

IPA National Programme 2010 – Bosnia and Herzegovina

Fiche 4 "Law enforcement"

1. Basic information

1.1 CRIS Number: 2010 / 022-259

1.2 Title: Support to the Area of Law Enforcement

1.3 ELARG Statistical code: 1.24 Political criteria / Justice, freedom and security

1.4 Location: Bosnia and Herzegovina

Implementing arrangements:

1.5 Contracting Authority: The European Union represented by the European Commission for and on behalf of the beneficiary country

1.6 Implementing Agency: N.A.

1.7 Beneficiary:

Main Beneficiary:

Ministry of Security of Bosnia and Herzegovina
Samir Rizvo (Senior Programming Officer) – Assistant Minister
International Department/Project Implementation Unit
Trg B&H 1, 71000 Sarajevo
Tel. +387 33 244 449
E-mail: Samir.Rizvo@msb.gov.ba

Other Beneficiaries:

Ministry of Interior of Federation Bosnia and Herzegovina
Ministry of Interior Republic of Srpska
Cantonal Ministries of Interior
Directorate for Coordination of Police Bodies of Bosnia and Herzegovina
Agency for Forensic Examinations and Expertise
Agency for Police Support
Agency for Police Education and Advanced Training of Personnel
Independent and Supervisory Bodies of Police Structures
Office for Drugs
Agency for Prevention of Corruption and Coordination in the Fight against Corruption
Brcko District Police
State Investigation and Protection Agency (SIPA)
Border Police
High Judicial and Prosecutorial Council
Prosecutor's Office (state and entities level and Brcko District)

Ministries of Justice (state and entities level)
Any other relevant institutions established in the meanwhile

Financing:

1.8 Overall cost (VAT excluded): EUR 8 000 000

1.9 EU contribution: EUR 8 000 000

1.10 Final date for contracting: Two years following the date of the conclusion of the Financing Agreement

1.11 Final date for execution of contracts: Two years following the end date of contracting

1.12 Final date for disbursements: One year following the end date for the execution of contracts

2. Overall Objective and Project Purpose

2.1 Overall Objective

To contribute to bring Bosnia and Herzegovina law enforcement institutions up to the level required for EU accession.

2.2 Project purpose

To assist in improving legislation, capacities and capabilities of police bodies, institutions and agencies to strengthen cooperation and coordination in the area of Law Enforcement.

2.3 Link with AP/NPAA / EP/ SAA

Bosnia and Herzegovina has drawn up an Action Plan to define what needs to be done and when, in order to bring its administration and judiciary up to the level which is required for an EU accession. The priorities were therefore identified.

Moreover, Bosnia and Herzegovina is working on a National Programme for the Adoption of the Acquis (NPAA) indicating detailed timetables and costs for the fulfilment of each priority area defined by the EU in the Accession Partnership (AP).

The European Partnership (EP) with Bosnia and Herzegovina includes *short term priorities* relevant to this project such as: implement the recommendations made by the Group of States against Corruption (GRECO) and the obligations resulting from international conventions on corruption; prosecute corruption vigorously and adopt a zero-tolerance policy towards corruption; enhance cooperation with neighbouring countries, notably on cross-border cooperation, the fight against organised crime, trafficking and smuggling, judicial cooperation and border management; further improve legislation against money-laundering, including implementation and enforcement; ensure full functioning of a State level office for narcotics; prepare and implement all the action plans provided for by the national strategy to combat organised crime; update and implement the national action plan for combating trafficking of human beings; reinforce the fight against organised crime and international cooperation with

law enforcement agencies; enhance the capacity of the State Investigation and Protection Agency in the fight against terrorism and reinforce international cooperation in this area, including by means of proper implementation of international conventions.

The *medium term priorities* in the EP relevant for this project are: ensure continued improvement of the enforcement record regarding money laundering; ensure that law enforcement bodies are properly equipped to fight drug trafficking; achieve satisfactory inter-agency and international cooperation, leading to considerably improved results in this area; fully implement police reform; achieve significant results against organised crime, all types of trafficking and terrorism and ensure proper prosecution.

One of the aims of the Stabilization and Association Agreement (SAA) with Bosnia and Herzegovina is to support the efforts of Bosnia and Herzegovina to strengthen democracy and the rule of law. In Article 6 "Bosnia and Herzegovina commits itself to continue and foster cooperation and good neighbourly relations with the other countries of the region including an appropriate level of mutual concessions concerning the movement of persons, goods, capital and services as well as the development of projects of common interest, notably those related to combating organised crime, corruption, money laundering, illegal migration and trafficking, including in particular in human beings, small arms and light weapons as well as illicit drugs. This commitment constitutes a key factor in the development of the relations and cooperation between the Community and Bosnia and Herzegovina and thus contributes to regional stability."

The project contributes to achieve the objectives defined in the abovementioned strategic documents.

2.4 Link with MIPD

The main strategic objective of the pre-accession assistance to Bosnia and Herzegovina is to support the country in its transition from a potential candidate country to a candidate country.

Inter alia the following objectives and choices are outlined in the area of Rule of Law under 2.3.1.1. Political Criteria of the MIPD 2009-2011: Support the police reform, the reform of the judicial system and assist in the implementation of the anti-corruption policy.

2.5 Link with National Development Plan

Bosnia and Herzegovina has completed drafting of the National Development Strategy 2008 - 2013 and Social Inclusion Strategy that will serve as the basis for the National Development Plan. Both strategies are expected to be adopted at the beginning of 2010.

This project is linked to the strategic goal "EU Integration" and "Competitiveness" within the draft strategy, which includes first and foremost taking over as much as possible of the *acquis communautaire*, as well as e.g. the support for reform of the police. This represents the most complex and time consuming challenge within the process of EU integration and will be covered by a separate component within the project.

This project with its defined objectives, expected results and components is compliant with the strategic plan of the Ministry of Security of Bosnia and Herzegovina (2009 – 2011). The therein formulated strategic goals focus on creating conditions which allow better coordination of key institutions and a leading role of the Ministry of Security, to improve

efficiency, effectiveness and professionalism and to fulfil obligations that derive from the process of EU integration.

Moreover, there is a close link to the adopted National Anti-Corruption Strategy (2009 – 2014) and its Action Plan, the National Strategy and Action plan for the Prevention of Money Laundering and Financing of Terrorist Activities in Bosnia and Herzegovina and the Strategy and Action Plan to fight Organised Crime. The therein mentioned objectives shall also be given a specific emphasis within the scope of this project.

3. Description of project

3.1 Background and justification

The EU and on its behalf the European Commission has to date supported Bosnia and Herzegovina by targeting the following goals: stabilization and a swift transition to a market economy, promotion of regional cooperation and prospect of EU accession. The country has been encouraged and supported to make sustainable and EU compatible reforms, to consolidate stability and to get closer to the European Union. Support was given through investment and institution building projects. In this context, e.g. laws for the police reform were adopted and entered into force.

But according to the Bosnia and Herzegovina 2009 Progress Report only some progress has been made in the areas of law enforcement, e.g. the fragmentation of the police and deficient cooperation and coordination is a serious hindrance for successful policing. The police reform process is stalling and shall be given a strong impetus, e.g. the Directorate for Coordination of Police Bodies in Bosnia and Herzegovina still needs to be established. Exchange of information among police bodies also remains a problem. Lack of common situation assessments and joint strategic planning among different police bodies obstruct the fight against serious and organised crime. Therefore, the police reform shall be implemented, significant improvements initiated e.g. the exchange of operational data and the implementation of joint action need to be enhanced and reliable statistical instruments for measuring crime rates created.

Although, Bosnia and Herzegovina has started to address its organised crime related priorities, phenomena of serious and organised crime still remain a matter of concern. More and efficient efforts are needed to fight organised crime, in particular, to harmonise legislation and increase cooperation amongst relevant actors.

There is also a lack of effective investigation, prosecution and conviction of suspects charged for high-level cases of corruption. Weak coordination of anti-corruption efforts at the State level is a problem and overall survey and analysis of statistics on anti-corruption cases is not yet available. Special investigation techniques for corruption cases are not effectively used, and cooperation between police and prosecutors shall be strengthened. Moreover the judicial follow-up of cases of corruption is too slow and the persistent lack of final convictions is a matter of serious concern.

In the fight against drugs, domestic inter-agency information exchange and cooperation shall be stepped up, e.g. specialised law enforcement units need to be trained and equipped to fight drug trafficking more effectively. Although endeavours of Bosnia and Herzegovina to fight illegal drugs are advancing, only limited progress has been made towards the availability of drug related information at border crossing points. However, the fragmented structure of the

police and judiciary continues to provide a favourable environment for drugs trafficking and related violations.

In light of the above mentioned lacks and deficiencies continuous assistance of the international community, in particular the European Union, is necessary to: build up, and strengthen institutions, bodies and agencies; enhance the legislative/strategic framework and standards; achieve compliance of state, entity, cantonal and district police legislation with international standards respecting the country's constitutional framework; apply existing police legislation; strengthen capacities and capabilities of police bodies and institutions with the aim to intensify their cooperation and coordination; support the fight against serious and organised crime including the implementation of respective strategies and action plans; implement police reform according to the adopted laws; train management and experts; foster institutional cooperation and coordination of information exchange.

To define priorities for a project dealing with above mentioned subjects, a series of consultations with all possible stakeholders (including structured interviews, questionnaires and workshops) was done. In a first step an assessment of the current state of play was conducted, followed by defining objectives and determining activities of domains which shall be tackled in the next couple of years and supported by this project. Intense consultations were also held with EUPM representatives to ensure that the project builds upon the achievements of the mission and to take into consideration the significant progress made during EUPM's engagement on the ground.

Results of above the mentioned efforts and processes will be used by the European Commission to launch a project aiming to support the identification of continuous assistance in the area of rule of law under the IPA program 2010. Key areas of intervention are: the improvement of legislation, strategies and action plans for police bodies on the entity, cantonal and Brcko District level; the fight against serious and organised crime and corruption; the establishment of the Directorate for Police Coordination and Agencies according to the respective laws; the improvement of the performance of the State Investigations and Protection Agency and the Border Police; better cooperation between police and prosecutors; and the enhancement of information exchange by using communication and IT systems. This project shall be launched mid 2011 at the latest, in order to ensure an overlap with the then out phasing EUPM utilizing the advantage and possibility to take stock of what has been achieved by the crises management operation and what could be used as a foundation to build upon capacity and capability efforts. Moreover, some equipment like vehicles and IT could be taken over by this project from the EUPM logistic department.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

Local ownership is the key success factor in improving the rule of law. Therefore the project shall pursue strictly the local ownership principle, which means that beneficiaries and stakeholders take over responsibility already on a very early stage and maintain it throughout the entire duration of the project life. Thereby the project shall further strive for sustainable results which need to be preserved and further developed after the implementation of the project as such has ended. A long term impact shall be assured by beneficiary institutions to further evolve improvements on its own account. This can be attained by an intensive involvement of beneficiaries and stakeholders.

Increased investigated and successfully solved crime cases, especially in the domains of organised crime and corruption could contribute to generally improve the area of rule of law in Bosnia and Herzegovina. Assuming that all predefined expected results will be achieved, law enforcement institutions, bodies and agencies could attain more trust and reputation in the society. Moreover such improved conditions could also attract international investments and foster the economic situation of the country.

Consequently, this project shall create the basis for started processes to continue after the project without immediate assistance of expert teams provided by the EU Member States.

Emphasis shall also be put on equipment maintenance and thereby support sustainability effects and promoting the ownership principle.

The project will enable and strengthen cross border cooperation by supporting the establishment of preconditions among the law enforcement agencies within the country. Moreover, the general performance and effectiveness of the Border Police will be improved by reviewing its organisational and administrative structure and by qualifying the managerial staff and by increasing fight against cross border crime. In so far, this project will have a significant impact on Border Policing and fighting cross border related crime. Concrete effects will be made measurable by defining criteria how to measure results of improved performance.

3.3 Results and measurable indicators

The project is expected to provide the following results:

Result 1:

The legal basis and conditions for a better coordination and cooperation of key institutions in the security sector are created in order to consolidate and strengthen their functions

Indicators:

- 1.1. Increase of 50% of relevant national legislation harmonised with the law enforcement related EU acquis (related to the absolute number of laws already harmonised at this time)
- 1.2. 70% of relevant national legislation harmonised and simplified (related to the absolute number of laws already harmonised at this time)

Result 2:

Reduction of organised crime and thereby diminishing the threat for society and economy

Indicators:

- 2.1. Increase of 50% of investigated, prosecuted and convicted serious and organised crime cases (related to the concrete available figure of the last annual statistical data)
- 2.2. 70 % of relevant staff in police agencies is well trained on intelligence gathering, analysis and sharing
- 2.3. Police agencies systematically share intelligence between them
- 2.4. Reliable crime statistical data and concrete figures, especially indicating serious and organised crime cases are available and used to assess the situation of these crime phenomena (status reports)
- 2.5. 70% of enumerated measures within strategies and action plans to fight organised crime are implemented and related legislation entered into force

Result 3:

Significant reduction of corruption and thereby strengthening trust of citizens in government institutions at all levels

Indicators:

- 3.1. Increase of 50% of investigated, prosecuted and convicted corruption cases (related to the concrete available figure of the last annual statistical data)
- 3.2. Reliable crime statistical data and concrete figures, especially indicating corruption cases are available and used to assess the situation of these crime phenomena (status reports)

Result 4:

Structures for management of temporary seized and confiscated assets in place and operational and Office for Drugs functional

Indicators:

- 4.1. Organisational structures and procedures to handle temporarily seized and confiscated assets are established
- 4.2. Organisational structures are concretely defined, procedures issued, 80% of staff recruited and trained for the Office of Drugs

Result 5:

State Investigation and Protection Agency institutional capacities improved

Indicators:

- 5.1. Review of organisational and administrative structure of State Investigation and Protection Agency is done and list of proposals for improvements submitted
- 5.2. 80% of managerial personnel of State Investigation and Protection Agency are trained
- 5.3. 30% increase of investigated cases (related to the concrete available figure of the last annual statistical data)

Result 6:

Performance and effectiveness of the Border Police improved

Indicators:

- 6.1. Review of organisational and administrative structure of Border Police is done and list of proposals for improvements submitted
- 6.2. 80% of managerial personnel of Border Police are trained
- 6.3. 30% increase of investigated cases (related to the concrete available figure of the last annual statistical data)

Result 7:

Improved performance of police bodies on the entity, cantonal and Brcko District level

Indicators:

- 7.1. Review of organisational and administrative structure of police bodies on the entity, cantonal and Brcko District level is done and list of proposals for improvements submitted
- 7.2. 80% of managerial personnel of police bodies on the entity, cantonal and Brcko District level are trained
- 7.3. 30% increase of investigated cases (related to the concrete available figure of the last annual statistical data)

Result 8:

Police restructuring is implemented in accordance with the respective laws

Indicators:

- 8.1. Concrete number of forensic examinations carried out per anno to be used as a basis to determine a percentage of increase for the following year
- 8.2. Concrete number of curricula adopted per anno to be used as a measurable indicator to define goals for the following year
- 8.3. Concrete number of trainings conducted per anno to be used as a measurable indicator to define goals for the following year

Result 9:

Better cooperation and coordination between police and justice, especially police and prosecutor to make the fight against crime more efficient

Indicators:

- 9.1. 30% increase of information exchanged (related to absolute figures known from the last annual statistics)
- 9.2. 30% increase of joint investigations conducted (related to absolute figures known from the last annual statistics)
- 9.3. 30% increase of cases prosecuted (related to absolute figures known from the last annual statistics)

Result 10:

Enhanced information exchange by more efficient usage of existing and new communication and IT systems and procedures

Indicators:

- 10.1. Electronic system for data exchange between police and prosecution fully operational, regularly used for law enforcement and being further upgraded to serve wider purposes
- 10.2. Time of IT system breakdowns reduced by 75% per anno (related to the last available annual data)
- 10.3. Separate budget line created for repairs and maintenance of IT systems and equipment

Result 11:

Logistical gaps closed or value added to activities and results I-X

Indicators:

- 11.1. Traceable list of agreed upon priorities indicating and justifying limited procurement of equipment related to activities within components I-X
- 11.2. Equipment procured and delivered
- 11.3. Positively evaluated efficacy and sustainability of supply investments

3.4 Activities

The project includes the following activities, but should not be strictly limited to them.

Component I: Legislation

Activities (related to result 1):

- I.1. Undertake a comprehensive assessment of relevant legislation and create a list of priorities to improve the legal framework in the light of the EU acquis
- I.2. Review the legal framework and propose improvements in view of harmonisation and simplification
- I.3. Identify any other legal gaps impeding the fight of serious and organised crime
- I.4. Assist in drafting of amendments or of new legislation to facilitate effective investigation, prosecution and conviction for the fight against serious and organised crime from a legal point of view
- I.5. Coordinate above mentioned activities closely with the other following components
- I.6. Evaluate existing legislation to combat crime in the light of the EU acquis

Component II: Fight against serious and organised crime

Activities (related to result 2):

- II.1. Advice to identify any legal gaps impeding the fight against serious (e.g. money laundry, financial and cyber crime) and organised crime from an operational point of view (in close cooperation and coordination with component I)
- II.2. Assist in drafting of new legislation or amendments of existing legislation to facilitate effective investigation, prosecution and conviction from an operational point of view (in close cooperation and coordination with component I)
- II.3. Support possible review and revision of respective strategies and action plans, if appropriate and necessary
- II.4. Support the implementation of strategies and action plans
- II.5. Define criteria to measure results of the fight against serious and organised crime
- II.6. Assist in enhancing capability and capacity of systematic gathering, analysing and distributing of intelligence
- II.7. Identify and implement measures to enhance quality and quantity of intelligence
- II.8. Foster regular and continuous information exchange with national partners and institutions, as well with international organisations, in particular with Europol and Interpol
- II.9. Identify and implement measures to improve inter-institutional cooperation and coordination and also between law enforcements institutions and prosecutors
- II.10. Recommend to build up common task forces to investigate and prosecute crime phenomena (e.g. organised crime, terrorism, money laundering, human being and drug trafficking, cyber crime)
- II.11. Motivate to intensify law enforcement activities on all levels
- II.12. Advocate proactive pursuing of all information at all levels to detect serious and organised crime cases
- II.13. Analyse functions and links amongst bodies and organisations and recommend cooperation mechanisms
- II.14. Assist assessing whether relevant special investigation techniques are successfully

- applied and identify need of specific training
- II.15. Identify training needs in the area of new forms of crime (e.g. money laundry, financial and cyber crime)
 - II.16. Assist to create a respective training program and its implementation
 - II.17. Introduce transparent and reliable statistics for this and other crime phenomena
 - II.18. Recommend to check on how IT systems in place are used to enhance systematically quality and quantity of data
 - II.19. Inspire regular evaluations of effectiveness of coordination and cooperation along the criteria defined under II.5
 - II.20. Assist to specialise prosecutors and investigators on different aspects of organised crime and to review the hierarchy of competences

Component III: Fight against corruption

Activities (related to result 3):

- III.1. Advice to identify any legal gaps impeding the fight against corruption from an operational point of view (in close cooperation and coordination with component I)
- III.2. Assist in drafting of new legislation or amendments of existing legislation to facilitate effective investigation, prosecution and conviction from an operational point of view (in close cooperation and coordination with component I)
- III.3. Support and advice the review of law enforcement related measures of the anticorruption strategies and action plans
- III.4. Assist and advice the implementation of above mentioned measures
- III.5. Define criteria to measure results of the fight against corruption
- III.6. Assist in enhancing capability and capacity of systematic gathering, analysing and distributing of information
- III.7. Identify and implement measures to enhance quality and quantity of information gathering
- III.8. Foster regular and continuous information exchange with national partners and institutions, as well with international organisations, in particular with Europol and Interpol
- III.9. Motivate to intensify law enforcement activities on all levels, internally and externally
- III.10. Establish mechanisms that ensure that all information that could detect corruption cases are systematically pursued
- III.11. Introduce transparent and reliable statistics for this crime phenomenon
- III.12. Identify and implement measures to improve coordination and cooperation between law enforcements institutions and prosecutor
- III.13. Assist in setting up common task forces to investigate and prosecute corruption cases
- III.14. Coordinate efforts with neighbouring projects dealing mainly with prevention of corruption related issues
- III.15. Inspire regular evaluations of effectiveness along the criteria defined under III.5

Component IV: Establishment of appropriate structures for the management of temporary seized and confiscated assets and support the establishment of Office for Drugs

Activities (related to result 4):

- IV.1. Analyse current legal situation

- IV.2. Analyse existing structures regarding the management of temporary seized and confiscated assets
- IV.3. Second to create efficient organisational structures for the management of temporary seized and confiscated assets
- IV.4. Motivate to elaborate on a mission statement for the respective institutions and agencies
- IV.5. Elaborate on procedures how to manage temporary seized and confiscated assets appropriately
- IV.6. Assist to define the elaboration of strategic plans, job descriptions and job profiles
- IV.7. Support human resources management to advertise vacant positions, to select qualified candidates and to develop abilities of staff by goal-oriented trainings and to assess their performance in a fair and transparent procedure
- IV.8. Support to establish a merit based career and promotion system
- IV.9. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance
- IV.10. Recommend to identify all sort of continuous training to increase capability of staff
- IV.11. Second in drafting standard operating procedures for the institution and agencies foster their implementation
- IV.12. Identify and implement measures to develop the institutional network to fulfil mission according to the law
- IV.13. Assist to evaluate regularly above mentioned process to detect weaknesses in time in order to abolish them
- IV.14. Supporting the setting up and further development of the Office for Drugs including human resources management, organisational structures, procedures, coordination mechanisms and training

Component V: State Investigation and Protection Agency

Activities (related to result 5):

- V.1. Review organisation and administration of the State Investigation and Protection Agency
- V.2. Support and advice on the improvement of human resources management within the institution in order to enhance work performance and effectiveness
- V.3. Carry out a need assessment for training in the State Investigation and Protection Agency
- V.4. Commend and conduct management trainings for mid and high level management to increase leadership and management capabilities and thereby enhance general performance
- V.5. Recommend, implement and evaluate specific and advanced trainings to increase capabilities of staff and increase performance
- V.6. Assist to develop a public communication strategy, in particular to involve citizens more in prevention and fight against organised crime
- V.7. Define criteria for evaluation and evaluate work performance and effectiveness of the State Investigation and Protection Agency regularly

Component VI: Border Police

Activities (related to result 6):

- VI.1. Cooperate and coordinate closely efforts with possible other projects, dedicated in parallel to similar objectives in order to avoid duplications and overlaps (especially the IBM project)
- VI.2. Review and refine laws, regulations, guidelines and procedures (in close cooperation and coordination with component I)
- VI.3. Suggest and support to draft a Border Police strategy and an action plan
- VI.4. Assist to develop a public communication strategy, in particular to involve citizens more in prevention and fight against organised crime
- VI.5. Advice to implement above mentioned strategic documents
- VI.6. Motivate counterparts to set up priorities in their strategic and operational planning and break them down in hands-on measures for their daily work
- VI.7. Define criteria to measure results of improved performance
- VI.8. Prepare and organise trainings to familiarise staff with existing and future system and practices to improve efficiency
- VI.9. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance
- VI.10. Assist to establish access of Border Police to national databases (in close cooperation with component X)
- VI.11. Recommend IT system for Border Police that will enable it to benefit by an efficient information flow and have access to intelligence related databases (in close cooperation with component X)
- VI.12. Identify remaining logistical gaps and deficiencies and prepare a plan for investment from the state budget in the next years
- VI.13. Inspire regular evaluation of effectiveness along the criteria defined under VI.7

Component VII: Police bodies on the entity, cantonal and Brcko District level

Activities (related to result 7):

- VII.1. Incite and advice reviewing and refining laws, regulations (in close cooperation and coordination with component I), guidelines and procedures
- VII.2. Suggest and support to draft institutional strategies and action plans
- VII.3. Assist to develop public communication strategies, in particular to involve citizens more in prevention and fight against organised crime
- VII.4. Advice to implement above mentioned strategic documents
- VII.5. Define criteria to measure improvement of performance
- VII.6. Motivate counterparts to set up priorities in their strategic and operational planning and break them down in hands-on measures for their daily work
- VII.7. Suggest a needs assessment for training
- VII.8. Prepare and organise trainings to familiarise staff with the existing system and practices to improve efficiency
- VII.9. Recommend, implement and evaluate specific and advanced trainings to increase capabilities of staff and increase performance
- VII.10. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance
- VII.11. Assist assessing communication channels and possibilities to access all necessary databases
- VII.12. Recommend IT system solutions that will enable the police bodies on the entity, cantonal and Brcko District level to benefit from an efficient information flow and to have access to intelligence related databases

- VII.13. Encourage to identify still remaining logistical gaps and deficiencies and prepare a plan for investments from the budget in the next years
- VII.14. Inspire regular evaluation along the criteria defined under VII.4

Component VIII: Police Reform Implementation: Directorate for Coordination of police bodies and other Agencies and Independent and Supervisory bodies

Support and consult: Directorate for Coordination of Police Bodies, Agency for Support of Police Structure, Agency for Forensic Examinations and Expertise, Agency for Education and Advanced Training of Personnel, Independent Board, Board for Complaints of Police Officials, Public Complaints Board

Activities (related to result 8):

- VIII.1. Review organisational structures for each of the above mentioned institutions in view of efficiency
- VIII.2. Motivate to elaborate on mission statements for each of the institution
- VIII.3. Review application of strategic plans, job descriptions and job profiles as well as assignment of competences
- VIII.4. Support human resources management to advertise vacant positions, to select qualified candidates and to develop abilities of staff by goal-oriented trainings
- VIII.5. Support to establish a merit based career and promotion system
- VIII.6. Second to draft missing or improve existing book of rules for the institutions and foster their implementation
- VIII.7. Suggest a needs assessment for training in each of these institutions
- VIII.8. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance
- VIII.9. Recommend, implement and evaluate specific and advanced trainings according to the above mentioned assessment results to increase capabilities of staff
- VIII.10. Encourage to develop the institutional network to fulfil mission according to the law
- VIII.11. Lend a hand to evaluate regularly above mentioned process to detect weaknesses in time in order to abolish them

Component IX: Police - Justice Cooperation

Activities (related to result 9):

- IX.1. Recommend to review and revise pertinent laws, regulations and guidelines to foster better cooperation amongst police and justice, in particular regarding relation between police and prosecutors (in close cooperation with component I)
- IX.2. Prepare and organise specialised professional trainings to strengthen staff capabilities
- IX.3. Commend, organise and conduct workshops and seminars to promote better understanding of each other's function, tasks, responsibilities and problems and thus to reach an increased level of cooperation and coordination
- IX.4. Analyse and define criteria to measure results of improved performance
- IX.5. Define criteria and inspire regular evaluation of effectiveness along the criteria defined

Component X: Communication and IT systems

Activities (related to result 10):

- X.1. Review and revise existing IT systems to guarantee compatibility among police services
- X.2. Analyse remaining gaps and deficiencies of systems and management
- X.3. Assist in elaborating solutions to abolish existing weaknesses and to maintain existing technical equipment to avoid and reduce breakdown times
- X.4. Review existing procedures and support their implementation
- X.5. Support the assessment of necessary technical supply and equipment to complete or supplement existing communication and IT systems
- X.6. Assist in calculating the budget for all technical improvements and costs for maintenance
- X.7. Support the establishment of an information system and registers compatible with Schengen criteria and in line with EU data protection regulations
- X.8. Prepare and organise trainings to familiarise staff with existing and future system to improve efficiency
- X.9. Assist to establish access of Border Police to national databases (in close cooperation with component VI)
- X.10. Support national authorities to create a common mechanism for pool funding regarding the equipment for police services

Component XI: Equipment

Activities (related to result 11):

- XI.1. Identify still remaining logistical gaps or needs for equipment exclusively related to activities determined within components I-X
- XI.2. Create a list of priorities for supply in the area of law enforcement in close cooperation and coordination with stakeholders
- XI.3. Support and assist the tender procedure for procurement of equipment
- XI.4. Evaluate aforementioned investments with specific emphasis on its efficacy and sustainability

Activities I-X will be implemented through a Grant contract with EU Member States. Activity XI will be implemented through one supply contract.

3.5 Conditionality and sequencing

Heads of Directorate and Agencies and of the Independent and Supervisory Body are appointed and have taken office.

A preceding step to all defined activities is a thorough as-is analysis in order to define exactly the foundation to be used for the next measures to be taken. After that stocktaking all predefined activities will be assessed to see if there is still a necessity to implement them.

Regarding training needs, a comprehensive analysis is to be done in order to determine specific subjects that will be covered by a training program within this project.

A recent audit by the European Court of Auditors on EU support for the judicial sector noted shortcomings on the side of the beneficiaries in ensuring the maintenance of buildings, infrastructure and equipment financed by the European Union. Future EU investments will be conditional on increased efforts by Bosnia and Herzegovina to ensure follow-up maintenance.

This project is mainly dedicated to knowledge transfer, however limited funds are allocated for procurement of equipment to enable stakeholders to implement certain activities and to achieve related results. The responsibility for maintenance and budgeting maintenance of previously EU supplied equipment must be addressed and recognised by the beneficiaries in order to guarantee its permanent functioning. This is a precondition for provision of equipment under Component XI.

3.6 Linked activities

The overall strategy of EU assistance to the police sector in the past has been to overcome the operational fragmentation of the law enforcement agencies and to provide the communication backbone of a future reformed, single police structure.

Under the CARDS national programmes for the period 2003-2006 the EU has invested around EUR 18 million in the area of police reform. It has funded a nationwide telecommunication system for the needs of different institutions in the security sector. The system today connects police bodies in 70 locations as well as prosecutors' offices and courts in 50 locations throughout Bosnia and Herzegovina. Other EU funded projects in the security sector are based on this one such as the police information systems and the exchange of data, the interception of telecommunications, operational and daily communications between police units and access to the national or entity level police registries.

The EU has also put in place the TETRA digital network for professional communications and for a professional mobile radio system as an advanced technical platform providing integrated voice and data service as well as a VoIP component. It furthermore has supplied specialised equipment to the two Forensics Departments at Entity level and put in place an Automatic Fingerprint Identification System (AFIS/APIS).

The project Support to the Police Forces for the Implementation of the Police Restructuring in Bosnia and Herzegovina (CARDS 2006) which ended in December 2009 was aiming at ensuring that all previous and on-going systems and interventions of the European Commission were efficiently used and implemented and that the Ministry of Security and/or the competent bodies at state level are capable to take over and start organising the common support services which are necessary for the fulfilment of their tasks.

The IPA 2008 Police Support Project in the amount of EUR 2 million will start in 2010 and support the Directorate for Coordination of Police Bodies, the Agency for Education and Advanced Training of Personnel, the Agency for Police Support and the Agency for Forensic Examinations and Expertise. The focus of support will be put on the Directorate.

The EU supported the elaboration of the Strategy and Action Plan on the Prevention of Money Laundering and Financing of Terrorist Activities and will start to implement the twinning project "Joint training of the SIPA Financial Intelligence Unit and Crime Investigation Unit, Prosecutors, financial regulatory agencies and institutions" (EUR 400 000

under IPA 2007) with the purpose of strengthening the capacity of the Financial Intelligence and Criminal Investigation Departments in SIPA in investigating money laundering and financing cases and improve the cooperation with prosecutors and financial regulatory agencies in cases of money laundering and financing terrorism.

The EU has supported the elaboration of the National Anti-Corruption Strategy and Action Plan 2009-2014 and the elaboration of the Law on the establishment of the Agency for the Prevention of Corruption and the Coordination in the Fight against Corruption, which was adopted in December 2009. It will under IPA 2009 (EUR 500 000) and IPA 2010 (EUR 2 Million) further support the development of anti-corruption policy development and implementation capacity with a focus on supporting the set up of the new Agency as well as the implementation of the Strategy and Action Plan, strengthening the public sector ethics infrastructure and reducing public/private corruption.

Under its IPA 2007 programme, the EU provides Assistance to the Ministry of Security, Ministry for Foreign Affairs, Ministry for Human Rights and Refugees and other competent authorities in effectively managing migration (worth 1 500 000 EUR) including Foreigners' Affairs Service. The project will support the BiH institutions at the state level to practices effective migration management and suppress illegal activities related to smuggling of migrants and trafficking of human beings in accordance with EU standards.

Given the complementary and related aim of the support foreseen under IPA 2010 "Strengthening of judiciary" coordination of both projects should be anticipated. The focus of component 1 of that project is capacity building of judges and prosecutors through the Judicial and Prosecutorial training centres of BiH.

With regard to the regional projects in support of rule of law, close cooperation will be ensured with the international law enforcement coordination units (so called ILECU) established under the CARDS 2005 project. These units will comprise the functions of Europol contact points, Interpol NCBs, SECI Centre / SELEC contact points, bilateral Liaison Officers, police cooperation contact points according to the Schengen Convention, Sirene bureaux, Customs, Judicial Contact Points, Border Police in the field of fighting organised crime and terrorism. The law enforcement coordination units will support regular international criminal information exchange and encourage the sharing of criminal intelligence when conducting international investigations in the region.

The project will furthermore coordinate with the IPA 2008 Multi-Beneficiary projects "Police Cooperation: Regional support to strengthen the Southeast European Cooperative Initiative (SECI) Centre / SELEC¹ for combating transborder crime" as well as the project "Police cooperation: Fight against organised crime, in particular illicit drug trafficking, and the prevention of terrorism", which aims, inter alia, to improve cross-border intelligence collection systems and exchange, criminal intelligence capacities, enhance and further develop more effective strategies and instruments on the trail, freezing and confiscation of terrorist assets and organised crime-related proceeds, and strengthen and consolidate the international law enforcement coordination units.

¹ Southeast European Law Enforcement Centre. SELEC is the new name of SECI.

The project will also build on the CARDS 2006 regional project "Development of Monitoring Instruments for Judicial and law Enforcement Institutions in the Western Balkans" which aims at improving the collection, analysis and use of JHA statistics.

The project is also linked with the IPA 2007 project with the title "Strengthening Integrated Border Management in the Western Balkans and Turkey", which aims to facilitate the establishment of open, but well controlled and secure borders, to establish more effective management of borders, to improve risk analysis for border crossing points and to establish common standards and procedures. With regard to cyber crime coordination will be ensured with the IPA 2009 Multi-Beneficiary project "Regional Cooperation in Criminal Justice: Strengthening capacities in the fight against cyber crime".

The project will closely coordinate its activities with other donors in particular with US financed ICITAP (International Criminal Investigative Training Assistance) and follow a complementary approach.

Furthermore, the project will build on the achievements of the project "Establishment of Enhanced Coordination mechanisms between the Police and Prosecutor's Offices" initiated and implemented by the High Judicial and Prosecutorial Council with financial support from Great Britain.

3.7 Lessons learned

A recent audit by the European Court of Auditors on EC support in the rule of law/ judicial sector noted shortcomings on the side of the beneficiaries in ensuring the maintenance of buildings, infrastructure and equipment financed by the European Commission. Future EU investments will be conditional on increased efforts by Bosnia and Herzegovina to ensure follow-up maintenance.

Experience with previous CARDS assistance in Bosnia and Herzegovina and its evaluation lead to the following considerations: A number of assistance projects in Bosnia and Herzegovina did not achieve the expected results because of an insufficient sense of ownership on the part of the beneficiaries. The lessons learned is that the EU assistance must not only reflect the European partnership priorities but, in the broader sense of the Paris Declaration, must also be interlocked with Bosnia and Herzegovina's own reform strategies; furthermore emphasise is put on enhanced participation of future beneficiaries in the programming process.

Hence, all relevant strategies of BiH were taken into consideration to define the frame for this project. Furthermore, this project will strive to apply consistently the local ownership principle and request the institutions of Bosnia and Herzegovina to take on strategic operational and structural responsibility and accountability for implementing project related activities from the very beginning. Therefore all future stakeholders of the project were already involved in an early phase of programming by defining objectives, activities and expected results. Such intense involvement of all partners shall continue throughout the whole duration of the project implementation.

This project takes into consideration all findings, achievements and successfully implemented measures by EUPM and uses them as a solid basis to build upon for further EU support of institution and capacity building.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA EU CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Activity 1.1- X.10	X		7 000 000	7 000 000	100							
Contract (Grant) 1	-	-	7 000 000	7 000 000	100							-
Activity XI		X	1 000 000	1 000 000	100							
Contract (Supply) 2	-	-	1 000 000	1 000 000	100							
TOTAL IB			7 000 000	7 000 000	100							
TOTAL INV			1 000 000	1 000 000	100							
TOTAL PROJECT			8 000 000	8 000 000	100							

Amounts net of VAT

- (1) In the Activity row use "X" to identify whether IB or INV
- (2) Expressed in % of the **Total** Expenditure (column (a))

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

Contracts	Start Tendering	of Signature contract	of Project Completion
Contract 1 (Grant)	Q1 2011	Q3 2011	Q3 2013
Contract 2 (Supply)	Q2 2012	Q4 2012	Q3 2013

6. Cross cutting issues

6.1 Equal Opportunity

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, age or sexual orientation.

6.2 Environment

Not applicable

6.3 Minorities

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, age or sexual orientation.

In Bosnia and Herzegovina 17 minorities are legally acknowledged. However, the European Court for Human Rights in Strasbourg stated in its decision on 22 of December, 2009 that minorities in Bosnia and Herzegovina have to have better access to official political positions and must have the possibility to participate in elections. This project shall, firstly raise awareness for this situation within the project team and secondly try to alleviate this problem particularly when it comes to improve legislation.

6.4 Good Governance and fight against Corruption

In the vision of the National Anti-Corruption Strategy (2009 – 2014), Bosnia and Herzegovina expresses its intention to strengthen its position among the countries of Europe and to be a model of good governance, integrity, accountability and transparency and that its society will not tolerate acts of corruption which will remain unpunished. Bosnia and Herzegovina citizens shall be confident in the rule of law and government institutions that are efficient, effective and reliable.

ANNEXES

- I Log frame in Standard Format
- II Amounts contracted and Disbursed per Quarter over the full duration of Programme
- III Description of Institutional Framework
- IV Reference to laws, regulations and strategic documents

ANNEX I: Logical framework matrix

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name: IPA National Programme 2010 – Bosnia and Herzegovina; Fiche 4: “Law Enforcement”		
	Contracting period expires: Two years following the date of the conclusion of the Financing Agreement		Disbursement period expires: One year following the end date for the execution of contracts
CRIS Number: 2010 / 022-259	Total budget : EUR 8 000 000	IPA budget: EUR 8 000 000	
<p>Overall objectives</p> <p>To contribute to bring Bosnia and Herzegovina law enforcement institutions up to the level required for EU accession</p>	<p>Objectively verifiable indicators</p> <p>Overall performance of Bosnia and Herzegovina police bodies and institutions on state entity and cantonal level</p> <p>Surveys (internal and external)</p> <p>EC progress reports</p>	<p>Sources of Verification</p> <p>Project Reports</p>	<p>Assumptions</p> <p>Stable political environment</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Willingness to cooperate and achieve aims</p> <p>Laws adopted by legislative bodies and in force</p> <p>Enforcement of laws</p>

<p>Project purpose</p> <p>To assist improving legislation, capacities and capabilities of police bodies, institutions and agencies to strengthen cooperation and coordination in the area of Law Enforcement</p>	<p>Objectively verifiable indicators</p> <p>Number of laws and by laws adopted and published officially</p> <p>Number of strategies and action plans implemented</p>	<p>Sources of Verification</p> <p>Official legal announcements</p> <p>Strategies and action plans in use</p> <p>Project Reports</p>	<p>Assumptions</p> <p>Political willingness and commitment</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p>
<p>Results</p> <p>Result 1: The legal basis and conditions for a better coordination and cooperation of key institutions in the security sector are created in order to consolidate and strengthen their functions</p> <p>Result 2: Reduction of organised crime and thereby diminishing the threat for society and economy</p>	<p>Objectively verifiable indicators</p> <p><u>Indicators:</u></p> <p>1.1. Increase of 50% of relevant national legislation harmonised with the law enforcement related EU acquis (related to the absolute number of laws already harmonised at this time)</p> <p>1.2. 70% of relevant national legislation harmonised and simplified (related to the absolute number of laws already harmonised at this time)</p> <p><u>Indicators:</u></p> <p>2.1. Increase of 50% of investigated, prosecuted and convicted serious and organised crime cases (related to the concrete available figure of the last annual statistical data)</p> <p>2.2. 70 % of relevant staff in</p>	<p>Sources of Verification</p> <p>Official legal announcements</p> <p>Strategies and action plans in use</p> <p>Project Reports</p>	<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Willingness to cooperate and achieve aims</p> <p>Laws adopted by legislative bodies and in force</p> <p>Enforcement of laws</p>

<p>Result 3: Significant reduction of corruption and thereby strengthening trust of citizens in government institutions at all levels</p> <p>Result 4: Structures for management of temporary seized and confiscated assets in place and operational and Office for Drugs functional</p>	<p>police agencies is well trained on intelligence gathering, analysis and sharing</p> <p>2.3. Police agencies systematically share intelligence between them</p> <p>2.4. Reliable crime statistical data and concrete figures, especially indicating serious and organised crime cases are available and used to assess the situation of these crime phenomena (status reports)</p> <p>2.5. 70% of enumerated measures within strategies and action plans to fight organised crime are implemented and related legislation entered into force</p> <p><u>Indicators:</u></p> <p>3.1. Increase of 50% of investigated, prosecuted and convicted corruption cases (related to the concrete available figure of the last annual statistical data)</p> <p>3.2. Reliable crime statistical data and concrete figures, especially indicating corruption cases are available and used to assess the situation of these crime phenomena (status reports)</p> <p><u>Indicators:</u></p> <p>4.1. Organisational structures and</p>		
--	--	--	--

	<p>procedures to handle temporarily seized and confiscated assets are established</p>		
<p>Result 5: State Investigation and Protection Agency institutional capacities improved</p>	<p>4.2. Organisational structures are concretely defined, procedures issued, 80% of staff recruited and trained for the Office of Drugs</p> <p><u>Indicators:</u></p> <p>5.1. Review of organisational and administrative structure of State Investigation and Protection Agency is done and list of proposals for improvements submitted</p> <p>5.2. 80% of managerial personnel of State Investigation and Protection Agency are trained</p> <p>5.3. 30% increase of investigated cases (related to the concrete available figure of the last annual statistical data)</p>		
<p>Result 6: Performance and effectiveness of the Border Police improved</p>	<p><u>Indicators:</u></p> <p>6.1. Review of organisational and administrative structure of Border Police is done and list of proposals for improvements submitted.</p> <p>6.2. 80% of managerial personnel of Border Police are trained</p> <p>6.3. 30% increase of investigated cases (related to the concrete</p>		

<p>Result 7: Improved performance of police bodies on the entity, cantonal and Brcko District level</p> <p>Result 8: Police restructuring is implemented in accordance with the respective laws</p>	<p>available figure of the last annual statistical data)</p> <p><u>Indicators:</u></p> <p>7.1. Review of organisational and administrative structure of police bodies on the entity, cantonal and Brcko District level is done and list of proposals for improvements submitted</p> <p>7.2. 80% of managerial personnel of police bodies on the entity, cantonal and Brcko District level are trained</p> <p>7.3. 30% increase of investigated cases (related to the concrete available figure of the last annual statistical data)</p> <p><u>Indicators:</u></p> <p>8.1. Concrete number of forensic examinations carried out per anno to be used as a basis to determine a percentage of increase for the following year</p> <p>8.2. Concrete number of curriculums adopted per anno to be used as a measurable indicator to define goals for the following year</p> <p>8.3. Concrete number of trainings conducted per anno to be used as a measurable indicator to define goals for the following</p>		
--	---	--	--

<p>Result 9: Better cooperation and coordination between police and justice, especially police and prosecutor to make the fight against crime more efficient</p> <p>Result 10: Enhanced information exchange by more efficient usage of existing communication and IT systems and procedures</p>	<p>year</p> <p><u>Indicators:</u></p> <p>9.1. 30% increase of information exchanged (related to absolute figures known from the last annual statistics)</p> <p>9.2. 30% increase of joint investigations conducted (related to absolute figures known from the last annual statistics)</p> <p>9.3. 30% increase of cases prosecuted (related to absolute figures known from the last annual statistics)</p> <p><u>Indicators:</u></p> <p>10.1 Electronic system for data exchange between police and prosecution fully operational, regularly used for law enforcement and being further upgraded to serve wider purposes</p> <p>10.2. Time of IT system breakdowns reduced by 75% per anno (related to the last available annual data)</p> <p>10.3. Separate budget line created for repairs and maintenance of IT systems and equipment</p>		
--	---	--	--

<p>Result 11: Logistical gaps closed or value added to activities and results I-X</p>	<p><u>Indicators:</u></p> <p>11.1.Traceable list of agreed upon priorities indicating and justifying limited procurement of equipment related to activities within components I-X</p> <p>11.2.Equipment procured and delivered</p> <p>11.3.Positively evaluated efficacy and sustainability of supply investments</p>		
<p>Component I</p> <p>Activities (related to result 1):</p> <p>I.1. Undertake a comprehensive assessment of relevant legislation and create a list of priorities to improve the legal framework in the light of the EU acquis</p> <p>I.2. Review the legal framework and propose improvements in view of harmonisation and simplification</p> <p>I.3. Identify any other legal gaps impeding the fight of serious and organised crime</p> <p>I.4. Assist in drafting of amendments or of new legislation to facilitate effective investigation, prosecution and conviction for the fight against serious and organised crime from a legal point of view</p> <p>I.5. Coordinate above mentioned activities closely with the other following components</p> <p>I.6. Evaluate existing legislation to combat crime in the light of the EU acquis</p>	<p>Means</p> <p>Grant contract for components I-X</p> <p>Supply contract for component XI</p>		<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component II</p> <p>Activities (related to result 2):</p> <p>II.1. Advice to identify any legal gaps impeding the fight against serious (e.g. money laundry, financial and cyber crime) and organised crime from an operational point of view (in close cooperation and coordination with component I)</p> <p>II.2. Assist in drafting of new legislation or amendments of existing legislation to facilitate effective investigation, prosecution and conviction from an operational point of view</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p>

<p>(in close cooperation and coordination with component I)</p> <p>II.3. Support possible review and revision of respective strategies and action plans, if appropriate and necessary</p> <p>II.4. Support the implementation of strategies and action plans</p> <p>II.5. Define criteria to measure results of the fight against serious and organised crime</p> <p>II.6. Assist in enhancing capability and capacity of systematic gathering, analysing and distributing of intelligence</p> <p>II.7. Identify and implement measures to enhance quality and quantity of intelligence</p> <p>II.8. Foster regular and continuous information exchange with national partners and institutions, as well with international organisations, in particular with Europol and Interpol</p> <p>II.9. Identify and implement measures to improve inter-institutional cooperation and coordination and also between law enforcements institutions and prosecutors</p> <p>II.10. Recommend to build up common task forces to investigate and prosecute crime phenomena (e.g. organised crime, terrorism, money laundering, human being and drug trafficking, cyber crime)</p> <p>II.11. Motivate to intensify law enforcement activities on all levels</p> <p>II.12. Advocate proactive pursuing of all information at all levels to detect serious and organised crime cases</p> <p>II.13. Analyse functions and links amongst bodies and organisations and recommend cooperation mechanisms</p> <p>II.14. Assist assessing whether relevant special investigation techniques are successfully applied and identify need of specific training</p> <p>II.15. Identify training needs in the area of new forms of crime (e.g. money laundry, financial and cyber crime)</p> <p>II.16. Assist to create a respective training program and its implementation</p> <p>II.17. Introduce transparent and reliable statistics for this and other crime phenomena</p> <p>II.18. Recommend to check on how IT systems in place are used to enhance systematically quality and quantity of data</p> <p>II.19. Inspire regular evaluations of effectiveness of coordination and cooperation along the criteria defined under II.5</p> <p>II.20. Assist to specialise prosecutors and investigators on different aspects of organised crime and to review the hierarchy of competences</p>			<p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component III</p> <p>Activities (related to result 3):</p> <p>III.1. Advice to identify any legal gaps impeding the fight against corruption from an operational point of view (in close cooperation and coordination with component I)</p> <p>III.2. Assist in drafting of new legislation or amendments of existing legislation to facilitate effective investigation, prosecution and conviction from an operational</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate</p>

<p>point of view (in close cooperation and coordination with component I)</p> <p>III.3. Support and advice the review of law enforcement related measures of the anticorruption strategies and action plans</p> <p>III.4. Assist and advice the implementation of above mentioned measures</p> <p>III.5. Define criteria to measure results of the fight against corruption</p> <p>III.6. Assist in enhancing capability and capacity of systematic gathering, analysing and distributing of information</p> <p>III.7. Identify and implement measures to enhance quality and quantity of information gathering</p> <p>III.8. Foster regular and continuous information exchange with national partners and institutions, as well with international organisations, in particular with Europol and Interpol</p> <p>III.9. Motivate to intensify law enforcement activities on all levels, internally and externally</p> <p>III.10. Establish mechanisms that ensure that all information that could detect corruption cases are systematically pursued</p> <p>III.11. Introduce transparent and reliable statistics for this crime phenomenon</p> <p>III.12. Identify and implement measures to improve coordination and cooperation between law enforcements institutions and prosecutor</p> <p>III.13. Assist in setting up common task forces to investigate and prosecute corruption cases</p> <p>III.14. Coordinate efforts with neighbouring projects dealing mainly with prevention of corruption related issues</p> <p>III.15. Inspire regular evaluations of effectiveness along the criteria defined under III.5</p>			<p>resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component IV</p> <p>Activities (related to result 4):</p> <p>IV.1. Analyse current legal situation</p> <p>IV.2. Analyse existing structures regarding the management of temporary seized and confiscated assets</p> <p>IV.3. Second to create efficient organisational structures for the management of temporary seized and confiscated assets</p> <p>IV.4. Motivate to elaborate on a mission statement for the respective institutions and agencies</p> <p>IV.5. Elaborate on procedures how to manage temporary seized and confiscated assets appropriately</p> <p>IV.6. Assist to define the elaboration of strategic plans, job descriptions and job profiles</p> <p>IV.7. Support human resources management to advertise vacant positions, to select qualified candidates and to develop abilities of staff by goal-oriented trainings and to assess their performance in a fair and transparent procedure</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>

<p>IV.8. Support to establish a merit based career and promotion system</p> <p>IV.9. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance</p> <p>IV.10. Recommend to identify all sort of continuous training to increase capability of staff</p> <p>IV.11. Second in drafting standard operating procedures for the institution and agencies foster their implementation</p> <p>IV.12. Identify and implement measures to develop the institutional network to fulfil mission according to the law</p> <p>IV.13. Assist to evaluate regularly above mentioned process to detect weaknesses in time in order to abolish them.</p> <p>IV.14. Supporting the setting up and further development of the Office for Drugs including human resources management, organisational structures, procedures, coordination mechanisms and training</p>			
<p>Component V</p> <p>Activities (related to result 5):</p> <p>V.1. Review organisation and administration of the State Investigation and Protection Agency</p> <p>V.2. Support and advice on the improvement of human resources management within the institution in order to enhance work performance and effectiveness</p> <p>V.3. Carry out a need assessment for training in the State Investigation and Protection Agency</p> <p>V.4. Commend and conduct management trainings for mid and high level management to increase leadership and management capabilities and thereby enhance general performance</p> <p>V.5. Recommend, implement and evaluate specific and advanced trainings to increase capabilities of staff and increase performance</p> <p>V.6. Assist to develop a public communication strategy, in particular to involve citizens more in prevention and fight against organised crime</p> <p>V.7. Define criteria for evaluation and evaluate work performance and effectiveness of the State Investigation and Protection Agency regularly</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component VI</p> <p>Activities (related to result 6):</p> <p>VI.1. Cooperate and coordinate closely efforts with possible other projects, dedicated in parallel to similar objectives in order to avoid duplications and overlaps (especially the IBM project)</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate</p>

<p>VI.2. Review and refine laws, regulations, guidelines and procedures (in close cooperation and coordination with component I)</p> <p>VI.3. Suggest and support to draft a Border Police strategy and an action plan</p> <p>VI.4. Assist to develop a public communication strategy, in particular to involve citizens more in prevention and fight against organised crime</p> <p>VI.5. Advice to implement above mentioned strategic documents</p> <p>VI.6. Motivate counterparts to set up priorities in their strategic and operational planning and break them down in hands-on measures for their daily work</p> <p>VI.7. Define criteria to measure results of improved performance</p> <p>VI.8. Prepare and organise trainings to familiarise staff with existing and future system and practices to improve efficiency</p> <p>VI.9. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance</p> <p>VI.10. Assist to establish access of Border Police to national databases (in close cooperation with component X)</p> <p>VI.11. Recommend IT system for Border Police that will enable it to benefit by an efficient information flow and have access to intelligence related databases (in close cooperation with component X)</p> <p>VI.12. Identify remaining logistical gaps and deficiencies and prepare a plan for investment from the state budget in the next years</p> <p>VI.13. Inspire regular evaluation of effectiveness along the criteria defined under VI.7</p>			<p>resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component VII</p> <p>Activities (related to result 7):</p> <p>VII.1. Incite and advice reviewing and refining laws, regulations (in close cooperation and coordination with component I), guidelines and procedures</p> <p>VII.2. Suggest and support to draft institutional strategies and action plans</p> <p>VII.3. Assist to develop public communication strategies, in particular to involve citizens more in prevention and fight against organised crime</p> <p>VII.4. Advice to implement above mentioned strategic documents</p> <p>VII.5. Define criteria to measure improvement of performance</p> <p>VII.6. Motivate counterparts to set up priorities in their strategic and operational planning and break them down in hands-on measures for their daily work;</p> <p>VII.7. Suggest a needs assessment for training</p> <p>VII.8. Prepare and organise trainings to familiarise staff with the existing system and practices to improve efficiency</p> <p>VII.9. Recommend, implement and evaluate specific and advanced trainings to increase capabilities of staff and increase performance</p> <p>VII.10. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>

<p>VII.11. Assist assessing communication channels and possibilities to access all necessary databases</p> <p>VII.12. Recommend IT system solutions that will enable the police bodies on the entity, cantonal and Brcko District level to benefit from an efficient information flow and to have access to intelligence related databases</p> <p>VII.13. Encourage to identify still remaining logistical gaps and deficiencies and prepare a plan for investments from the budget in the next years</p> <p>VII.14. Inspire regular evaluation along the criteria defined under VII.4</p>			
<p>Component VIII</p> <p>Activities (related to result 8):</p> <p>VIII.1. Review organisational structures for each of the above mentioned institutions in view of efficiency</p> <p>VIII.2. Motivate to elaborate on mission statements for each of the institution</p> <p>VIII.3. Review application of strategic plans, job descriptions and job profiles as well as assignments of competences</p> <p>VIII.4. Support human resources management to advertise vacant positions, to select qualified candidates and to develop abilities of staff by goal-oriented trainings</p> <p>VIII.5. Support to establish a merit based career and promotion system</p> <p>VIII.6. Second to draft missing or improve existing book of rules for the institutions and foster their implementation</p> <p>VIII.7. Suggest a needs assessment for training in each of these institutions</p> <p>VIII.8. Commend and conduct management trainings to increase leadership and management capabilities and thereby enhance general performance</p> <p>VIII.9. Recommend, implement and evaluate specific and advanced trainings according to the above mentioned assessment results to increase capabilities of staff</p> <p>VIII.10. Encourage to develop the institutional network to fulfil mission according to the law</p> <p>VIII.11. Lend a hand to evaluate regularly above mentioned process to detect weaknesses in time in order to abolish them</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component IX</p> <p>Activities (related to result 9):</p> <p>IX.1. Recommend to review and revise pertinent laws, regulations and guidelines to foster better cooperation amongst police and justice, in particular regarding relation between police and prosecutors (in close cooperation with component I)</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate</p>

<p>IX.2. Prepare and organise specialised professional trainings to strengthen staff capabilities</p> <p>IX.3. Commend, organise and conduct workshops and seminars to promote better understanding of each other's function, tasks, responsibilities and problems and thus to reach an increased level of cooperation and coordination.</p> <p>IX.4. Analyse and define criteria to measure results of improved performance</p> <p>IX.5. Define criteria and inspire regular evaluation of effectiveness along the criteria defined</p>			<p>resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component X</p> <p>Activities (related to result 10):</p> <p>X.1. Review and revise existing IT systems to guarantee compatibility among police services</p> <p>X.2. Analyse remaining gaps and deficiencies of systems and management</p> <p>X.3. Assist in elaborating solutions to abolish existing weaknesses and to maintain existing technical equipment to avoid and reduce breakdown times</p> <p>X.4. Review existing procedures and support their implementation</p> <p>X.5. Support the assessment of necessary technical supply and equipment to complete or supplement existing communication and IT systems</p> <p>X.6. Assist in calculating the budget for all technical improvements and costs for maintenance</p> <p>X.7. Support the establishment of an information system and registers compatible with Schengen criteria and in line with EU data protection regulations</p> <p>X.8. Prepare and organise trainings to familiarise staff with existing and future system to improve efficiency</p> <p>X.9. Assist to establish access of Border Police to national databases (in close cooperation with component VI)</p> <p>X.10. Support national authorities to create a common mechanism for pool funding regarding the equipment for police services</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p> <p>Continuity of key staff</p> <p>Office space made available for co-location of advisors/experts</p>
<p>Component XI</p> <p>Activities (related to result 11):</p> <p>XI.5. Identify still remaining logistical gaps or needs for equipment exclusively related to activities determined within components I-X</p> <p>XI.6. Create a list of priorities for supply in the area of law enforcement in close cooperation and coordination with stakeholders</p>			<p>Assumptions</p> <p>Full commitment of the stakeholders involved</p> <p>Timely and adequate resources available</p>

XI.7. Support and assist the tender procedure for procurement of equipment			Continuity of key staff
XI.8. Evaluate aforementioned investments with specific emphasis on its efficacy and sustainability			Office space made available for co-location of advisors/experts

ANNEX II: Amounts (in EUR) Contracted and disbursed by quarter for the project

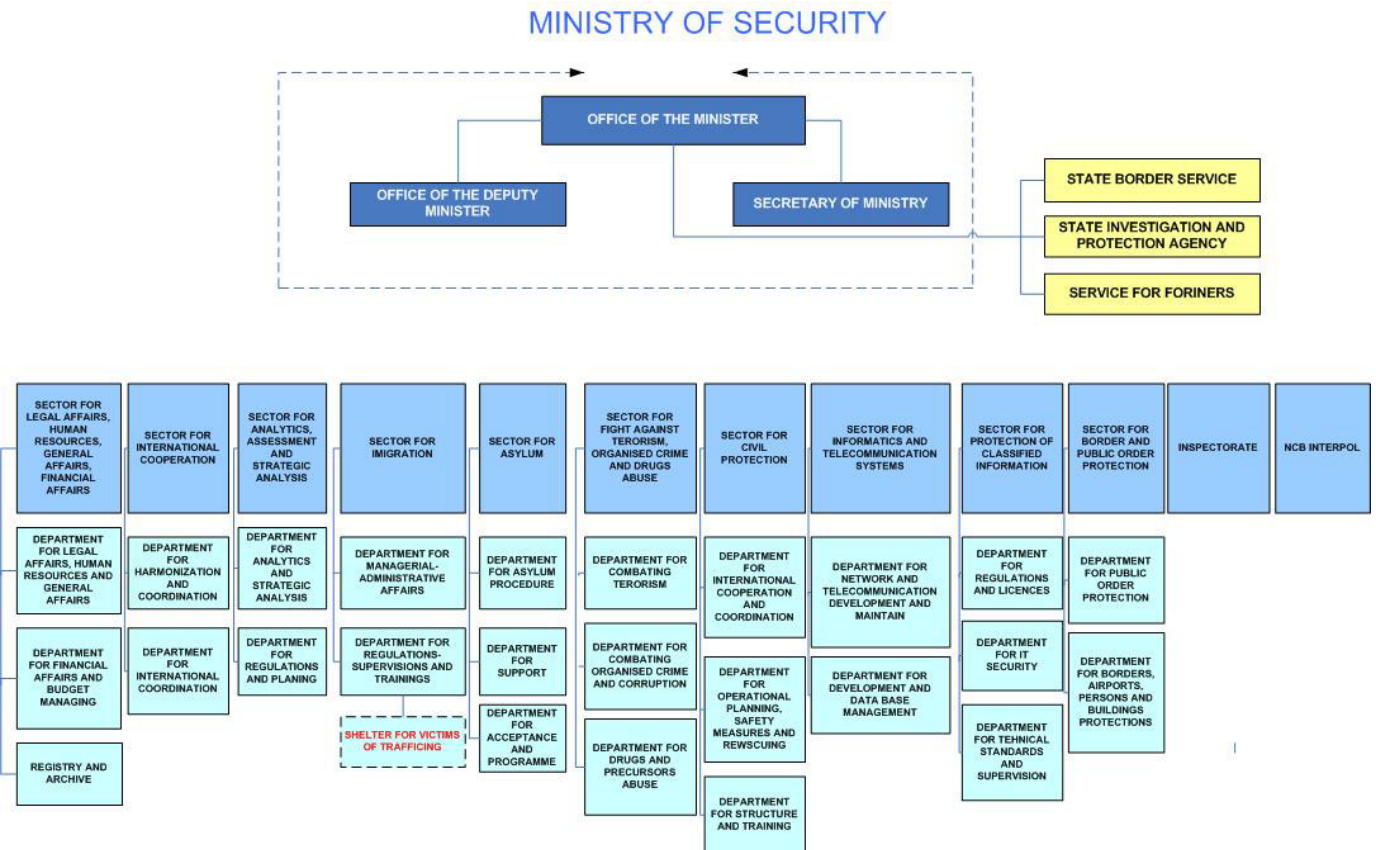
Contracted	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013
Contract 1 (Grant)	7 000 000									
Contract 2 (Supply)						1 000 000				
Cumulated	7 000 000	7 000 000	7 000 000	7 000 000	7 000 000	8 000 000	8 000 000	8 000 000	8 000 000	8 000 000
Disbursed										
Contract 1 (Grant)	2 800 000				3 500 000					700 000
Contract 2 (Supply)						400 000		600 000		
Cumulated	2 800 000	2 800 000	2 800 000	2 800 000	6 300 000	6 700 000	6 700 000	7 300 000	7 300 000	8 000 000

ANNEX III: Description of Institutional Framework

Institutions involved in the project and their respective role in Bosnia and Herzegovina are shortly described as follows:

The **Ministry of Security of Bosnia and Herzegovina** was established at the state level in February 2003 and is composed of the following administrative organisations: Border Police, State Investigation and Protection Agency, Service for foreigner’s affairs and Bureau for cooperation with Interpol. The Ministry of Security is responsible for protection of international borders, domestic border crossings and traffic regulation at border crossings, prevention and tracing of perpetrators of criminal offences of terrorism, drug trafficking, counterfeiting of domestic and foreign currencies and trafficking in persons and of other criminal offences with an international or inter-Entity element, international co-operation in all areas within the remit of the Ministry, protection of persons and facilities, collection and use of data relevant for security of, organisation and harmonization of the activities of the Entity Ministries of Internal Affairs and of the District of Brcko in accomplishing the tasks of security, meeting of international obligations and co-operation in carrying out of civil defense, co-ordination of activities of the Entity civil defense services and harmonization of their plans in the event of natural or other disasters and adoption of protection and rescue plans and programs, implementing immigration and asylum policy and regulating procedures concerning movement and stay of aliens.

In so far the Ministry of Security is considered as the main beneficiary of this project and plays a crucial role for its implementation.



The Ministry of Interior of the Republic of Srpska carries out police duties and is in charge of the security in the Republic of Srpska. As for policing functions, the duties of the Ministry of Interior are to: protect life, human rights, freedom and private property; maintain public order and protect society against violent threats; prevent crime, trace, arrest and hand over the perpetrators of criminal acts to the competent bodies; conduct criminal investigation in cases of criminal offences of terrorism, war crimes, organised crime, illegal production and drug trafficking, trafficking in human beings, economic crime, cyber crime, money laundering, corruption, financial crime; protect certain persons and facilities; provide security at public gatherings, public events, cultural and sports ceremonies and other approved types of gatherings; provide safety and traffic control on roads; civil protection and fire protection; police training and professional education.

The **Ministry of Interior of Federation Bosnia and Herzegovina** is responsible for administrative, expert and other tasks, such as: administrative issues related to citizenship, monitoring the implementation of laws, procurement of weapon, equipment and material-technical means, elaboration and implementation of educational programs, professional development and specialized trainings for the Ministry's personnel, scientific researches necessary for improvement of police work and technical-criminal, researches and expertise, in cooperation with relevant authorities or economic societies, organisation, development, modernization and maintenance of functional liaison systems and transmission of protected information of the Ministry, organisation of unified information system which is required for effective operations, collection and maintenance of statistics and operational data which are required for effective operations.

Ten Cantonal Ministries of Interior exist within the Federation of Bosnia and Herzegovina. Inter alia, tasks and duties of Cantonal Ministries of Interior are as follows: to secure public gatherings, to protect life and personal safety of citizens, properties, facilities and other material goods in case of general danger or major violation of public order and peace, as well as in case of terrorists' attacks and other violent activities such as armed rebellion, issuance of ID cards, social number, motor vehicles registration, driving exams and issuance of driving licenses, procurement, keeping and carrying of weapons and ammunition. In all Cantonal Ministries of Interior, tasks and duties within the scope of public security are performed by police. Pursuant to the Law on Internal Affairs of Cantons, police performs administrative, professional and other work and tasks related in particular to: protection of life and personal security of the people, protection of property, prevention and detection of criminal acts, locating and capturing the perpetrators and their apprehension to authorized bodies in those cases which are not under jurisdiction of the Court Police, maintaining public peace and order, crime investigation tasks, security, checking and regulating traffic on roads and protection of designated persons.

The **Brcko District Police** was established in January 2000 on the basis of the former Public Security Station Brcko. It is a multi-ethnic police service. Duties of the Brcko District Police are to: maintain public safety and order in the entire District, ensure full freedom of movement within the District with a special emphasis on the freedom of movement between the eastern and western part of Republic of Srpska and between the Federation of Bosnia-Herzegovina and the Republic of Croatia, co-operate with the various police forces of the country.

The **State Investigation and Protection Agency** was established in 2002 upon the adoption of the Law on the Agency for Information and Protection, which defines the Agency as an independent institution of Bosnia and Herzegovina in charge of collection and processing of information of interest for implementation of international laws and Criminal Codes, as well as for protection of VIPs, diplomatic and consular missions and government institutions of Bosnia and Herzegovina. In June 2004, after the adoption of the Law on the State Investigation and Protection Agency, the Information and Protection Agency was transformed into the State Investigation and Protection Agency.

Border Police of Bosnia and Herzegovina has been established on the basis of the Law on State Border Service. It is defined as an administrative organisation within the Ministry of Security with operational independency was established for the purpose of performing police tasks linked to the border surveillance and border crossing control. The tasks of the Border Police are e.g. as follows: implementation of the provisions of the Law on surveillance and state border crossing control, implementation of the provisions of the Law on Movement and Stay of Aliens and Asylum, prevention, detection and investigation of the criminal acts, prevention, detection and investigation of other criminal acts upon the request of the competent body, providing of the police support to the organisational units within Ministry of Security, undertakes security measures aiming to protect air civilian traffic and facilities at International Airports.

The following institutions and agencies are either about to be established or need to be built up in future. To support them in these efforts is also included in the project activities.

Directorate for Coordination of Police Bodies of Bosnia and Herzegovina

Agency for Forensic Examinations and Expertise

Agency for Police Support

Agency for Police Education and Advanced Training of Personnel

Above mentioned bodies shall be administrative organisations within the Ministry of Security with operational autonomy, established to perform duties that fall within their competence, managed by directors and financed by the budget of institutions of Bosnia and Herzegovina.

For the **Independent and Supervisory Bodies of Police Structures** competences and organisations are defined by law. Independent boards of the police structure are e.g. authorised by law to deal with complaints against the police, initiate disciplinary procedures and propose removals of managerial police staff.

The **Office for Drugs and Anti-Corruption Agency** are planned to be established and supported in course of this project to become operational.

The **High Judicial and Prosecutorial Council and Prosecutor's Office (state and entities level and Brcko District)** are pertaining to the project beneficiaries and have decisive roles to implement the component "Police and Justice Cooperation".

All above mentioned stakeholders shall be represented in a **Steering Committee** to be established which shall regularly meet and if necessary, even on ad hoc basis to discuss project implementation and developments.

For the day to day project work it is necessary, that all stakeholders assign **competent counterparts** for the project team in order to deal with all project related measures and possible problems.

ANNEX IV: Reference to laws, regulations and strategic documents

- Commission Decision 5659/2 of 09/10/2008
- Commission Decision 6698 of 20/12/2007
- IPA Multi-annual Indicative Planning Document Bosnia and Herzegovina 2009-2011, July, 2009
- Project under CARDS 2006 and IPA 2007/2008
- Strategic Plan of Ministry of Security 2009-2011, September 2008
- National Anti-Corruption Strategy 2009-2014, November, 2009
- Action Plan of above mentioned Strategy
- National Strategy on Supervision Over Narcotic Drugs, Prevention and Suppression of the Abuse of Narcotic Drugs in Bosnia and Herzegovina 2009-2013, April, 2009
- Action Plan for Implementation of the National Strategy on Supervision Over Narcotic Drugs, Prevention and Suppression of the Abuse of Narcotic Drugs in Bosnia and Herzegovina 2009-2013
- Strategy for the Prevention of Money Laundering and Financing of Terrorist Activities 2009-2013, November, 2009
- Action Plan for Implementation of the Strategy for the Prevention of Money Laundering and Financing of Terrorist Activities 2009-2013
- ICITAP Assessment Report of SIPA, 07/10/2008
- Law on Directorate for Coordination of Police Bodies and on Agencies 16/04/2008
- Law on Independent and Supervisory Bodies, 16/04/2008
- SBS Report on Work 2004, 18/02/2005
- Report on Work of Bosnia and Herzegovina State Border Service 2005
- State Border Service Work Report for 2006, 05/02/2007
- Report on Work of the Border Police 2007, 25/01/2008
- Report on Work of the Border Police 2008, 26/01/2009
- Council Decision 2004/837/CFSP of 6 December 2004
- Council Joint Action of 11 March 2002 on EUPM
- Council Decision of 10 December 2002 on EUPM
- Council Joint action 2003/141/CFSP of 27 February 2003 on EUPM
- Council Decision 2005/81/CFSP extending mandate of EUPM Head of Mission
- Council Decision 2006/865/CFSP of 28 November 2006 on EUPM
- Report about Seminar on Police Reform in Bosnia and Herzegovina, 06/06/2008
- Evaluation Report of EUPM in Bosnia and Herzegovina, November, 2009
- EUPM Six-Month Assessment Report covering the period of 24.03.-18.09.2009, February, 2010
- Quarterly report of the UNODC project “Development of Monitoring Instruments for Judicial and Law Enforcement institutions in the Western Balkans, 01/12/2009

- The Law on DNA Analysis for Judicial Procedures, November, 2009
- Strategic Plan of Brcko District Police for 2008-2013, October, 2008
- Information on Status of Security in Bosnia and Herzegovina January-June 2009
- Project on Building the System of the Electronic Data Exchange of the Federal Police Administration, 11/02/2010

ANNEX V: Details per EU funded contract

This project will be implemented through a grant contract of EUR 7 million following a call for proposals, open to EU Member States in partnership with recognized international organisations and a supply contract of EUR 1 million.