensic biology and similar.
- Weapons trafficking. – with focus on firearms and small weapons.
- Weapons trafficking – with focus on weapons of mass destruction and CBRN treat.

### **(B.2) Information Sessions for Target Group 3 (special intervention units)**

There will be 6 information sessions designated for heads or deputy-heads of operations of special intervention units of ENPI South partner countries. At seminars, members of special intervention units of EU Member States (such as the French RAID (Research, Assist, Intervene, Dissuade), the Italian GIS (Special Intervention Group) and NOCS) (Central Operational Security Squad) could be present as experts.

Seminars will consist of information on recent operational techniques, case analysis and development of operational cooperation. EU Member State heads of special units are invited to participate to the meetings.

Meetings will last indicatively 2 days and foresee the participation of 3 participants per ENPI South country and 3 international experts.

All seminars will be preceded by a preparatory meeting for a total of 3 preparatory meetings (participants to preparatory meetings will be: the implementing organisation, representatives from the hosting country, 2 representatives from 2 EU Member States, 2 representatives from 2 ENPI south countries).

Interpretation into English, French and Arabic should be provided at any session, included the preparatory meetings. A member of the project team should participate to the meetings

(C) **Conferences of Directors of Police Academies/Colleges/Police Training Centers (Target Group 4)**

This activity will be addressed to Target group 4: Directors, deputy-directors, heads of training departments of Police Academies/colleges/police training Centres.

The Activity will consist in 5 meetings lasting indicatively 2 days, with 3 participants per ENPI South country on the following indicative themes:

- Police forces coordination at national and international level, with analysis of problems and best practices.
- Deontology and human rights awareness in the context of police training.

The 5 meetings will be preceded by 5 preparatory meetings (participants to preparatory meetings will be: the implementing organisation, representatives from the hosting country, 2 representatives from EU Member States, 2 representatives from ENPI south countries).

Interpretation into English, French and Arabic should be provided at any session, included the preparatory meetings. A member of the project team should participate to the meetings

(D) **Cross Cutting Activities**

Beside the actions specific to each component, a number of activities of general value for the development of police cooperation, which will promote the progress of the project as a whole, shall be realised:

- The project will schedule the organisation of **3 Regional Conferences**. An Opening Conference will be held once the project is launched in order to present project objectives and activities to the authorities responsible for managing police training and coordination in the ENPI South partner countries and the EU countries; an Intermediate Regional Conference will be organised towards the end of the second year in order to describe achieved developments and a Final Conference will be organised at the end of the project in order to present the result and look forward to possible future activities. These Conferences will last 1 day, with 3 participants per country (some of them will usually be the National focal point person) and participation of EU Member States counterparts. All 3 conferences will be preceded by a preparatory meeting (participants to preparatory meetings will be: the implementing organisation representatives from the hosting country, 2 representatives from 2 EU Member States, 2 representatives from 2 ENPI south countries). Interpretation into English, French and Arabic should be provided at any session, included the preparatory meetings. A member of the project team should participate to the meetings
- The project will foster the implementation of an independent, private and secured **Project intranet website**, accessible trough personal ID user names and passwords only to the participants to the activities of the EuroMed Police III project, included EU Member States participants. This private and secured intranet website will contain relevant information of the project activities and

could serve as a mean of exchange of information among the participants to the project.

### **Inception phase**

It has to be noted that prior to the beginning of the specific activities, an inception missions will be carried out by one of the Key Experts who will visit the relevant ENPI South national authorities, explain the project, collect useful information and ask for the nomination of a “national focal point”. An **inception report** will be produced bridging the gap with the Term of reference, if any, and it will draw up a detailed work plan and related detailed budget to be submitted to the Commission for approval.

### **3.3. Risks and assumptions**

The main overall assumptions are the same as for the EuroMed Police II project, i.e. relative stability of the economic and political environment as well as an actual will from the Partner Countries' governments to sustain police cooperation

The main risks – apart those linked to serious conflicts and tensions in the area - are linked to a possible lack of cooperation from the concerned countries, complex access to relevant information, political manipulation of sensitive data, political and administrative inertia.

### **3.4. Crosscutting Issues**

The project’s specific objectives directly concern good governance issues, with regard to the promotion of rule of law and human rights in the beneficiary countries, and also areas of immediate social and economic relevance. The project will also contribute to strengthen the protection of fundamental rights in respect of vulnerable groups. The participation of women in the project will be encouraged through their active participation in the different sessions and placing a specific focus on women when dealing with the topic of trafficking in human beings.

### **3.5. Stakeholders**

The 9 ENPI South partners are Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, the Palestinian Authority, Syria and Tunisia.

The stakeholders of the project are:

- Ministries competent for security and law enforcement affairs, i.e. ministries of interiors, of foreign affairs, of justice;
- Police forces, Gendarmerie, Special Police Units such as those against terrorism, organised crime, financial and computer crimes;
- Authorities in charge of police training (such as Police Academy and similar).

The activities will be addressed to 4 specific Target groups:

**Target Group 1: Directors General of the Police, Customs and Security services**, accompanied by a second representative from each country in charge of

implementing operational coordination. Members from this target group will participate to 3 meetings.

**Target Group 2: Heads or high ranking officers of specialised police services and special units and senior police officers and professionals.** Members from this target group will participate to 18 training sessions.

**Target Group 3: Heads or deputy heads of operations of special intervention units from the ENPI South partner countries ..** Members from this target group will participate to 6 specialised information sessions. At seminars, members of special intervention units of EU Member States (such as the French RAID Research, Assist, Intervene, Dissuade, the Italian GIS Special Intervention Group and NOCS Central Operational Security Squad,) could be present as experts.

**Target group 4: Directors, deputy-directors, heads of training departments of Police Academies/colleges/ training centres.** Members from this target group will participate to 5 meetings.

#### **4. IMPLEMENTATION ISSUES**

##### **4.1. Method of implementation**

Direct Centralised Management, Project Approach. The Project Approach has been chosen because of the technical nature of the proposed activities and the need to ensure coordination with EU policy and consistency with the ongoing EuroMed Police II project.

The European Commission responsible service will closely follow the project through regular meetings with the operator selected to implement the project.

##### **4.2. Procurement and grant award procedures [programme estimates]**

All contracts implementing the action must be awarded and implemented in accordance with the procedures and standard documents laid down and published by the Commission for the implementation of external operations, in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all legal persons covered by Regulation (EC) No 1638/2006 of the European Parliament and of the Council laying down general provisions establishing a European Neighbourhood and Partnership Instrument. Further extensions of this participation to other legal persons by the concerned authorising officer shall be subject to the conditions provided for in Article 21(7) ENPI Regulation (EC) No 1638/2006.

The service contract will be awarded following a restricted call for tender. This will imply the announcement of the procurement notice, the pre-selection procedure, the final submission of the offers and the final selection and award procedure in accordance with the "restricted procedure" laid down by the Financial Regulation and its implementing rules.

The operators responding to the restricted call for tender should be a specialised organisation in the field of police with proven experience in international cooperation and training, able to implement the project with qualified police personnel.

#### 4.3. Budget and calendar

The budget allocated is EUR 5 Million and it is composed of fees and reimbursable costs and it can be indicatively breakdown as follows:

Type of expense	Units	Total
Fees	- Key Experts - Short Term Expertise	2 065 000
Inception phase	- Missions	15 000
A) Meetings for Target Group 1 (General Directors of Police, Custom And Security Services)	- Preparatory Meetings - Meetings	180 000
B.1) Training Sessions For Target Group 2 (Heads or high ranking officers of specialised police services and special units and senior police officers and professionals):	- Preparatory Meetings - Meetings	1 930 000
B.2) Information Sessions for target group 3 (special intervention units).	- Preparatory Meetings - Meetings	335 000
C) Conferences Target Group 4 (Directors of Police Academies/Colleges/Police Training Centers)	- Preparatory Meetings - Meetings	285 000
D) Cross-cutting Activities	- Preparatory Meetings - Regional Conferences - Project website - Others	190 000
<b>TOTAL</b>		<b>5 000 000</b>

The operational duration will be of 36 months after signature of the service contract.

Indicatively, the calendar could be as follows: Forecast Notice - November 2010, Procurement Notice - January 2011, Short Listing - March 2011, Invitation to Tender - April 2011, Evaluation – June 2011, Contract Signature – June/July 2011.

#### 4.4. Performance monitoring

There are no "standard indicators" in the domain; therefore, performance indicators should be developed in regard to the specific characteristic of the project. As an indication, results will be evaluated using the following indicators:

Activities aimed at interaction among national authorities:

- Statements by EuroMed conferences;
- Appreciation by international independent agencies and scholarly observers;
- Number of ENPI South partner countries represented in the meetings;
- Level of the participants and their attendance record;
- Quality and dissemination of the documents produced;
- Participants' satisfaction as measured by means of questionnaires.

General Directors' meetings, training and information sessions:

- Number and qualification of participants;
- Number of ENPI South partner countries sending participants;
- Statements and resolutions at the end of meetings;
- Quality of training in the view of independent observers;
- Quality of the teaching materials produced for the training sessions;
- Reproduction of the training sessions within the different authorities of the ENPI South partner countries by trainees and trainers participating to the training courses;
- Participants' satisfaction as measured by means of questionnaires.

Creation and updating of a webpage:

- Number of hits;
- Speed of updating;
- Quality and quantity of the material contained.

Regional conferences:

- Number and qualification of participants;
- Participants' satisfaction as measured by means of questionnaires.

#### **4.5. Evaluation and audit**

Mid-term monitoring and final independent evaluation will be carried out.

The evaluation of results shall take place on the basis of qualitative and quantitative indicators specific to each project activity.

A special budget chapter for auditing will be foreseen in the Terms of Reference.

#### **4.6. Communication and visibility**

The project will work out a specific communication strategy, taking into account the sensitiveness of the police issue. Visibility will never be public visibility of the activities, but rather visibility of the European Union support for the Police component of the ENPI South policy.

The ENPI Info Centre portal will also be used regularly and press releases will be prepared when appropriate. The EU visibility guidelines must be followed by all components of the project.