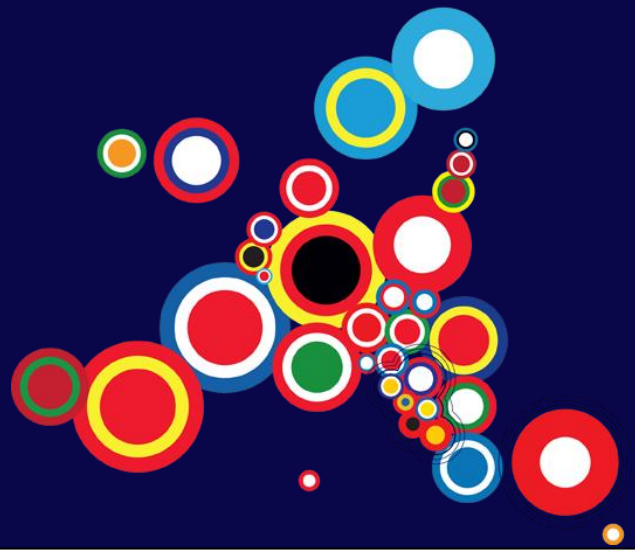




## INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

### ALBANIA

## EU for Rule of Law - Fighting organised crime and drugs



#### **Action Summary**

To contribute to an effective and efficient law enforcement system to fight organised crime and drugs trafficking and support socio economic development in affected communities; To improve the capacity of the Albanian State Police (ASP) and the General Prosecutor Office and relevant agencies in tackling organised crime including drug trafficking and cannabis cultivation as well as to improve the capacity of the Ministry of Health and Social Protection and the Institute of Public Health to analyse drug use and of selected municipalities to deliver services and alternative livelihoods to communities vulnerable to cannabis cultivation and trafficking.

### Action Identification

<b>Action Identification</b>	
<b>Action Programme Title</b>	IPA 2018 Action Programme for Albania
<b>Action Title</b>	EU for Rule of Law - Fighting organised crime and drugs
<b>Action ID</b>	IPA 2018/040-211 objective 1 / sequence number/Albania/ EU for Rule of Law
<b>Sector Information</b>	
<b>IPA II Sector</b>	Rule of Law and Fundamental Rights
<b>DAC Sector</b>	15130 - Legal and judicial development
<b>Budget</b>	
<b>Total cost</b>	19,350,000 million Euro
<b>EU contribution</b>	19,000,000 million Euro
<b>Budget line(s)</b>	22.02.01.01
<b>Management and Implementation</b>	
<b>Management mode</b>	Direct management and indirect management
<i>Direct management:</i> <b>EU Delegation</b>	EU Delegation to Albania Direct management for Activities 1.4, 3.1., 3.2, 3.3. 4.1;
<i>Indirect management:</i> <b>National authority or other entrusted entity</b>	Indirect management by entrusted entities listed below: EU Member State public body for Activities 1.1, 1.2, 1.3; European Border and Coast Guard Agency for Activity 2.1;
<b>Implementation responsibilities</b>	Ministry of Interior Ministry of Health and Social Inclusion and the Institute of Public Health Selected Municipalities
<b>Location</b>	
<b>Zone benefiting from the action</b>	Albania
<b>Specific implementation area(s)</b>	Albania
<b>Timeline</b>	
<b>Final date for concluding Financing Agreement(s) with IPA II beneficiary</b>	At the latest by 31 December 2019
<b>Final date for concluding delegation /contribution agreements,</b>	3 years following the date of conclusion of the Financing Agreement
<b>Final date for concluding procurement and grant contracts</b>	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 189(2) of the Financial Regulation

<b>Final date for operational implementation</b>	6 years following the conclusion of the Financing Agreement		
<b>Final date for implementing the Financing Agreement (date by which this programme should be de-committed and closed)</b>	12 years following the conclusion of the Financing Agreement		
<b>Policy objectives / Markers (DAC form)</b>			
<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
Aid to environment	x	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality (including Women In Development)	<input type="checkbox"/>	x	<input type="checkbox"/>
Trade Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>

## Acronyms and Abbreviations

<b>ASP</b>	Albanian State Police
<b>BCP</b>	Border Crossing Point
<b>BMP</b>	Border & Migration Police
<b>CPC</b>	Criminal Procedure Code
<b>CEPOL</b>	European Police College
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EUD</b>	European Union Delegation
<b>EURALIUS</b>	Consolidation of the Justice System in Albania
<b>EUROPOL</b>	European Police Office
<b>GDPDSIP</b>	General Directorate for Policy Development , Strategic Planning and Integration
<b>GoA</b>	Government of Albania
<b>GPO</b>	General Prosecution Office
<b>FIU</b>	Albanian Financial Intelligence Unit
<b>FRONTEX</b>	European Agency for the Management of Operational Cooperation at the External Borders of the EU Member States
<b>HIDAACI</b>	High Inspectorate of Declaration and Audit of Assets and Conflict of Interest
<b>IBM</b>	Integrated Border Management
<b>ICITAP</b>	International Criminal Investigative Training Assistance Program (USA)
<b>IMOC</b>	Inter-institutional Maritime Operational Centre
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>ICT</b>	Information Communication Technology
<b>IPARD</b>	Instrument for Pre-accession Assistance for Rural Development
<b>JPO</b>	Judicial Police Officers
<b>MEMEX</b>	Information Technology System on Intelligence Management
<b>MIA</b>	Ministry of Internal Affairs
<b>MS</b>	Member States (of the EU)
<b>NBI</b>	National Bureau of Investigation
<b>OC</b>	Organised Crime
<b>OSCE</b>	The Organisation for Security and Co-operation in Europe
<b>PAMECA V</b>	EU funded Support to the Ministry of Internal Affairs, Albanian State Police and Prosecutor Offices
<b>PO</b>	Prosecutor Offices
<b>SANCAS</b>	Support to Anti Cannabis Strategy – Airborne Surveillance project
<b>SCPO</b>	Serious Crime Prosecution Office

<b>SIS</b>	State Intelligence Service
<b>SOF</b>	Special Operation Force
<b>SPAK</b>	Special Prosecution Office for combatting corruption and organised crime
<b>SIM</b>	Special Investigative Means
<b>TAIEX</b>	Technical Assistance and Information Exchange Instrument
<b>THB</b>	Trafficking of Human Beings
<b>TIMS</b>	Total Information Management System
<b>SA</b>	Security Academy
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>SWG</b>	Sector Working Group
<b>LEA</b>	Law Enforcement Agencies

## 1. RATIONALE

### PROBLEM AND STAKEHOLDER ANALYSIS

Transnational organized crime networks dedicated to illicit trafficking of drugs, people - as well as money laundering and cybercrime - are engines of instability. The Commission's Communication "A credible enlargement perspective for and enhanced EU engagement with the Western Balkans" of 6 February 2018 sets out an overall Western Balkans strategy, confirming the EU perspective for the whole region and underlining the crucial role of strategic and operational cooperation between EU and the Western Balkans on security. The Albanian legislator implemented the justice reform and necessary legal amendments that regulate overall organisation of the judiciary, the prosecution office, status of judges and prosecutors, Constitutional Court. The vetting process for the prosecutors and judges is already in place as is the setting up of the vetting process for the police. In addition, the new institutions such as the Special Prosecution Office combatting corruption and organised crime (SPAK) and National Bureau of Investigation (NBI) will be established. In this regard and before the SPAK and the NBI are created, the Government has established the Central Special Task Force (CTF) as a specialized unit for the prevention, identification, documentation, dismantling and combating organisations and structural criminal groups. Creation of these institutions will affect existing organisational structure and practice as they will investigate any criminal offence committed by an organised group, including financial crime, money laundering, drug trafficking, terrorism, while other, individually committed cases or offences will be under the competences of district prosecution and police offices. In practice, it will require a comprehensive support to the capacity building, coordination, management skills, ability to use the special investigative measures (SIM's) and other relevant investigative skills, possibility to conduct a financial investigation in parallel to a criminal investigation and to provide all necessary evidence to the court. This requires additional IT capacity for the analysis of the existing intelligence and developing of the intelligence led policing skills. Application on proactive investigations requires interoperability and a permit to have access to different databases. Both the police and the prosecution are already applying inter-sectoral cooperation in multidisciplinary actions that requires strengthening to respond to the needs for effective regional and international cooperation.

The Government has confirmed its commitment to intensify efforts to strike organised crime and trafficking in narcotics. In February 2017, the Government presented a **National Action Plan against Cannabis Cultivation and Trafficking (NAPC) 2017- 2020**. In November 2017 the Ministry of Interior adopted a document on the **10 priority policies** in public order and security area named "**Serving the citizens, enforcing the law**". Main purpose of the document was to set clear priorities, objectives and key measures to properly prevent and combat organized crime and protecting the rights and freedoms of the Albanian citizens. Following the adoption of the document the Minister also launched the flagship operation named "**Power of Law**" aimed at stepping up efforts and advancing fight against organised crime with the **establishment of Central Task Forces with a specific focus on tackling organized criminal structures and their criminal assets**. Following the government efforts outdoor cannabis cultivation was dramatically reduced in 2017. Data show that outdoor cannabis cultivation in Albania significantly decreased in 2017 compared to 2016.<sup>1</sup> The efforts focused mainly on law enforcement activities and public security measures. However the actions had a limited impact on the socio economic development angle of the fight against cannabis cultivation, namely support to affected vulnerable groups and rural population. In this sense, the recently approved NAPC represents an opportunity to implement a more holistic approach to the fight against cannabis cultivation with the foreseen integration of actions at the

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<sup>1</sup> Albania 2018 Report. European Commission page 42.

socio economic level. The NAPC for the first time in the Albania history of the fight against cannabis takes into account the basic factors that encourage the cannabis cultivation and trafficking in the country, such as the poor socio-economic conditions of the population involved in the production of cannabis. Some of these factors are the poverty, unemployment, a low educational level, lack of alternative development programs, insufficient effective control of the territory and lack of complete information on the consequences of being involved in cannabis production.

According to the 2018 Albania Report, Albania has reached some level of preparation in the fight against organised crime, especially in terms of increased police operations and in combating cannabis cultivation. However progress is still required further towards establishing a solid track record of proactive investigations, prosecutions and final convictions against organised crime groups; this should include intensifying investigations and prosecuting high-level members of organised crime groups.. Moreover the fight against money laundering should be intensified through the more effective use of criminal intelligence, identification, tracing, freezing and confiscation of crime proceeds and a centralised agency in charge of the identification and tracking of criminal assets (asset recovery agency) should be established - less than 50 % of organised crime cases lead to confiscation of assets- in order to further enhance the effectiveness of the national asset recovery system and facilitate operational cooperation with asset recovery offices in the EU Member States..<sup>2</sup>

Financial investigations targeting suspected members of organised criminal groups are not systematically and effectively used. This lack of practice to start financial investigation in parallel to the criminal investigation and to ensure application of provisional measures of seizure and freezing before the confiscation may be changed with the establishment of the Central Special Task Force (CTF). The (CTF) is within the Department for the Criminal Police, Central Directory for Investigation. This structure was established by the Prime Minister's Order, for the implementation of the Action Plan for the Fight against Organised Crime, Operation "power of law";. The objective of the CTF is prevention, identification, documentation, dismantling and combating organisations and structural criminal groups as well as to achieve results in the fight against organised crime by tackling and combating illegal assets derived from criminal activity. Its objectives are strengthening of the intelligence capacities in the investigative police methods as well as continuous training of the staff; identification of the leaders and members of the criminal groups and their criminal assets; increasing the seizure and confiscation of the criminal assets; braking the public opinion of the impunity and “untouchability” by effective actions and returning the public trust in the justice system; effective international cooperation and joint investigations. The creation of the CTF is a clear step forward in this regard but it needs further capacity building and support together with prosecutions offices, the **General Directorate for the Prevention of Money Laundering (GDPML)**..<sup>3</sup>

**Closely related to the enhancement of the capacities to properly fight organized crime and drugs traffikings is also the use of the SIM's.. A fully functional system for special**

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<sup>2</sup> The Financial Inspection Directorate in the Ministry of Finance has four inspectors who are supported by around 85 inspectors from different institutions on a case-by-case basis. The National Anti-Fraud Coordination Service (AFCOS) function was established in the Ministry of Finance but still has limited operational capacity. An AFCOS network, involving other relevant authorities, has been set up.

<sup>3</sup> CTF is chaired by the MoI and its structure there will be: five prosecutors (3 special and 2 regular); analytical department responsible for the operational analysis; special intelligence forces; Ministry of finance units (Customs, FIU and the tax office); Internal intelligence unit (for the integrity of the law enforcement agencies. Currently there are 15 investigators assigned to the CTF and there are already functional analytical department and the international cooperation department with the liaison officers for the INTERPOL and EUROPOL. CTF will have six regional offices in: Tirana, Durrës, Elbasan, Vlora, Shkoder, Fier, with 30 employees. The activities of the RTF will be directed by the CTF.

**operation** is critical for effective detection and combating of crime.<sup>4</sup> The latest legal amendments of the legislature require clear identification of the needs, increasing of the technical capacity and professional skills. In addition, there is a need for initialization of the trainings for the special operations in the Security Academy (SA) in order to ensure a special and streamlined basic and high level trainings based on the competence needs in order to prepare and standardize the personnel and management performance following the requirements of the law and institutional reorganization.

The capacity of the **Forensics Directorate** has been enhanced; however, there is still insufficient funding to cover the costs of DNA collection, limiting the DNA profiling capacity. In addition, there is a need to enhance the capacity for se of forensic evidence, both scientific and financial as well as the evidence provided by the use of the SIM's.

There is an ongoing vetting process for the police, republican guard and prison officers. This is affecting the effectiveness of the law enforcement system, as the new organisational system is to be established only after the vetting process. The vetting will certainly lead to further enhancing of the integrity of the law enforcement when performing their duty in a nonbiased and professional manner. However, this process may influence the internal capacity of the institutions as a number of prosecutors have already resigned trying to avoid the procedure.

The **fight against cannabis production** has forced criminal groups to displace the cultivation of narcotic plants to remote areas or in enclosed premises and to diversify the trafficking routes, including the most complex ones, such as the use of light sport aircrafts and jet skis. The narcotic plants are mainly cultivated in publicly owned forests and pastures that are located in remote areas in the majority of the regions of the country.

Organised crime and economic inequality and development has some level of correlation. NAPC foresees a significant number of actions, including **socio-economic measures** involving the main institutions. The main problems and gaps at institutional level are i) the lack of cooperation with representatives of bodies and relevant structures in the municipality, ii) lack of funds from state and local budget to implement social projects for education, agriculture, forestry, livestock etc. in areas where cannabis is planted, iii) social, cultural, educational and agricultural projects are steered only to a limited extent towards the affected areas; iv) the low level of mutual exchange of information between the units in charge at the local level; v) insufficient role of the institution of prefect in the coordinating role between the institutions at the local level; vi) insufficient programs of international cooperation in this area.

Some of the above issues are addressed in the **National strategy on social protection and a 2015-2020 policy document on social inclusion** that defines its policy objectives for reducing poverty, monitoring cross-sector inclusion policies, enacting reforms in the area of non-discrimination and establishing a social care system. Nevertheless, most of these interventions remain donor-driven and lack adequate budgets to reduce or diminish the involvement and use of vulnerable groups by criminal groups in the production of cannabis. Also, employment rates for citizens from Roma and Egyptian communities are very low, with many being active in the informal sector, including labouring in the cannabis production sector.. The socio-economic indicators remain similar so the conditions and context for continuing the cultivation activity are still a major threa.. Further challenges of socio-economic policy are related to the creation of a functional and **effective social care system, based on the principle of decentralization and deinstitutionalization**, for the inclusion of vulnerable groups in social protection programs.

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<sup>4</sup> With evolution of the criminality, the police need to use special technics and tools to be able to fight the crime. Reduced efficiency in the fight against organised crime regarding the exchange of classified information in electronic form, vulnerability of information systems regarding cybercrime and insufficient capacities for detection of crime, jointly reflect in low percentage of filed charges in relation to the number of reported cases of organised crime



Funding of social services remains an issue . Social care services should target the most vulnerable categories, aiming to cover them with services, including the category of population involved in cannabis production and other illicit activities. Deinstitutionalization remains a challenge, as it requires the creation of a network of services in the territory, structuring processes and procedures for case management and capacity building of professionals at local level.

The Institute of Public Health as the national scientific centre in the field of public health plays the leadership role in collecting drug related data. However, there is a need for collecting and analysing comparable and reliable data on drugs following EMCDDA standards. Cooperation with the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) continued. Preparations are ongoing in view of establishing a working agreement between Albania and EMCDDA, which will facilitate information exchange. Albania has no national drug observatory and no functional Early Warning System on new psychoactive substances. The national drug strategy and action plan 2012-2016 came to an end. The new strategy and action plan 2017-2020 are currently being drafted.

Regarding gender issues, domestic violence against women in Albania is a serious and widespread problem. Violence against women is not only perpetrated by current or former husbands/partners but also parents, brothers, sisters, in-laws, and other relatives. In 2017, 22% of Hestia's Human Trafficking Service referrals have been Albanian women and children. According to Unicef, the duplicity of domestic violence and human trafficking in Albanian women has meant that in some rural areas of the country 90% of adolescent girls leave secondary school for fear of being kidnapped. On 19 December 2011, the Government of Albania signed the Council of Europe's Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention), and ratified it on 4 February 2013. This Convention entered into force on 1 August 2014.

## **OUTLINE OF IPA II ASSISTANCE**

In order to effectively deal with improvement of the capacity of the Albanian State Police (ASP) the General Prosecutor Office (GPO) and relevant agencies and ministries in meeting the Albanian Government objectives of tackling serious and organised crime and drug trafficking and cannabis cultivation three closely interconnected intervention areas are foreseen: **i) Border controls to fight cross border organised crime and drugs trafficking; ii) Financial investigations and asset recovery iii) Services deliveries to communities vulnerable to cannabis cultivation and trafficking.** The main problem in all three components addressed with the action is the low capacity level of the competent institutions (mostly material-technical, but also human resources and institutional settings) leading to, in the essence, insufficiently effective fight against organised crime and drug cultivation and trafficking in Albania.

In each of the three envisaged components, the proposed actions will be implemented in two parallel interventions: a) building and equipping priority facilities and infrastructure and b) training, education and supporting professional development of relevant staff. The program will ensure complementarities and synergies with ongoing and planned regional programs such as "Countering Serious Crime in the Balkans" project which provides operational mentoring to law enforcement and prosecutors as well as the "Financial Investigation In-Service Training Programme". Furthermore, overall the action will seek to apply EU standards and strengthen Albania's cooperation with Europol and alignment with the EU policy cycle EMPACT.

Within the **border controls to fight cross border organised crime and drugs trafficking component**, the quality of border controls in Albania will be improved. Albania has 31 BCP's, 23 green borders, 7 blue borders and one air border. This will be done by installing new communication links, software and hardware for management and monitoring functioning of the equipment and the network and other equipment for communication, data processing and exchange, as well as the renewal of the specific equipment for movement and surveillance; also,

the staff will be continuously trained to effectively use the new technologies provided by means of the action.

Within the **component dealing with financial investigations and assets recovery**, the action will further develop institutional system capacities in the police, prosecutor's office, CTF and other, tax authority, customs Financial Intelligence Unit and other relevant law enforcement agencies. Staff will be mentored to effectively use the new technologies and forensic equipment. Continuous and institutionalized learning tools will also be provided to better fight the new trends and typologies of organized crime and drugs trafficking. This will be done through two main activities: a) building and equipping priority facilities and infrastructure for proactive investigations, use of the SIM, special investigative actions and exchange of classified information for effective evidence collecting, and b) Mentoring education and supporting professional development of all relevant staff to be able to deal with organized crime and drugs trafficking in a multidisciplinary, proactive and well managed and coordinated manner. Capacities of the Security Academy and the GPO will be enhanced. Financial investigations capacities will be strengthened for analysis of the suspicious activities reports for the General Directorate for the Prevention on Money Laundering (the FIU).

The **socio-economic development component** will be focused on improving the conditions of the vulnerable groups that could be involved in cannabis production. The action will enable to upgrade the existing socio-economic conditions, which includes social, cultural, educational services and to support employment. It will strengthen the capacities of the municipalities in providing socio-economic services at local level to prevent illicit activities, as well as to provide opportunities for alternative livelihoods (e.g. support to entrepreneurship such as microbusinesses and agritourism initiatives where appropriate, and enhancement of skills of the young population). These measures are in line with the recently approved National Action Plan against cultivation and trafficking of cannabis 2017–2020, with the purpose to increase level of livelihood conditions of the targeted population and mitigating the socio-economic conditions that facilitates cannabis cultivation.

With regards to data collection the action will contribute to the institutional capacity to collect data in a comprehensive, integrative, sustainable manner, in further alignment with the EU standards and practices.<sup>5</sup> It will contribute to comprehensive approach of data collection and evidence-based decision and policymaking, using EU better regulation guidelines, specifically its governing principles on monitoring, namely, comprehensive, proportionate, minimise overlap, timelines and accessibility.<sup>6</sup>

## **RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES**

**The Stabilisation and Association Agreement (SAA) 2014-2020** requires Albania to continue with regional and cross border cooperation (Art 12); to reinforce the institutions in the area of law enforcement; extend cooperation in border control (Art 80); prevention of illegal migration; cooperation in fighting and preventing terrorism and its financing; fighting criminal and illegal activities, especially the ones related to the fight against organised crime, money laundering, irregular migration and smuggling, especially of people with small arms and light weapons, as well as illegal drugs. According to **article 78 of SAA**, particular importance shall be paid to the consolidation of the rule of law, and the reinforcement of institutions at all levels in the areas of in general and law enforcement and the administration of justice in particular. Cooperation

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<sup>5</sup> One of the three core principles of the EMCDDA strategy is a commitment to efficiency. This is to be achieved, among others, via an improved quality assurance framework for the statistical procedures employed by the agency. In this light, an EMCDDA Internal statistics code of practice was developed in 2014. The code was drawn up in consultation with the EMCDDA Scientific Committee, the Reitox network and Eurostat, whose European statistics code of practice provided a basis for the work.

<sup>6</sup> Commission staff working. Better Regulation Guidelines, 2015

between Albania and the EU shall notably aim at strengthening the independence of the judiciary and improving its efficiency, fostering the functioning of the police and other law enforcement bodies, providing adequate training and fighting corruption and organised crime.

**The Indicative Strategy Paper for Albania (2014-2020) (ISP)** focuses on police cooperation and the fight against organized crime, terrorism and drugs, trafficking in human beings, money laundering, migration and asylum policy, and integrated border management. IPA support has so far focused on the enhancement of the capacities of the Albanian State Police and other law-enforcement agencies.

**The EU strategy for “A Credible enlargement perspective for and enhanced EU engagement with the Western Balkans”** reconfirms a merit-based prospect of EU membership for the Western Balkans as the Union's own political, security and economic interest. The Action Plan in Support of the Transformation of the Western Balkans, underlines under the main action 1. Strengthening support to the rule of law, the action 1.6. Work towards better use of conditionality in the accession negotiations, in particular by ensuring concrete results in judicial reform and in the fight against corruption and organised crime are achieved before technical talks on other chapters can be provisionally closed.

**The Europe 2020 Strategy** stresses the need for establishing efficient border management, appropriate asylum, migration and visa policies, which will together with combating various types of crimes (organised crime, THB) allow for more prosperous economy and society.

**The South East Europe 2020** strategy is focused on achieving safety and security of citizens and state as indispensable condition for achieving growth. The Strategy refers to regional co-operation in prevention and fight against corruption.

**In the Government Program 2017-2021** the achievement of the EU standards for order and public safety is a high priority. The strategic priorities put focus on the strengthening of the institutions, the vetting process of the State Police, new concept on the recruitment and promotion system based on merits and transparency. The qualitative change of the territorial monitoring system and community policing is envisaged to prevent criminality and violations of the law and the crime situation in a specific territory will serve as performance indicator for the police staff responsible for that specific territory. The Government provides ground for full restructuring of Police structures engaged in the fight against organized crime and a better definition of the chain of responsibilities. Strengthened border control and improved services remain a priority for the Government as well as the removing of Albania from the map of cannabis cultivation countries. In order to implement the National Action Plan Against Cannabis Cultivation the Government will build an efficient support system for the development of the agricultural economy in territories affected by this phenomenon. A zero tolerance fight against corruption, in particular high-level corruption, and sequestration and confiscation of income of criminal origin, of criminal assets and unjustified property obtained by means of political corruption is another priority for the Albanian Government.

**The IBM Strategy 2014 – 2020** Inter Sectorial Strategy refers to four main agencies involved in the IBM (Border and Migration Police; Customs Service; National Food Authority, and the Anti-epidemic Sanitary Service) along with others like the Coast Guard, Consular Service, etc. The Strategy is accompanied by an Action Plan based on Performance Indicators with clear needs and budget indication. It provides a clear reform vision with priorities and long-term objectives.

**The Action Plan on Fight against organized crime, Operation “Power of Law”** is an inter sectoral strategy which was adopted in November 2017. The institutions charged with the implementation of this plan include: Ministry of Interior, Ministry of Justice, Ministry of Finance, High Council of Prosecutor's Office, Prosecution of the Republic of Albania, State Intelligence Service, State Police, Service of Internal Affairs and Complaints, General

Directorate of Prisons, General Directorate for the Prevention of Money Laundering, High Inspectorate of Declaration of Assets and Control of Interest, General Directorate of Taxation, General Directorate of Customs, Central Immovable Property Registration Office, Gambling Regulatory Authority, General Directorate of the Road Transport, Seized and Confiscated Assets Administration Agency, National Business Center, Directorate for the Witnesses Protection and Justice Collaborators.

The socio-economic action address the main objectives and priorities described in **the Indicative Strategy Paper for Albania 2014-2020** focusing on increasing the impact of the employment and social inclusion policies in terms of the participation in the labour market and the opportunities for the socially and economically disadvantaged and vulnerable members of society, including the adequacy and efficiency of social and health services and their accessibility for the population in need and partnerships between local government institutions and civil society for delivery of social services. The types of action will include technical assistance for capacity building and providing assistance to socio-economic vulnerable groups. The intervention will be provided to strengthen the capacities of the municipalities in providing socio-economic and alternative community services at local level to prevent vulnerable population to be involved in cannabis cultivation and trafficking.

The action is in line with the **Enlargement Strategy paper 2014-2015** under which Roma and Egyptians face very difficult living conditions and frequent social exclusion and discrimination. **The Albania 2018 Report on Chapter 19: Social policy and employment** states that regarding social inclusion and protection, the national strategy on social protection for 2015-2020 is under implementation. The Law on Social Care Services entered into force in November 2016 and the Law on the Rights and the Protection of the Child in February 2017. The 2017-2020 national agenda for children's rights was adopted in April 2017, promoting stronger governance in the protection of such rights. In December 2016, the Council of Ministers approved the criteria, procedures, documentation and the amount of economic aid for offering more autonomy to local government units. The process of transitioning from institutional to community-based care for vulnerable groups is being piloted in Durrës, Shkoder and Saranda. Foster care was promoted by the state social services but needs to be further developed and regulated.

Regarding the **Social Inclusion Policy Document for 2016-2020**, little progress has been made in setting up the necessary structures or clarifying arrangements for implementing the policy. The government should step up its efforts to ensure there is a comprehensive plan for building up the capacity of all line ministries and local governments to implement the actions in the document.

**IPARD actions** will enable Albanian farmers and agro businesses to have access to 71 million EUR funded by the EU for the period 2014-2020. The IPARD programme will contribute significantly to enhancing the competitiveness of farming and food sectors while complying with the national and EU standards. It will also enable Albanian products to access the EU markets and to diversify the economic activities in rural areas of the country leading to a better quality of rural livelihoods, which is key to the improvement of socio-economic conditions of rural population in general. Although these measures do address indirectly the population affected by cannabis production, additional socio-economic measures are needed focusing directly on the vulnerable groups and population affected by the production of cannabis and related activities.

**The IPA17 Tourism LED** support a tourism-led model for Local Economic Development and a sustainable and responsible tourism. This shall be taken into account in this action in line with an integrated tourism-led local development with an inclusive approach that is based on priorities and initiatives shaped by local communities in pilot territories.

**The Social Protection Strategy 2015-2020** has the priority to reform the Social Protection Program through the transformation of Economic Aid into an Active Social Reintegration Scheme; reviewing the disability assessment system; intervention for the reintegration of children into the family and community by showing special care for social and biological orphans and providing integrated services. Priority is also to provide the necessary resources for the most vulnerable groups through the National Fund for Social Services and the Regional Social Services Funds as part of the Social Fund. Priority is to provide the resources needed for the most vulnerable groups through the National Fund for Social Services and Regional Social Services Funds as part of the Social Fund. The Social Protection Strategy 2015-2020 aims to better integrate social protection activities into its social protection work addressing issues in the area of state responsibility with regard to the scheme of economic assistance and disability, social care services and any other issues in the field of social protection.

**The National Plan Against Cannabis Cultivation and Trafficking** aims to prevent, fight and eradicate the phenomenon of cultivation, trafficking and use of cannabis. The Albanian Government foresees by means of this Action Plan to cooperate at inter- institutional and international level and take all the necessary measures by committing all the necessary human, material and financial resources to fight and eradicate the cannabis cultivation, trafficking and use in the country. Under component 3 priority will be given to the socio-economic development actions mentioned in the Action Plan under one of the key strategic objective: Public awareness development of projects and measure A3 Discouraging the participation of citizens in the cultivation of narcotic plants and encouraging lawful economic activities. The purpose of this measure is to prevent the citizens from being involved in the cultivation of cannabis by making use of combined coercive legal measures and economic development programs.

The National Anti **Drugs Strategy for 2013-2020 and the Action Plan for 2017-2020** was approved by the Council of Ministers in 2012. The strategy ensures a balanced approach to drug supply and demand reduction aspects. It is based on four main pillars: (i) strategic coordination; (ii) supply reduction; (iii) demand reduction; and (iv) harm reduction. The mission of the Strategy is to protect public safety and the life and health of individuals and communities by minimizing the risks and other damages deriving from drugs. The draft **National Drug Control Strategy 2018-2022** is under the process of approval and will focus on: i) creating conditions in the primary healthcare system for providing preventive interventions on drug use, especially for adolescents and young people across the pre-university education system, as well as for the general population, in compliance with the basic principles of drug prevention; ii) encouraging and training drug addicts to address treatment with a view to reducing drug addiction and improving overall health and social welfare, and ultimately embracing a drug-free living style and; ii) reintegrating and supporting inclusive social mechanisms that ensure equal fulfillment of the social needs of individuals and disadvantaged groups, victims of drug use and abuse.

**The National Strategy on Employment and Skills 2014-2020**, which aims at promoting quality of jobs and skills opportunities for all Albanian, women and men, throughout the lifecycle, an area where EU is particularly focused with IPA II Budget Support for the Employment & Skills Sector (€30 million) targeting measures to increase youth and female employment and the reform of the VET system.

#### **LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE**

Throughout the years, different donors have supported ASP and GPO. The **lead donor** is the **European Union**, which has financed a large number of projects under PHARE, CARDS and IPA programmes : Strengthening the capacity of the ASP in covert evidence gathering and the use of technical aides to investigation", CARDS 2004 (twinning and supply); "Development of the Albanian state police's Criminal Intelligence Gathering and Analysis Capability" (twinning

and supply), CARDS 2003; “Data Communication”, CARDS 2002 and CARDS 2005; Witness Protection” (twining and supply), IPA 2009; “Blue Border Management”, IPA 2009; Project against Corruption in Albania, IPA 2008; Live scanners for fingerprints database”, IPA 2013; Case management system for the General Prosecutor Office, IPA 2010. Current EU funded assistance include:

**PAMECA IV and PAMECA V, Consolidation of law enforcement agencies** – provides support to the Ministry of Internal Affairs, Albanian state police and prosecutor offices. The implementation of PAMECA V has started in April 2017 and will last until August 2020. Key areas covered are the fight against serious and organised crime, financial crime and corruption, fight against terrorism, integrated border management, strategic planning and coordination, human and financial resources.

The regional project "**Countering serious crime in the Balkans**" implemented by **GIZ, CILC and Italian Ministry of Interior**. The specific objective of the action is to raise the effectiveness of and cooperation among regional and national capacities in tackling occurring forms of SOC, including the recovery of illegal financial gains obtained through diverse types of cross-border crime and the fight against illegal migrant smuggling. Two resident experts in Albania – one police officer and one prosecutor – embedded in Ministry of Interior and SCPO. Experts will be mentoring investigations, they will create Joint Investigations Teams, provide trainings (i.e language training, on cybercrime, on criminal investigation of drugs/trafficking in human beings) and measures to improve cooperation with EU agencies.

Regional project "**Financial Investigation In-Service Training Programme**", implemented by CEPOL and UNODC. The programme is to develop and sustain institutional capacity of the Albania law enforcement agencies in order to prevent, investigate and prosecute transnational organized crime and financing terrorism.

**Regional Programme and bilateral “Building the Capacities of and Strengthening Cooperation between Law Enforcement Officials in the Western Balkans**. The aim of this project was to improve international law enforcement strategic and operational cooperation among beneficiaries as well as between beneficiaries, EU Member States and regional/international law enforcement organisations, through the support of international investigations and prosecutions, the promotion of secured exchange of information and intelligence, the use of modern communication technology and data protection mechanism aligned to EU standards.

**iPROCEEDS** - Cooperation on Cybercrime Implemented by the Council of Europe. Supports compliance with relevant standards regarding cybercrime and crime proceeds including the Budapest Convention on Cybercrime (CETS 185) and the Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing of Terrorism (CETS 198) of the CoE.

Infrastructure support include the Reconstruction of the facilities of the Special forces of the Police, and Building of Hani i Hotit and Morina border posts.

The main lessons learned through IPA assistance so far include the following:  
As stated in the Indicative Strategy Paper for Albania 2014-2020,<sup>7</sup> the important lessons learned from IPA I are that (a) capacity building and investments require a minimum level of human resources in terms of both skill and number; (b) the ownership for EU funded investments is jeopardised if they are not linked to the sector strategies and budgets of the relevant Ministries as well as the need for a careful assessment of the institutional due diligence.

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<sup>7</sup> Indicative Strategy Paper for Albania (2014-2020)p. 20

There is a need for an effective Sector Working Group for the Home Affairs that will ensure effective coordination of the policies and ongoing project activities. It will also require a high level of ownership and support by the direct and indirect beneficiaries and will ensure appropriate targeting of funds and effective implementation of the actions. The high level ownership and coordination has been challenged by frequent changes of staff in high level positions. There is deficiency in the follow up and project monitoring process. It is often the case that the projects are not sufficiently planned and they do not contain specific deadlines, which makes monitoring and implementation of the project results very difficult. Hence there is a need to appoint a person that will be responsible in the administration for each of the ongoing projects, as regards monitoring and reporting on the status of the implementation. Therefore, the institutions benefitting from assistance must have the appropriate absorption capacity by providing all necessary human resources and ensuring the allocation of necessary budget for the development and follow up of projects. These institutions must be in possession of mature project proposals, proper planning capacity as well as the sufficient staff equipped with the necessary capabilities.

In addition, extensive donor coordination is essential to ensure continuity and sustainability of the assistance in the sector. Other donors in this sector are Austria, France, Italy, Spain, Sweden, the United Kingdom and the United States through the programs International Criminal Investigative Training Assistance Program (ICITAP), Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) and the Export Control and Related Border Security (EXBS). Support is also provided through the Organization for Security and Cooperation in Europe (OSCE) and the United Nations Office on Drugs and Crime (UNODC),

With regards to the area of socio-economic development the main issue relates to the sustainability and ownership of previous intervention by donors. Ownership of the social projects by the end beneficiaries is essential in case of social services and the lack of financial resources by the local municipalities to continue projects is questionable. In order to ensure sustainability, it is necessary that the interventions in community services will be covered from the state and local government budget in the mid-term, taking into account possible savings that result from learning the expertise and automation of many processes in treatment, prevention and community services.

Drug data collection requires a joint cooperation approach and collaboration amongst all institutions in charge of providing and collecting data to avoid overlapping and to ensure reliable and comprehensive data.

## 2. INTERVENTION LOGIC

### LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To contribute to an effective and efficient law enforcement system to fight organised crime and drugs trafficking and support socio economic development in affected communities	Progress made towards meeting the accession criteria (fight against corruption and organised crime and social policies as per DG NEAR Report / Indicative Strategy Paper for IPA II)	EC Reports on Albania	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>Specific Objective 1:</b> To improve the capacity of the Albanian State Police (ASP) and the General Prosecutor Office and relevant agencies in tackling organised crime including drug trafficking and cannabis cultivation.	Number of criminal proceedings concerning organised crime cases  Number of detected illegal acts on the borders Number of plants of cannabis eradicated	GPO and ASP annual reports  Border Police Reports  UNODC Drug reports	Political and economic stability of Albania and the region remains at the same level
<b>Specific Objective 2:</b> To improve the capacity of the Ministry of Health and Social Protection and the Institute of Public Health to analyse drug use. It will support selected municipalities to deliver services and alternative livelihoods to communities vulnerable to cannabis cultivation and trafficking.	Number of services provided by local communities to individuals involved in cannabis cultivation and trafficking targeted. The capacity to analyse drug use is in place.	Project report	
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS



<p><b>Result related to Specific Objective 1</b></p> <p>Result 1: Improved capacity to conduct criminal and accompanied financial investigations for combating organized crime and drugs trafficking based on proactive and intelligence based investigative methods.</p>	<p>Number of investigations conducted with the use of I2 and other tools introduced for the proactive intelligence led investigations on organized crime and drugs trafficking</p> <p>Number of financial investigations supported</p>	<p>Ministry of Interior, ASP and GPO Annual Reports</p> <p>GDPML reports</p>	<p>Adequate implementation of regional cooperation and asylum and migration policies in the region.</p> <p>Relevant staff continues to work in the sector and regularly uses new IT tools, instruments, knowledge and skills in everyday operations.</p> <p>There is effective cooperation and coordination between all relevant institutions in Albania</p>
<p>Result 2: Improved capacity for border control focused to fight cross border organised crime and drugs trafficking</p>	<p>Number of additional equipment available for detection of cross border organised crimes;for border police</p> <p>Number of border police trained in regional cooperation and methods for fight against cross border organised crimes;</p>	<p>Project report</p> <p>Ministry of Interior, ASP Reports</p>	
<p><b>Result related to Specific Objective 2</b></p> <p>Result 3: Improved access to socio-economic rural development and employment opportunities, services and facilities in communities vulnerable to cannabis cultivation and trafficking</p> <p>Result 4: Improved monitoring of drug statistics</p>	<p>Number of individuals (disaggregated by male/female) benefitted from services</p> <p>Number of Annual Drug Report published coherent with EMCDDA guidelines</p>	<p>Project Report</p> <p>Annual Drug Report</p>	<p>There is effective cooperation with all relevant institutions in Albania</p>

## DESCRIPTION OF ACTIVITIES<sup>8</sup>

### **Result 1: Improved capacity to conduct criminal and financial investigations for combating organized crime and drugs trafficking based on proactive and intelligence based investigative methods**

#### **Activity 1.1. Capacity building for prosecutions management for effective investigation on organised crime.**

This activity will mainly support enhancing the prosecutor's office capacities at central and districts level for the implementation of the legislative reforms. Focus will mainly be on capacity building, mentoring and operational support in management for the new organizational structure, ensuring proactive investigations, investigation of the serious crime cases and decentralized use of the special investigative means.

#### **Activity 1.2. Support for effective fight against organized crime with special investigative tools and forensic analysis**

This activity will support the Police Forensic Department Laboratories to reach required standards in terms of technical capacity and relevant equipment (procurement) in order to improve: evidence treatment and management, capacity and track record of the laboratory, confidence in the laboratory operation and conclusions. This activity will also support the Central Special Task Force to reach required standards in terms of operational and technical capacity and relevant equipment in order to improve intelligence led policing, operational analysis, proactive multidisciplinary investigations and track record of the cases and will support collecting of the necessary evidence and international cooperation and thus build the confidence in the fight against organised crime. Furthermore, this activity will build capacity and improve effective implementation of special investigative actions – surveillance and technical recording of communication will be enabled for district police departments and regional prosecutorial offices.

#### **Activity 1.3. Capacity building and mentoring for the proactive, intelligence led investigations, with all economic dimensions included such as financial investigations and confiscations**

This activity will strengthen the capacities of the prosecutors for the appropriate implementation of the financial investigations related to asset recovery and other economic dimensions also related to property rights. It will also support the conduct of operational investigations related to sophisticated organised criminal groups and financial investigations and the recovery of criminally acquired assets, encouraging the use of parallel asset recovery measures in the criminal investigations. The activity will include purchase and installation of hardware and analytical software for the GDPML/FIU. All the support will ensure alignment with the currently developed national asset recovery strategy.

#### **Activity 1.4 Building national capacities for prevention and fight against crime and public order by establishing institutionalised training for the Albanian State Police, the Security Academy and other Law Enforcement (LE) agencies**

This activity will indicatively support establishment of institutionalized training programs based on the Albanian legal system and institutional set up. It will enable increasing of the capacity of the Security Academy to deliver training and to develop an e-learning platform for district officials to better fight organized crime and drug trafficking. Key areas requiring capacity

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<sup>8</sup> The IT strategy and Communication component to increase the capacity of the law enforcement to fight OC was carefully examined. Given the complexity of the issue and the high cost associated it has been decided to not include it in the program.

building are Strategic planning, policy development, leadership and co-ordination,, Financial investigations, Intelligence led policing and proactive investigation, anti-terrorist activities; Performance management, M&E, Research and analysis, Decentralisation of management. Training programs should be tailored for law enforcement authorities and magistrates to deal with complex corruption, financial and economic crime cases.

**Result 2: Improved capacity for border control focused to fight cross border organised crime and drugs trafficking.**

**Activity 2.1 Capacity Building for effective management of green borders, blue borders and air borders**

The activity will help ensure effective management of borders posts by providing appropriate support and equipment (such as but not limited to mobile and fixed thermal-vision, cameras and others sensors, patrolling equipment) and associated operational support for effective border control and surveillance and prevention of illegal activities in the sea/lake border and maritime area.

**Result 3: Improved access to socio-economic rural development and employment opportunities, services and facilities in communities vulnerable to cannabis cultivation and trafficking**

**Activity 3.1. Support to the development and implementation of economically viable alternatives to cannabis cultivation and trade, with focus on young men and women**

This activity will focus on strengthening the capacities of the municipalities services to develop gender sensitive economic plans targeting vulnerable groups and to enable economic alternatives hence preventing them to participate in illicit activities and cannabis cultivation.

**Activity 3.2 Support to strengthening women's and men's access to quality health, social, educational services**

This activity is related to the support and the development of more inclusive and accessible health, social, educational and community services in areas affected or potentially affected by cannabis cultivation. It will include the development of more integrated services in the local community (health, social, education and community).

**Activity 3.3 Capacity building support to municipalities on the organization and management of services**

This activity will support a number of selected municipalities to build their organisational and institutional capacity through training and advisory assistance for the operation of inclusive and accessible health, social, educational and community services as well as for providing better access to economically viable employment alternatives.

**Result 4: Improved monitoring of drug statistics**

**Activity 4.1. Support to the implementation of a comprehensive approach to data collection on drugs use and evidence-based decision and policymaking, using models and standards developed and promoted by EMCDDA.**

The activity will focus on supporting and/or setting up of a national drug information unit and continuation of the support to the network of National Focal Points in Albania including raising public awareness on drugs and supply of required equipment.

## RISKS

Activities	Risk	Level	Mitigation
Activity 1.1. Building Prosecutions management capacities for effective investigation on organised crime.	Insufficient human capacity in the PPO at the District level, insufficient support from the judicial police at District level, insufficient IT capacity for exchange of information, for the proactive investigations and for tracking mechanism	M	Establishing good communication channels and regular coordination and consultation between Institutions involved in investigations, developing coordinative procedures
Activity 1.2. Increasing the national capacities for effective fight against organized crime with special investigative tools and forensic analysis.	Lack of political will to fight organized crime	M	To engage in continuous dialogue with Albanian institutions authorities
Activity 1.3. Enhancing the capacity for the proactive, intelligence led investigations, with all economic dimensions included such as financial investigations and confiscations.	Inadequate inter-institutional coordination and cooperation.	L	To organise regulate coordination meetings and to create clear coordinative procedures and SOP's
Activity 1.4 Building national capacities for prevention and fight against crime and public order by establishing Institutionalized training for the Albanian State Police, the Security Academy and other Law Enforcement (LE) agencies	Insufficient human and technical capacity in the Security Academy to respond the needs. Inadequate HR policy for the trained LE officials	M	To prepare a good TNA and programs, Selection of an adequate twinning partner, relate competence based training to the career development
Activity 2.1 Capacity Building for proper management of green borders, blue borders and air borders, including purchase of equipment.	Delays in preparation of Technical documentation	L	To prepare a good sequencing plan
Activity 3.1;3.2. To strengthen the capacities of the Local municipalities in providing socio-economic and alternative community services at local level to prevent illicit activities	Insufficient cooperation regarding data collection activities between different national ministries, institutions and CSOs (i.e Ministry of Education, CSOs, Ministry of Interior, Forensic Institute, etc.) with different priorities and dynamics.	H	Local municipalities should be duly informed and participate in the design of the project. The intervention to be designed in close consultation with the Local Municipalities and explained at length what support would be needed from the municipalities' social services to fully endorse the interventions and guarantee sustainability.
4.1 To support the country in acquiring a comprehensive approach of data collection and evidence-based decision and policymaking, using models and standards developed and promoted by EMCDDA.	The Local Municipalities may not fully endorse, or take considerable time in endorsing the actions as well as assigning institutions and experts for participation in the project's activities; trained personnel may leave the institution or assigned to other responsibilities.	H	The national counterparts endorse the action and assign relevant institutions as implementation partners; each of the participating departments and organisations remains fully committed and allocates sufficient and relevant human resources for participation in the action implementation.

The activities will assume the political support of the Government, the Minister of Internal Affairs, operational support of the GPO, local authorities and the administrations that will be,

inter alia, presented by providing sufficient resources and establishment of Sector Working Group for monitoring and evaluation of the implementation and effectiveness of the activities. The implementation of the activities will require the full commitment and participation of the senior staff of the MoI, ASP, and GPO, particularly in reinforcing and supporting the new approach to the fight against organized crime and the need for change of the management culture at the local level. Implementation will assume the securing of capital investment and goods and services budget for the ASP and GPO to maintain the vehicles and radio-communication system, to renew the interception system and, above all, the maintenance of the already funded EU projects, such as CAMS (Case management system of the GPO).

Functional sector reform coordination mechanism shall be in place at both policy-setting and operational levels before the launch of the Action including donor coordination mechanism, appointment/assignment of staff with adequate professional skills and qualifications and establishment/re-arrangement of institutional structures in the bodies targeted by the Action before the launch of the Action and guaranteeing the continuity of the appointed/assigned staff and new institutional structures; Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the Action tendering process; Appointment and availability of staff of the beneficiaries to participate in the Action implementation activities.

### **CONDITIONS FOR IMPLEMENTATION**

The conditions of the action include that i) the Sector working group including all relevant institution targeted by this support is established and operational, ii) the institutions benefitting from the assistance ensure appropriate human resources and the allocation of budget for the implementation and follow up, including that the Ministry of Interior, the Albanian State Police, the General Prosecutors Office and other institutions of the sector have funds for the servicing and the maintenance of all EU funded investments reflected in the annual budget of the institutions, iv) targeted municipalities ensure the maintenance and operation of the community centres and cover delivery of assistance beyond completion of the Action. Failure to comply with the requirements set out above may lead to a recovery of funds under this programme and/or the re-allocation of future funding.

## **3. IMPLEMENTATION ARRANGEMENTS**

### **ROLES AND RESPONSIBILITIES**

The Minister of Interior, Albanian State Police and its relevant institutions, the General Directorate for the Prevention of Money Laundering the General Prosecutors Office as well as the Institute of Public Health, the Ministry of Health and Social Protection, State Social Series and selected municipalities shall be engaged during the design and implementation. The Government shall establish a **Sector Working Group** for the preparation and effective implementation, monitoring and evaluation of of the activities. The implementation of the actions shall be coordinated and in coherence with the monitoring and implementation framework of the Anticannabis Strategy.

The Working Group will include the abovementioned main institutions responsible for the implementation of the action as well as other key institutions involved ( e.g. Ministry of Agriculture, Agency for Protections of Childen's Rights the Ministry of Finance and Economy, local NGOs, international partners organisations and implementing agencies active in socio-economic development at local and regional level as well as selected municipalities where the action will be implemented). The Working group will ensure

- effective coordination of policies and support activities and monitoring mechanism for all phases of the implementation with the engagement from IPA units, policy and operational units as well as senior management of the relevant institutions. The IPA units of MoI, ASP will support the direct beneficiary units (Border Police, Security Academy, GPO, others) in implementation, monitoring and reporting, which shall appoint a contact person.
- leadership and ownership for the implementation of the social socio-economic component by the end beneficiaries for social services and the securing of financial resources by the municipalities.
- coordination and engagement of necessary human resources. The institutions are required to ensure project preparation, proposals, planning capacity as well as the sufficient staff equipped with the necessary capabilities.
- funding in the national budget to ensure the maintenance of EU funded equipment, vehicles and radio-communication system, the interception system such as the Case management system of the GPO.
- the supported interventions in community services shall be covered from the state and local budget on the mid-term, taking into account possible savings that result from learning, expertise and automation of processes in treatment, prevention and community services.
- joint cooperation approach for drug data collection and collaboration among all institutions in charge of providing and collecting data to avoid overlapping and provide with reliable and comprehensive data.

The relevant Institutions are listed below:

**The Ministry of Interior (MOI)** is the one of the two direct beneficiaries and a key player among the target group institutions. In accordance with the Constitution and other relevant legal framework, MIA is responsible for developing sector policies, legislative drafting, policies implementation, and international cooperation, conduction of other necessary services related to the main areas, such as: the fight against organized crime and trafficking; reduction and prevention of ordinary crime; fight against terrorism; decentralization and local autonomy; management of asylum; issues related to civil services, civil emergencies and control of the territory etc. There is particular need to strengthen the capacities of those structures, which play a key role in ensuring intra-ministerial, inter-institution and international coordination and cooperation.

**GPO/Prosecutor Office** is the key institution in charge of investigation and prosecution of all forms of crimes. Recently its legal and organisational framework has been reviewed and changed as result of the judicial reform.. It is an independent body, which shall ensure the coordination and control of its actions as well as respects the internal independence of prosecutors to investigate and prosecute, in accordance with the law.

**Albanian State Police (ASP)** is part of the MOI structure but it has its own budget and acts as an independent body in view of personnel management and operational activities. It is a centralized body. Local police structures operate based on their own budget and jurisdiction. ASP Directorate General is organised into four main Departments: Department of Criminal Police, Public Safety, Border and Migration, International relations, Support Services and other key structures such Anti-Terror Directorate, Security Academy etc.

**Security Academy** was re-established as police higher education institution in 2015. The Academy develops an annual training programme. In addition, it also coordinates with various donors for the implementation of different trainings. Security Academy has a cooperation agreement with CEPOL and it has established the CEPOL National Contact Point

The **General Directorate for the Prevention of Money Laundering (GDPML)** established in 2001, has undergone continuous consolidation aimed at fulfilling its role as the Financial

Intelligence Unit (FIU) in Albania and an integral part of the anti-money laundering/countering the financing of terrorism (AML/CFT) in the country. GDPML has aimed to reach its goals in providing value added intelligence to the Law Enforcements Institutions as well as provide the outmost support to international efforts of partner FIUs to tackle money laundering and terrorism financing activities.

The following two institutions are not yet established but might be included in the scope of the programme at a later stage

**Special Prosecution Office combatting corruption and organized crime (SPAK)** is governed by the special law no. 95/2016, dated 06.10 2016 “*On the organization and functioning of institutions for combating corruption and organized crime*”. The law establishes a specialised prosecution office to exercise the competencies provided in the Constitution, and independently investigate and prosecute crimes of corruption and organised crime It represents the state in the Anti-Corruption and Organized Crime Court of First Instance, Anti-Corruption and Organized Crime Court of Appeal, and the High Court. The SPAK prosecutors will be appointed by the High Prosecutorial Council.

**The National Bureau of Investigation (NBI)** will be a specialised section of judicial police, which investigates criminal offences under the jurisdiction of the Special Prosecution Office in accordance with the provisions of Criminal Procedure Code. The NBI shall also maintain Judicial Police Services in accordance with the law. The Director of the National Bureau of Investigation, the investigators and its Judicial Police Services will be supervised by and will operate at the direction of the special prosecutors of the Special Prosecution Office (Art. 5).

The Special Prosecution Office as well as the NBI remain to be set up and the proper functioning of these new structures will take some time. Support to investigative and prosecution capacities in the fight against organised crime and corruption, money laundering and other criminal offences, as well as enhance the coordination and collaborations among prosecutors and other law enforcement activities may be relevant.

The **Institute of Public Health** is the lead institution responsible for collecting drug related data. The activity should be coordinated with the Ministry of Health and the Ministry of Interior as the contact point with the EMCDDA. Other key institutions involved in the management and implementation of the action are: the Ministry of Education, Forensic Institute and CSOs.

The **municipalities** selected to implement the action will be direct or indirect implementers of the action at the local level. The selection will be based on the following criteria: a) presence of population affected by cannabis cultivation; b) poverty indicators; c) absorption capacity of the municipality; d) capitalisation on previous donor actions.

## **IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING**

### ***Direct management by the EU Delegation (Activities 1.4, 3.1, 3.2, 3.3 and 4.1)***

**Procurement - Activity 4.1: indicatively** EUR 1,500,000, for indicatively one service contract

**Procurement - Activity 3.3: indicatively** EUR 500,000, for indicatively one service contract

➔ Global procurement envelope: EUR 2,000,000

**Grant Calls for proposal - Activity 3.1, 3.2 indicatively** EUR 3,500,000 with a competent local authority or public body in the fields related to this action which will be directly responsible for the preparation and management of the action with partners, if any, not acting as an intermediary. Indicatively two to three calls for proposals are planned with a minimum amount of EUR 300.000 and maximum amount of EUR 500.000.

**Grant – Twinning - Call for proposal Activity 1.4** indicatively EUR 2,000,000 , indicatively one twinning contract with applicants from EU Member State administrations or mandated bodies.

→ **global grant ( incl. Twinning envelope) = 5,500,000**

***Indirect management by entrusted entities for Activities 1.1,1.2,1.3 and 2.1***

**For Activities 1.1, 1.2 ,1.3** EUR 5,500,000 indirect management with a pillar assessed Public body, or relevant mandated body or public body authority of a European Union Member State operating in the fields related to this action

The pillar assessed entrusted entity might be identified through a call of expression of interest. The entrusted entity shall be responsible for carrying out all the tasks relating to the implementation. This implementation modality has been selected to benefit from an EU Member State comparative advantage and expertise.

The selection criteria are (i) mandate of the potential delegatee entity; (ii) experience of the potential delegatee entity in particular in the context of the European Union and in Albania; (iii) technical expertise, logistical & management capacities of potential delegatee entity, including at the local level; (iv) impact, results, leverage effect of cooperation with other entities/donors, also covering effectiveness of the delegation of tasks, included in Albania; (vi) reduced transaction costs level by the potential delegatee entity.

The pillar assessed selected EU Member State public body shall be responsible for carrying out all the tasks relating to the implementation, including Budget Implementation Tasks. In particular, the entrusted entity shall be responsible for managing calls for tenders, call for proposals, contracting, implementation, managing payments, information and visibility, monitoring and reporting of IPA II activities, and the evaluation thereof whenever relevant, in accordance with the principle of sound financial management, and ensuring the legality and regularity of the expenditure incurred in the implementation of the programme.

**For Activity 2.1 EUR 6,000,000 indirect management with the European Border and Coast Guard Agency (FRONTEX)**

The selected pillar assessed entrusted entity is the European Border and Coast Guard Agency (FRONTEX) which shall be responsible for carrying out all tasks relating to the implementation. This implementation modality has been selected to benefit from the comparative advantage of FRONTEX which has expertise in the area of EU Member States related actions in particular in cross border crime. FRONTEX has also signed an agreement for operational cooperation between with Albania atht will enable European Border and Coast Guard Agency teams to be swiftly deployed on Albanian territory with executive powers.

The reason for choosing FRONTEX is that the beneficiary needs support from a specialised institutional partner with comparative expertise and relevant project management capacity. The selection criteria were (i) experience of the delegatee in the area; (ii) quasi monopoly of the entity in relation to border management issues of the European Union (iii) technical expertise, logistical & management capacities; (iv) comparative advantage due to synergies with other activities of FRONTEX in Albania (iv) impact, results, leverage effect of cooperation with other entities/donors, also covering effectiveness of the delegation of tasks included in Albania; and (v) reduced transaction costs level by the potential delegatee entity.

FRONTEX shall be responsible for carrying out all the tasks relating to the implementation, including Budget Implementation Tasks. In particular, the entrusted entity shall be responsible for managing calls for tenders, call for proposals, contracting, implementation, managing payments, information and visibility, monitoring and reporting of IPA II activities, and the



evaluation thereof whenever relevant, in accordance with the principle of sound financial management, and for ensuring the legality and regularity of the expenditure incurred in the implementation of the programme.

#### **4. PERFORMANCE MEASUREMENT METHODOLOGY FOR MONITORING (AND EVALUATION)**

The European Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

The action will be regularly monitored by the EU Delegation to Albania. Internal monitoring will be implemented through Steering Committee meetings, EU Delegation implementation reviews, on-the-spot checks, meetings with beneficiaries and consultant companies/contractors, while the external monitoring will be implemented through Result-oriented Monitoring (ROM).

**Steering Committees (SC)** will be organised for each component of this Action Document in line with detailed provisions of the respective procedures. SC is responsible to ensure smooth implementation through regular review of sector plan progress. The EU Delegation to Albania is a member of the Steering Committee. Steering Committees will monitor and coordinate the overall progress and the implementation of the contracts/projects. The Steering Committees will comprise of representatives from all relevant stakeholders, including the definition of the components and geographical focus of Activities 3.1 and 3.2. The exact composition of the Steering Committee will be agreed with the EU Delegation at the start of the project. The Steering Committees will meet at least once a year or more frequently, if required. The Steering Committees will take the necessary decisions related to project facilitation and progress and will be the forum to discuss any unforeseen difficulties. Written reports on the progress of the project activities shall be prepared and submitted on at least six months intervals. The reporting schedule shall depend on the nature, commencement and duration of project activities.

**Sector Working Group (SWG)** shall be established under the lead of Ministry of Interior to further strengthen inter-institutional cooperation and is responsible to ensure efficient coordination of activities related to programming and monitoring of EU funds and to propose relevant measures. Under the indirect management procedures, monitoring will be carried out by means of Implementation Reports.

Indicator	Baseline (2)	Target 2020 (3)	Final Target (2023) (4)	Source of information
<b>Overall Objective</b> CSP: Progress made towards meeting accession criteria	<b>Some level of preparation (2018)</b>	Progress	Progress	<b>EC Annual Country report</b>
<b>Specific Objective 1:</b> Number of criminal proceedings concerning organised crime cases	5 (2017)	7	15	GPO Annual report
Number of detected illegal acts on the borders	226 (2017)	300	400	ASP Border Police reports
Number of plants of cannabis eradicated	4 634 (plants identified in 2015)	2000	1000	UNODC Drug reports INSTAT data,
<b>Result 1</b> Number of investigations conducted with the use of I2 and other tools introduced for the proactive intelligence led investigations on organized crime and drugs trafficking	23 (May 2018)	50	50	ASP Annual Report Annual Report GDPML
Number of financial investigations supported annually	0	20	30	ASP Annual Report
<b>Result 2</b> Number of additional equipment available for detection of cross-border organised crimes for border police;	0	200	200	Activity progress and final report
Number of border police trained in regional cooperation and methods for fight against cross border organised crimes;	519 in 2017	900	900	Activity progress and final report
<b>Specific Objective 2:</b> Number of professionals of social services provided by local communities to individuals involved in cannabis cultivation and trafficking targeted.	50	100	150	Activity progress and final report
The capacity to analyse drug use is in place	No	Yes	Yes	Activity progress and final report
<b>Result 3</b> Number of individuals (disaggregated by male/female) benefitted from services	160	320	500	Activity progress and final report
<b>Results 4</b> Number of Annual Drug Report published coherent with EMCDDA guidelines	0	1	1	Annual report on drugs indicators

## SECTOR APPROACH ASSESSMENT

With respect to the sector approach, in the framework of the **NSDI 2015-2020** the following priority areas and strategic documents are in place:

**The cross-cutting Integrated Border Management Strategy and Action Plan 2014-2020**, which aims to achieve high standards for border control and surveillance in line with the requirements of the EU- and Schengen-Acquis (which means the harmonization of legislation with EU-Acquis, the strengthening of regional and cross-border cooperation, as well as the upgrading of infrastructure at border crossing points). The 2014-2020 integrated border management strategy and action plan is fully aligned with European standards. Albania is a member of the Western Balkan Risk Analysis Network (WB-RAN) led by EBCGA.

**The crosscutting Strategy on Organised Crime, Terrorism and Trafficking**, which addresses the challenges related to: (i) improving results in the fight against production and trafficking of drugs, organized crime, terrorist acts, money laundering, economic and financial crime and corruption; (ii) increasing the effectiveness of the National Referral Mechanism in order to protect, assist and support trafficking victims.

A national asset recovery strategy is currently being drafted.

**The Albanian state police Strategy 2015-2020**, which analyses the actual situation of the public order, closely related to the Police standards; identifies the main factors that impact the field of security and projects development policies by expressing them in priorities, objectives and relevant alternatives.

**The Mid Term Strategy of Albanian Prosecution 2015-2017**, which focuses on increasing the effectiveness of the investigations, strengthening the professional and technical investigative capacities, strengthening the inter-institutional cooperation, etc.

**National Strategy against Violent Extremism and its Action Plan 2016-2020** which focuses on engaging communities, challenging violent extremist narratives and developing long-term comprehensive policies to counter violent extremism. The Strategy proposes 10 measures, organized under three priority areas, for developing capacities, policies, and mechanisms to address violent extremism and radicalization.

**A Bank of Albania mid-term development strategy 2018-2020 was adopted in November 2017**. The BoA has continued to further align the banking regulation and supervisory manual with Basel II and Basel III. The Basel III definition of capital has been adopted.

**Strategy against Trafficking in Human Beings and its Action Plan 2014-2017**, and its Action Plan which focuses on enhancing the law enforcement (police, prosecution) and judicial response to rigorously enforce existing laws for successful prosecutions, adjudications and the respect and guarantee for the rights of victims of trafficking; redress and compensation to victims of trafficking; early identification and referral of all categories of trafficked persons. The new strategy and action plan for 2018-2020 have been finalised and their adoption is pending.

**ASP Public Order Strategy, 2015-2020 and its Action Plan 2015-2017** focuses on the development and approximation of police organization standards to those of EU; Strengthening law enforcement to increase the level of security; Fight against organized crime and corruption; Integrated border management and migration; strengthening institutional and international cooperation.

**Business Strategy of the Customs Administration** comprises the mission and strategic objectives for the period 2017-2021, including an objective on enhancing IT systems and platforms.

The **Action plan against cultivation and trafficking of cannabis 2017–2020** envisages a significant number of measures aiming to improve the socio-economic situation of the people affected by illicit cannabis cultivation and to identify, detect and dismantle criminal groups and networks that are active in the cultivation and trafficking in cannabis.

The **Drugs Strategy for 2013-2020 and the Action Plan for 2017-2020** was approved by the Council of Ministers in 2012. The strategy ensures a balanced approach to drug supply and demand reduction aspects. It is based on four main pillars: (i) strategic coordination; (ii) supply reduction; (iii) demand reduction; and (iv) harm reduction. The mission of the Strategy is to protect public safety and the life and health of individuals and communities by minimizing the risks and other damages deriving from drugs.

The draft **National Drug Control Strategy 2018-2022** is under the process of approval and will focus on: i) creating conditions in the primary healthcare system for providing preventive interventions on drug use, especially for adolescents and young people across the pre-university education system, as well as for the general population, in compliance with the basic principles of drug prevention; ii) encouraging and training drug addicts to address treatment with a view to reducing drug addiction and improving overall health and social welfare, and ultimately embracing a drug-free living style and; ii) reintegrating and supporting inclusive social mechanisms that ensure equal fulfillment of the social needs of individuals and disadvantaged groups, victims of drug use and abuse.

The **National Employment and Skills Strategy 2014-2020** goal is to promote jobs and skills opportunities for all Albanian women and men. This strategy represents one of the strongest commitment of the Albanian government to citizen's welfare. Implementation of the NESS is under the leadership of the Ministry of Social Welfare and Youth, in close cooperation with other Ministries and with the support and technical assistance provided by many international development partners.

The **Strategy for Social Protection 2015-2020** brings forward three major reforms undertaken recently by Albanian Government; sets clear objectives to establish the foundations for a consolidated and inclusive social protection system in Albania. The Strategy for Social Protection establishes a clear vision for how central government and local government units should work together in the field of social integrated services, by establishing social service structures and the minimal service package for every person in need, aiming to provide for individuals, when needed, and as closer to the community as possible.

Migration issues are covered by the National development and integration strategy for 2015-2020 and the National employment and skills strategy for 2014-2020.

## **6. CROSS-CUTTING ISSUES**

### **GENDER MAINSTREAMING**

All implementing partners and beneficiaries will agree at the beginning of the activities on an acceptable method of ensuring gender mainstreaming are addressed. Additionally, the activities of the project seeking to improve the data collection and overall data management system, shall focus on introduction of gender aspects and parameters in the data collection tools, to avail collection of relevant data that will serve as baseline for analysis and moreover for devising specific programmes and actions for addressing the gender dimension. The MOI, the ASP the GPO and other beneficiaries are committed to equal gender treatment throughout its human resource management. The present projects, however, shall further support the gender sensitization of the target audience. The training activities will include a specific component to train staff in the implementation of the National Strategy and Action Plan on Gender Equality 2016-2020, while reference will be made to the EC Programme of Action for the mainstreaming of gender equality in community development cooperation (2001-06). The trainings shall also include components on mainstreaming gender in border management (in line with principles and standards promoted by DCAF and the OSCE) and mainstreaming gender in the overall strategic planning and management system respectively.

### **EQUAL OPPORTUNITIES**

Training programmes provided will consider proportionate enrolment and participation of the women and women will be encouraged to apply and take managerial positions in the respective LE agencies. Priority will be given to the women in implementation of the socio economic measures for income generating activities support (including capacity-building programmes) and vocational educational related to reducing drug cultivation.

## **MINORITIES AND VULNERABLE GROUPS**

Actions are committed to a human rights based approach, giving particular consideration to special individual needs of different groups being victims of organized crime, trafficking in human beings, migrants or socially vulnerable groups. The project shall seek to strengthen the implementation of the legal provisions in practice through increasing of the capacity of the law enforcement, prosecution and other officials dealing with these groups by establishing of an efficient and sustainable system for protection of vulnerable groups, as well as through specially tailored trainings that will include cultural and vulnerability sensitization modules, but also modules on migrant's rights and migrant's protection. Socio economic actions will apply a preventive concept for improved living conditions for young Albanian people and their families (vulnerable childrens) at risk of unsafe migration by enabling access to quality social services, education, vocational training and income generating activities and after school inclusion, integration and learning programs.

Activities shall aim to support the implementation of the relevant international standards in the respective international documents such as the UN Convention on Elimination of all Forms of Racial Discrimination, Convention against Torture, Inhuman and Degrading Treatment and or Punishment, UN *Convention* relating to the Status of *Refugees*, EU Directive 2008/115/EC on common standards and procedures in Member States for returning illegally staying third-country nationals and in line with recommendations made by relevant international human rights monitoring bodies. It is necessary to ensure protection of minorities and vulnerable groups while implementation of the interrogations according the CPC or different police activities. In this regard it is necessary to ensure protection of minorities and vulnerable groups and to install effective protection mechanisms. All implementer partners and beneficiaries should agree at the beginning of the activities an acceptable method of ensuring these concerns are managed.

## **ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)**

With regard to **awareness raising and monitoring**, CSOs are best placed for the following activities:

- Awareness raising for the citizens on the new organization of the police and prosecution
- Monitoring implementation of the SIM that have capacity to affect human rights during the court proceedings and through the work of the Parliamentarian committee for the control over the security services
- Monitoring confiscation and asset recovery cases
- Providing input to investigative media on cases of abuse

CSOs can contribute to the monitoring of the implementation of Result 3 since the CSOs have a strong technical expertise and significant experience in providing socio-economic services in the region and have established in the country four community centres. The activities will be open to synergies with interested non-state stakeholders as appropriate.

In the area of reuse of assets confiscated to organized crime, CSOs need strengthening of their abilities to develop monitoring instruments and fact-checking services as a means of holding public actors more accountable for the implementation of proposed programmes and policies.

## **ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)**

The European Community has a longstanding commitment to address environmental concerns in its assistance programmes. The support to the institutions will include a specific component to assist the beneficiary to implement an 'internal environment assessment' and to identify areas where it could improve its internal performance vis-à-vis environmental aspects. Among others, the concept of humanitarian border management in times of natural disasters shall be introduced trough the training topics. The training activities will include different aspects of mainstreaming

environment in the conceptualisation and implementation of the activities. The Four Rio Markers covering: biodiversity (1998), climate change adaptation (2010), climate change mitigation (1998) and desertification (1998) will be applied where relevant as well as the measures related to resilience and risk prevention.

## **7. SUSTAINABILITY**

Actions described shall use past experiences and ensure sustainability. Strategic plans for development and implementation of comprehensive mechanisms for assistance shall be outlined to ensure ownership and commitment as regards the sustainability. With the strategic approach and institutionalised capacity building activities, the results of the capacity building activities (human and material) shall sustain beyond the duration of the Action. The developed reference materials shall be embedded in national training programmes/institutional training programmes; the pool of trainers established shall replicate the trainings when and as necessary; the skills acquired and the equipment purchased shall be in use long after the project closure. The materials developed should be simple enough to be regularly updated and changed by the staff of the respective organisations without external support. There are a number of financing issues resulting from the changes in legislation as well as in the institutional structure of the system, leading to the creation of new institutions and the reorganization of other ones. New staff hires, increase of current salaries and maintenance costs for new IT systems create funding need from the state budget. It is of fundamental importance that new state bodies/agencies have clearly defined lines of accountability towards relevant parent ministries (as demonstrated through regular supervision and reporting). Steering and controlling of these bodies should be clearly assigned to sector ministries (or in very exceptional cases by independent oversight institutions), and they should be subject to scrutiny by the court and by the public. Creation of policy development functions outside ministries should be avoided.

The monitoring system shall be developed to serve the effective implementation and reporting and to take corrective measures when necessary. Mechanisms for monitoring implementation of the activities need to be installed and remain beyond the implementation phase. The activities planned will result in assessment reports, guidelines, curricula training materials and databases and will be available for use by all sector agencies and by other stakeholders after the end of the activities. Since results should be sustained, the Beneficiary should describe in its budget planning (Medium-Term Business Planning (MTBP) or alike) have they planned necessary resources ensuring the sustainability.

## **8. COMMUNICATION AND VISIBILITY**

The fight against organised crime, the justice reform process has received the widest coverage and attention any reform process has ever received in Albania. This is because in the Albanian Government Program 2017-2021 strategic priorities put focus on the strengthening the institutions, the vetting process of the entire State Police, new concept on the recruitment and promotion system based on merits and transparency. The communication activities shall accompany the implementation of the activities. All necessary measures will be taken to publicise the fact that the action has received funding from the EU in line with the EU communication and visibility requirements in force. All stakeholders and implementing partners shall ensure the visibility of EU financial assistance provided throughout all phases of the programme cycle. Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process, as well as the benefits of the action for the public. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds. Visibility and communication aspects shall be complementary to the activities implemented by DG NEAR and the EU Delegation and in full coordination with it.