

FINAL VERSION

1. Basic information

- 1.1 **CRIS Number:** 2009/021-665
- 1.2 **Title:** Integrated Border Management
- 1.3 **ELARG Statistical code:** 3.29
- 1.4 **Location:** Skopje, with nationwide project activities

Implementing arrangements

1.5 **Implementing Agency**

The Central Financing and Contracting Department (CFCD) will be the contracting authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities, upon conferral of management. The Head of CFCD will act as the Programme Authorizing Officer (PAO) of the project.

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1.6 **Beneficiary (including details of the SPO)**

The primary beneficiary is the Ministry of Internal Affairs

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The second beneficiary is the National Commission of Integrated Border Management.

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Financing

- 1.7 **Overall costs (VAT excluded)¹:** EUR 4 600 000
- 1.8 **EU contribution:** EUR 3 570 000

¹ The total costs of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated.

1.9 Final date for contracting

Two years from the date of the conclusion of the Financing Agreement

1.10 Final date for execution of contracts

Two years from the final date for contracting

1.11 Final date for disbursements

One year from the final date for execution of contract

2. Overall Objective and Project Purpose

2.1 Overall Objective

The overall objective of the project is further strengthening of the Integrated Border Management capacities in accordance with European/Schengen standards.

2.2 Project purpose

The Project purpose is the completion of the existing digital radio TETRA communication system.

2.3 Link with AP/NPAA/EP/SAA

2.3.1 Link with AP

The **Accession Partnership** stipulates activities in order to “Continue to implement the integrated border management action plan, develop the main databases for border management and ensure that they are connected, upgrade equipment for document analysis and border surveillance, introduce high-quality travel and identity documents and provide further training for staff. Provide adequate funding and training for implementation of the police reform, strengthen coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthen cooperation between the criminal police and the public prosecutors. Foster cooperation with neighbouring countries and ensure effective implementation, notably on cross border cooperation, the fight against organised crime, trafficking and smuggling, judicial cooperation, border management, readmission and the environment”.

2.3.2 Link with NPAA

The project addresses the priorities defined in the **National Programme for Adoption of the Acquis**, including setting-up of information and technological IBM structure and preparing an information system for integrated border management. It highlights that full operation of the digital radio system TETRA is expected thus ensuring the completion of the informational and technological structure of IBM.

2.3.3 Link with SAA

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** Article 11 on supporting projects having regional or cross border dimension, Article 74 on reinforcement of institutions in the area of law enforcement, Article

75 on cooperation in the area of border control, Article 78 on fighting and preventing criminal and illegal activities, Article 88 on the development of cross-border infrastructure and Article 101 on cross-border, trans-national and interregional cooperation.

2.3.4 Link with Progress Report

The 2008 Progress Report stresses that “There has been progress in the area of external borders and Schengen. The integrated border management strategy and action plan were almost fully implemented. The Law on State border surveillance and the related implementing legislation are being implemented. The process of border demarcation with Kosovo is almost complete. International cooperation is established at all levels and contacts have been established with FRONTEX with a view to concluding a working arrangement.

2.4 Link with MIPD

Despite ongoing IPA activities in support of the *police reform*, it will be necessary to continue to support completing the implementation of the *Action Plan for the Reform of the Police*, to ensure consistency and continuity of the approach, to consolidate progress already made, and to maintain momentum. In addition, significant further efforts are necessary in order to step up the fight against organised crime, including trafficking in human beings, arms and drugs. IPA funds may assist the country's efforts to complete the implementation of the *Integrated Border Management Strategy and Action Plan*.

2.5 Link with National Development Plan

The proposed project has reference in following assessments of the **National Development Plan** (2007-2009) highlighting the lack of border crossing points on the border of the country with northern neighbours.

2.6 Link with national/sectoral investment plans

The project directly links to the following key strategies and action plans in the sector (see for a more extensive list annex 3):

- National strategy for Integrated Border Management, 2003;
- Action plan for Integrated Border Management, 2005;
- National strategy for the Police reforms, 2003 (endorsed 2004)'
- Action plan for implementation of the police reform process, 2005;
- Strategic plan of the Ministry of Interior 2008 - 2010, 2008;
- Training strategy for the police, 2007.

3. Description of project

3.1 Background and justification

The National strategy for Integrated Border Management (IBM) was adopted by Government in December 2003. According to this Strategy in May 2004 the Ministry of Interior started a process of phased deployment on the national borders taking over responsibilities for border management previously executed by the army. This process ended in August 2005. Ever since the Border Police, as a specialized part of the Ministry of Interior have responsibilities for border checks and border surveillance. Taking into account that timely receipt and exchange of

information is of utmost importance, the National strategy for IBM recognises that one of the main national priorities will be to provide communications through which command and control will be implemented. Furthermore, the strategy stipulates that the personnel working in the field, especially the Border police must have communication with their base. They should also be trained on the procedures for radio reporting, in order to provide transfer of the right information in the right way. Thus, the action plan, which derives from the National Strategy for IBM, adopted by Government in October 2005, foresees activity for “Purchasing of equipment for the TETRA radio system”.

The Law on State Border Control was enacted in 2006 and entered into force in April 2007. The Law includes four articles related specifically to the concept of Integrated Border Management, giving legal direction to the establishment and operation of inter-agency co-operation in the field of Integrated Border Management. In accordance with this law, as well as in accordance with the aforementioned Action Plan for IBM, during 2006 and 2007 numerous Memoranda of Understanding were concluded between the agencies involved in IBM (Ministry of Interior, Ministry of Finance- the Custom administration, Veterinary and Phytosanitary inspection, Ministry of Health, Radiological Directory). It is anticipated that the implementation of the provisions of these documents will require adequate communication equipment, which will allow direct (in real time) exchange of information not only within one agency but also between the representatives from different agencies while executing joint operations.

In light of the new requirements for EU accession, and taking into account the introduction of the Schengen Border Code, the main task of the Ministry of Interior is the gradual harmonization of legislation, as well as implementation of standards and practices for border guarding in compliance with EU requirements and modernisation of the infrastructure in the field of border management.

For the successful and efficient performance of the tasks of the border police, which refer to border control (border checks and border surveillance), it is necessary within the Ministry of Interior to build a modern telecommunication system that meets the requirements and the standards of the EU and the Schengen Information System (SIS) for exchange of information and transmission of data. A contemporary, efficient and secure communication system is a precondition for reliable border management. The communication system should include base stations, fixed, mobile and portable terminals, switches and dispatcher centers equipped with appropriate hardware and software packages.

Currently, the Ministry of Interior does not have radio communications services for the entire national territory. The existing radio equipment is analogue and there is only local coverage. The various police forces use a number of different types of radio-communication equipment/systems from the same manufacturer, some of them over fifteen years old. In reference to the new operational obligations, particularly, but not exclusively in respect of border management operations, and in consideration of the new devolved structures and operational responsibilities throughout the national territory, there is a pressing operational requirement for reliable and high-security private/professional mobile radio-communications (therein after: PMR) services. These services will become the technical base for the exchange of information in real time not only within the territory of the former Yugoslav Republic of Macedonia, but also in the wider aspect allowing exchange of information with neighbouring countries' border services, using compatible radio communication services based on the TETRA standard.

Under CARDS 2004, in 2006 a large-scale tender² for the procurement and installation of TETRA was launched, as one of the two leading worldwide digital land mobile radio standards. Within this project currently underway, approximately 40% of the state territory will be covered with a digital radio signal. Additionally, within the overall frame of this project, two additional tenders were launched for providing sufficient numbers of fixed, mobile and portable terminals. The first tender³ was successfully finished while the second tender⁴ is ongoing at the moment. With this project, the Ministry of Interior sets the beginning of the transition from analogue to digital mobile radio communication system, which is an established standard by the European Institute of Telecommunication Standardisation. It is therefore important that under IPA 2008 Component I - TAIB, the second phase of the project is being supported, significantly increasing the coverage by the TETRA system up to some +/- 80% (approximately) of the territory of the country. For full coverage (95%) of the country, this, third phase of the project is foreseen under IPA 2009. It is also necessary to implement an indoor coverage system in the main metropolitan areas.

This project is closely connected with the CARDS project whose contract was signed in December 2004 for the implementation of a fixed point, to set digital microwave radio-communications system, linking the Ministry of Interior with the twenty international border crossing points. It is envisaged for this microwave radio infrastructure to complement the facilities and services of the planned PMR services and existing infrastructure and components, where feasible, may be used to provide backbone connection for the repeaters.

The Government is upgrading this SDH network from STM-1 to 2xSTM-1 and this means that the backbone network will have capacity for next phases of TETRA project, including new future planned projects.

In consideration of the newly devolved structures and operational responsibilities of the police services through the whole national territory, this project highlights the telecommunications link with the border police operations. The joint actions of the police within the country will be increased. At the same time, operational capacities of the Ministry of Interior in accordance with European standards will be enhanced, as a result of already implemented projects in this area and the existing telecommunications infrastructure. The number of direct participants in this radio system will also be increased. In future, this telecommunication system will enable the implementation of data transfer with higher capacity, serving the different services, such as fast and reliable identification of persons, transfer of pictures, and fast access to the central data base of the Ministry of Interior. The result of this project is expected to be full coverage of the country (95%).

Trained technical staff from the Ministry of Interior will have capacities to manage the communication system, to deal with any failure and train the end users of the system. Every year, the Ministry of Interior budget plans sufficient financial means for maintenance of the telecommunication network. Now the TETRA team from the Telecommunication Sector is more experienced. Expectations are that the number of staff of the sector will further increase.

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

² TENDER No: 04MAC01/11/005, Publication Reference No.: EuropeAid/123892/D/SUP/MK

³ TENDER No: 04MAC02/02/02, Publication Reference No: EuropeAid/125356/D/SUP/MK

⁴ TENDER No: 04MAC02/02/03, Publication Reference No: EuropeAid/125963/D/SUP/MK

The Project will significantly contribute to strengthening the operative capacities of the agencies involved in IBM, especially to effectively implement the measures in the field of border control set out in the National Strategy for IBM: in particular, combating cross-border crimes, smuggling and trafficking in people and illegal migration from and through the territory of the country; introduction of modern forms of intra-agency, inter-agency and international (cross border) cooperation, including the functionality of joint mobile units foreseen with the IBM concept (between different agencies and between agencies from different states). Trained technical staff from the Ministry of Interior will have capacities to manage the communication system, deal with any failure and train the end users of the system. Every year the Ministry of Interior budget foresees sufficient financial means for maintenance of the telecommunication network.

3.3 Results and measurable indicators

The project will consist of one component:

Component 1: Completion of the implementation of the TETRA standards

The results are in relation with Component 1 are:

- Expanded territorial coverage with the radio signal (compared with the realization from the previous CARDS and IPA projects);
- Reliable, protected and secure radio communications;
- The personnel is able to appropriately use the system;
- Established system for cooperation and exchange of information among different Agencies.

The measurable indicators in relation with Component 1 are:

- Increased radio signal coverage – from 80% existing coverage to approximately 95% of the country's territory after project completion;
- Number of registered cases of unauthorized access to the system and information leakage;
- Training Needs Assessment programme prepared and delivered;
- Number of staff members trained;
- Number of successful joint actions with different agencies;
- A migration plan and specifications for algorithms to be used for encrypted transmission developed;

3.4 Activities

Component 1: Completion of the implementation of the TETRA standards

This component will have several activities:

- Preparation and implementation of the supply tender dossier for the purchase of the TETRA communication system, including:
 - Field survey to identify the positioning of the communications infrastructure, and plan coverage and service levels;
- The conceptual design for the PMR, including the functional specifications;
- Management of the tender process;
- Implementation of the installation of the communication system's infrastructure;
- Supervision of the installation process, performance analysis and optimization plan;
- Developing a migration plan for existing radio/telecommunications;

- Develop specifications for the algorithms to be used for encrypted transmission from the equipment producer and develop the amendments and alterations of the existing Rulebook for Crypto protection;
- Conduct training needs assessment and implement training, including on network management and network maintenance, and specific training for dispatcher;
- Implementation of the provisions of already signed Agreements between agencies from different countries.

Management and contracting arrangements

A project Steering Committee will be established to oversee the implementation process of the project activities. The Steering Committee will be chaired by the Minister of Interior and will include at least one representative of the primarily involved beneficiary services (including the IT & Telecommunications Department, Sector for Border Affairs and Migration; Sector for Police, Department for Material-Technical Equipping) and the Ministry of Finance. In the later stage the Team Leader of the service contract will be a voting member of the committee. The Delegation of the European Union, and the Secretariat for European affairs shall be invited to participate with an observer status. The Steering Committee shall meet not less than once per every three months.

Advisory services will be provided to the beneficiary. The contracts to support the project will contain next to a Team Leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, procedures and procedural compliance, training, digital radio communications, legal development and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other experts will be placed within the Ministry of Interior. The team leader will be responsible for the overall management, representation (co-ordination with the EU and other international bodies) as well as reporting. The co-ordination of activity development in the different components of the activity is significantly important. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed under the coordination of a Steering Committee, in which each co-operating national institution will be represented to ensure appropriate inclusion.

The expected contracting arrangements are:

One Service contract will be concluded following an international restricted tender procedure to support the development of the TETRA project (including the development of specifications and supervision of installation) with duration of 18 to 24 months. The value of this contract is approximately EUR 800 000 (IPA contribution is EUR 720 000 and 80 000 EUR are national co-financing). The procurement procedure is expected to start Q2 2010.

One Supply contract for the delivery and installation, as well as associated training of the TETRA system is envisaged, with duration of 24 months, including the warranty period. The value of this contract is approximately EUR 3 800 000 (IPA contribution EUR 2 850 000 and EUR 950 000 national co-financing). The procurement procedure is expected to start Q1 2011.

3.5 Conditionality and sequencing

The project includes the following conditionalities:

- 1) Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- 2) TETRA phase 2 is conditionality for a start of phase 3;
- 3) Appointment of counterpart personnel by beneficiary before launch of tender process;
- 4) Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- 5) Participation by the beneficiary in the tender process as per EU regulations;
- 6) Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
- 7) Necessary legislation in force;
- 8) Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work plan;
- 9) The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the works and supplies (e.g. land and property ownership, building permits, import arrangements, etc.).

In the event that conditions are not met, suspension or cancellation of projects will be considered.

3.6 Linked activities

In the area of Police and IBM Reform, EC assistance has been continuously provided since 2002. Under the 2001 – 2006 programmes, the EC has and is providing direct support with the development and implementation of the National Police Reform Strategy, and policing elements of the National Integrated Border Management Strategy at different levels: strategic, operational, institutional and educational. The EC assisted the Ministry of Interior to develop and take forward its Police Reform Strategy and Action Plan, which are the guiding documents of the police reform process in the country.

The EC has provided substantial support to development and implementation of Border Management reforms in the country. EU assistance to the area of Integrated Border Management began under the Phare 2000 Programme, with the supply of search and investigation equipment to the Police and Customs Administration. An important EU advisory support was the development and adoption of the National Integrated Border Management Strategy, and supporting legislative developments (€0.5 million) under the CARDS 2001 Programme. This advisory assistance also supported the constitution and initial function of the Inter-ministerial Commission for Border Management, the standing body responsible for the strategic co-ordination of Integrated Border Management actions. The assistance, managed by the European Agency for Reconstruction, was targeted at strategic, tactical and operational levels, through the development and practical implementation of the National Integrated Border Management Strategy and Action Plan. Significant investment was provided to implement a secure communications network linking international border crossing points. The newly formed Police Border Service has also received much-needed patrol vehicles (115 vehicles, worth €2.8 million). Further, the European Union funded the construction of the National Border Management Co-ordination Centre, the first such facility in the region and a physical manifestation of the Integrated Border management concept.

The present project enlarging the TETRA system, as well as the CARDS 2004 providing the initial investments, is closely connected with the CARDS project signed in December 2004 for the implementation of a fixed point to set digital microwave radio-communications

system, linking the Ministry of Interior with the twenty international border crossing points. It is envisaged for this microwave radio infrastructure to complement the facilities and services of the planned PMR services and existing infrastructure and components where feasible may be used to provide backbone connection for the repeaters.

Moreover, under IPA 2008 Component 1, it is envisaged that the second phase of the project will be supported significantly increasing the coverage of the country by the TETRA system up to some +/- 80% (approximately) of the territory as a follow up of previously projects.

This project is directly connected and it is a follow up to the following projects:

- TA Police Digital Radio Communication System, tender No 04MAC01/11/009, Publication reference No: EuropeAid/121868/D/SV/MK;
- National Digital Radio Communication System, supply tender No: 4MAC01/11/005, Publication Reference No: EuropeAid/123892/D/SUP/MK;
- Terminals for the Police Digital Radio Communication System, supply tender No: 04MAC02/02/02, Publication reference No: EuropeAid/125356/D/SUP/MK;
- Terminals for the Police Digital Radio System-Phase 2, supply tender No: 04MAC02/02/03, Reference: EuropeAid/125963/D/SUP/MK;
- IPA Project 2008- Integrated Border Management;
- Component 1-Further support to the implementation of the TETRA standards.

3.7 Lessons learned

Although impact realised through the previous assistance overall is satisfactory, a number of challenges remain.

Often project implementation is hampered by either insufficient staff and resources allocated to (newly established) institutions or insufficient operational funds available in the government budget to allow for appropriate implementation of the mandate of the concerned department, late approval of relevant legislation etc.

Clear co-operation and communication will be established with the Ministry of Finance and other related ministries and agencies. Experiences during previous projects indicate that specific attention would need to be given to this aspect.

An important lesson learned during the implementation of the CARDS projects to support the TETRA system is that a strong technical assistance team to prepare the supply tender dossier and continuously assist the Ministry of Interior to follow-up on the project implementation is essential.

There has been large focus on establishing the legal frameworks in the country. The capacity to enforce the law through practical and consistent application, however, has received insufficient attention. The present project contributes to providing appropriate working conditions for the police staff, enhancing the implementation capacities.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activities													
Service contract	x		800 000	800 000	720 000	90	80 000	10	80 000				-
Supply contract		x	3 800 000	3 800 000	2 850 000	75	950 000	25	950 000				-
TOTAL IB			800 000	800 000	720 000	90	80 000	10	80 000				
TOTAL INV			3 800 000	3 800 000	2 850 000	75	950 000	25	950 000				
TOTAL PROJECT			4 600 000	4 600 000	3 570 000		1 030 000		1 030 000				-

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

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

Contracts (IPA financed):	Start of Tendering	Signature of contract	Project Completion
Contract 1 - TA TETRA	Q2 2010	Q1 2011	Q1 2013
Contract 2 – Supply TETRA	Q1 2011	Q3 2011	Q1 2013

6. Cross cutting issues

The cross-cutting issues will be addressed throughout the project. Up to 10% of the budget of the service contract for tender support supervision and training may be allocated to assist the different beneficiaries to comply with European standards and best practices, implement relevant existing Government strategies and develop internal measures to ensure each cross-cutting issue is appropriately mainstreamed.

Throughout the project cycle, in particular when developing project ToR, state actors specifically addressing (one of) the cross cutting issues shall be consulted.

The mainstreaming of the cross cutting issues is regarded on two different levels: (a) Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below and (b) ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

6.1 Civil Society Development and Dialogue

N/A

6.2 Environmental Considerations

The building efforts will apply standing environmental regulations. 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’ to identify areas where it could improve its internal performance vis-à-vis environmental aspects. The training activities will include a specific component to train beneficiary staff in the different aspects of mainstreaming environment in programme and project development as well as monitoring the implementation.

6.3 Equal Opportunities and non-discrimination

The Ministry of Interior is committed to an equal gender treatment throughout its human resource management. The present project, however, is not expected to have an additional impact on gender treatment. The training activities will include a specific component to train staff in the implementation of the Government Gender Strategy, while reference will be made to the EC Programme of Action for the mainstreaming of gender equality in community development cooperation (2001-06).

6.4 Minority and Vulnerable Groups

The Ministry of Interior is committed to an equal treatment of minorities throughout its human resource management. The present project, however, is not expected to have an

additional impact on the treatment of minorities and vulnerable groups. Throughout the construction efforts, however, special attention will be give to accessibility of the buildings for person with physical disabilities.

6.5 Good Governance and non-discrimination

This project covering TETRA and IBM is broadly in the context of Good Governance.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3- Description of Institutional Framework
- 4 - Reference to laws, regulations and strategic documents:
 - Reference list of relevant laws and regulations
 - Reference to AP /NPAA / EP / SAA
 - Reference to MIPD
 - Reference to National Development Plan
 - Reference to national / sector investment plans
- 5- Details per EU funded contract (*) where applicable:
 - For *TA contracts*: account of tasks expected from the contractor
 - For *twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts
 - For *grants schemes*: account of components of the schemes
 - For *investment contracts*: reference list of feasibility study as well as technical specifications and cost price schedule + section to be filled in on investment criteria (**)
 - For *works contracts*: reference list of feasibility study for the *constructing works* part of the contract as well as a section on investment criteria (**); account of services to be carried out for the *service part* of the contract

(*) non standard aspects (in case of derogation to PRAG) also to be specified

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

- Rate of return
- Co financing
- compliance with state aids provisions
- Ownership of assets (current and after project completion)

ANNEX 1 - Logical frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Integrated Border Management	Programme name and number: National Programme for the former Yugoslav Republic of Macedonia under the IPA Transition Assistance and Institution Building Component for 2009 CRIS number : 2009/021-665		
	Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date for contracting	Disbursement period expires one year from the final date for execution of contracts.
		Total budget: EUR 4 600 000	IPA budget: EUR 3 570 000
Overall objective	Objectively verifiable indicators	Sources of Verification	
Further strengthening of the integrated border management capacities in accordance with European / Schengen standards.	Increased efficiency in the fight against the illegal migration and cross-border crime Increased number of joint activities in IBM	Official reports including statistical indicators from the analytical services in the institutions. Notifications for jointly conducted actions	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Completion of the existing digital radio TETRA communication system.	Increased number of direct TETRA system users Satisfied users of the TETRA system	Report from the NMS on the number of registered users Carried out opinion poll among the end-users	There is strong political will and commitment among the stake holders for usage of the system

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Component 1: TETRA</p> <ul style="list-style-type: none"> -Expanded territorial coverage with the radio signal (compared with the realization from the previous project) -Reliable, pprotected and secure radio communications -The personnel is able to appropriately use the system -Established system for cooperation and exchange of information among different agencies 	<ul style="list-style-type: none"> - Increased radio signal coverage – from 80% existing coverage to approximately 95% of the country’s territory after project completion; - Number of registered cases of unauthorized access to the system and information leakage; - Training Needs Assessment programme prepared and delivered; - Number of staff members trained; - Number of successful joint actions with different agencies; - A migration plan and specifications for algorithms to be used for encrypted transmission developed; 	<p>Results from the performed field measuring of the radio signal coverage</p> <p>Official reports from the competent services</p> <p>Official report from the Human Resources Section within the Ministry of Interior and received certificates from the trainings</p> <p>Official reports</p>	<ol style="list-style-type: none"> 1. The system functions properly and is regularly maintained and used by the users 2. Minimized possibilities for unauthorized access to the system and information leakage 3. Continuous courses and trainings are provided for the personnel
Activities	Means	Costs	Assumptions
<p>Component 1: Further support to the implementation of the TETRA standards</p> <ul style="list-style-type: none"> – Preparation and implementation of the supply tender dossier for the purchase of the TETRA communication system, including: <ul style="list-style-type: none"> • Field survey to identify the positioning of the communications infrastructure, and plan coverage and service levels • The conceptual design for the PMR, 	<ul style="list-style-type: none"> 1 TA contract 2 Supply contract 	<p><u>TA contract:</u> Total: EUR 800.000 IPA: EUR 720.000 Nat. co-financing: EUR 80.000</p> <p><u>Supply contract:</u> Total: EUR 3.800.000 IPA: EUR 2.850.000 Nat. co-financing: EUR 950.000</p>	<p>Reliable information for micro sites is available.</p> <ul style="list-style-type: none"> - Initial report is prepared in due time - On-time and reliable data are received from the State administration for geodetic affairs - On-time and reliable data are received from the competent institutions - Good cooperation is established

<p>including the functional specifications</p> <ul style="list-style-type: none"> • Management of the tender process • Implementation of the installation of the communication system's infrastructure • Supervision of the installation process performance analysis and optimization plan <ul style="list-style-type: none"> – Developing a migration plan for existing radio/telecommunications – Develop specifications for the algorithms to be used for encrypted transmission from the equipment producer and develop the amendments and alterations of the existing Rulebook for Crypto protection. – Conduct training needs assessment and implement training, including on network management and network maintenance, and specific training for dispatcher. – Develop the (amendments to) appropriate legal framework through a participatory manner (incl. working groups) as well as the cooperation protocols between the national institutions for mutual usage of the system capacities, and the bilateral and multilateral agreements with the neighboring countries on mutual communication regarding the system usage. – Analysis of the other institutional needs for the usage of TETRA system. 			<p>with all telecommunication system owners</p> <ul style="list-style-type: none"> - The necessary time limits are respected pursuant to the EU legal regulative - The requirements envisaged in TC are fulfilled - Adequate usage of the Crypto keys - The defined structure of the Sector for telecommunications was filled in - Quality training is provided by certified trainers in respective training centers - Appropriate number of trainers are trained - The Working group was established on time and the Rulebook was enacted in the foreseen deadline - There is interest shown and commitment by the institutions for usage of the integrated telecommunication system - There is TETRA system and interest at the neighboring countries for usage of the integrated telecommunication system
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Pre conditions

The project includes the following conditionalities:

- 1) Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- 2) TETRA phase 2 is conditionality for a start of phase 3.
- 3) Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- 4) Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- 5) Participation by the beneficiary in the tender process as per EU regulations;
- 6) Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
- 7) Necessary legislation in force;
- 8) Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work plan;
- 9) The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the works and supplies (e.g. land and property ownership, building permits, import arrangements, etc.)

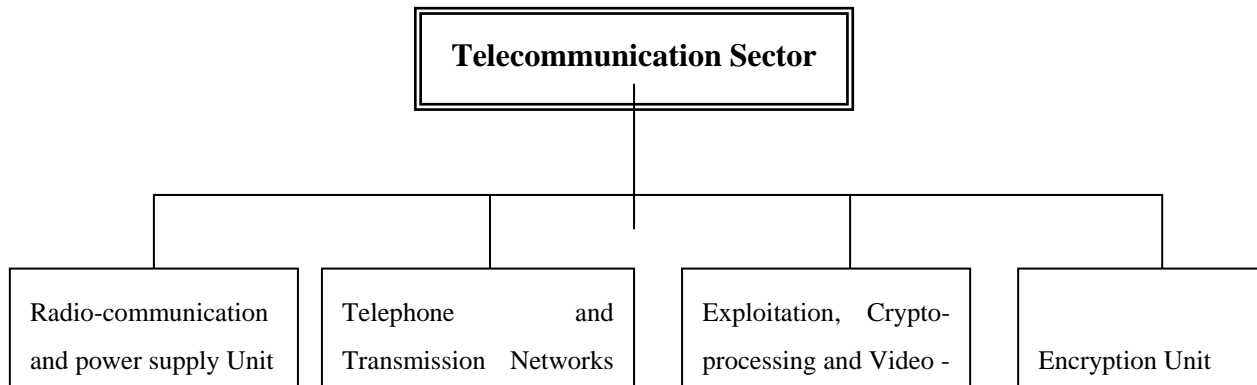
In the event that conditions are not met, suspension or cancellation of projects will be considered.

ANNEX 2 - Amounts (in €) contracted and disbursed by quarter over the full duration of the project (IPA funds only)

	2010				2011				2012				2013			
Contracted	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TETRA TA					720 000											
TETRA Supply							2 850 000									
Cumulated					720 000		3 570 000									
Disbursed																
TETRA TA					216 000			216 000			216 000		72 000			
TETRA Supply							1 710 000		855 000		285 000					
Cumulated					216 000		1 926 000	2 142 000	2 997 000		3 498 000		3 570 000			

ANNEX 3 - Description of Institutional Framework

The **TETRA project** will support the Telecommunication Sector within the Ministry of Interior. The basis information is present below:



- Number of employees: 76
- Mandate: development, implementation and maintenance of telecommunication systems
- Budget: EUR 6 000 000 per year
- Description of the sector's tasks:
 - Following the latest developments of telecommunication technology
 - Education of technical staff
 - Preparing new projects
 - Participation in the tenders for purchase of telecommunication equipment
 - Implementation of new projects
 - Installation of new telecommunication equipment
 - Maintenance of existing telecommunication equipment in the Ministry of Interior
 - Providing telecommunication services to other Government Institutions
 - Responsibility of encryption and security of the telecommunication networks in the Ministry of Interior
 - Providing Internet in the Ministry of Interior and taking care of the protection from the internet attacks

New employments are envisaged in accordance to NPAA for the following year:

Sector for IT

2009	2010
6 new employees	3 new employees

ANNEX 4 - Reference to laws, regulations and strategic documents

Reference list of relevant laws and regulations

Key laws and regulations on the sector:

- Law on Police, 2006
- Law on Internal Affairs, 1995
- Law on Control of the State Border, 2006
- Rulebook for conducting of the affairs of the Ministry of Interior
- Regulation book for organization and work of the Ministry of Interior
- Law on Crossing the State Border and Movement in the Border Zone
- Law on State Border Surveillance
- Rulebook on the mode of security of the state border and control of the crossing of the state border, 2007
- Rulebook on the mode of issuing a badge to employees performing business activity in the area of the border crossing, and the format and contents of the application form for issuing the badge and the form of the badge, 2007
- Rulebook on the manner of determining and resolving border incidents, 2007
- Regulation for Crypto protection
- Standard Operational Procedures and Actions for Performing Border Control and Securing the State Border, 2007
- Rulebook on the format, contents and manner of placement of border boards, signs and other signalisation
- Rulebook on the manner of placement and use of technical devices and taking photographs, recording and video surveillance of the border crossing points and across the border line
- Decree on the standards and norms that must be met by the Border Crossing Points for safe, unimpeded and cost-effective performance of the border control.
- TETRA Operational guide

Reference to AP/NPAA/SAA

Reference to Accession Partnership (2007-2008):

The program will address the following AP priorities: “Ensure effective implementation of the Law on police”; “Provide adequate funding and training for implementation of the police reform, strengthen coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthen cooperation between the criminal police and the public prosecutors”; “Develop and implement a comprehensive human resources and training strategy for the police and upgrade their equipment”; “Foster cooperation with neighbouring countries and ensure effective implementation, notably on cross border cooperation, the fight against organised crime, trafficking and smuggling, judicial cooperation, border management, readmission and the environment”; “Continue to implement the integrated border management action plan, develop the main databases for border management and ensure that they are connected, upgrade equipment for document analysis and border surveillance, introduce high-quality travel and identity documents and provide further training for staff”; “Increase administrative capacity to ... to fight cross-border crime”.

Reference to National Plan for Adoption of Acquis (NPAA 2008):

The projects address the priorities defined in the National Programme for Adoption of the Acquis: “Adoption of a bylaw on the Law on State Border Surveillance regarding the

manner of crossing the external border will be done after the entering of the Former Yugoslav Republic of Macedonia in European Union.

Establishing Schengen Action Plan regarding the activities for accession to the Schengen legislation (42000A0922 (01), 31999D0435, 31999D0436, 32001R2424, 32001D0886, 32004R0871, 32005D021 and 32005R1160).

Full operation of the digital radio system TETRA is expected thus ensuring the completion of the informational and technological structure of IBM. Technical equipment of the border crossing points as well as the police stations according to the Elaborate on the needs of objects and material and technical means and technical equipment for the needs of the Sector for Border Affairs and Migration; Further continuation of the activities regarding construction and maintenance of the border crossing points and maintenance of the police stations in the field of border affairs.

For the purpose of implementation of IT networking on the border crossing points with central database, the new central system for control of the passengers and vehicles which is commonly connected and for which there is so called central user who incorporates data in the stop-lists and who owns an advance system for searching has been established. This system is completely implemented on 5 border crossing points (The Skopje Airport, Ohrid Airport, Tabanovce-road border crossing point, Dolno Blace and Bogorodica). The border crossing points are connected by telecommunication system with the central data base of MI thus providing transfer of data from the border crossing points to the Central Database and reversely.

Reference to SAA (2001):

The project addresses the objectives of the SAA for “strengthening of the national and regional security, as well as increased co-operation in justice and home affairs” and the commitment of the EC to “support projects having a regional or cross-border dimension through its technical assistance programmes” (Article 11). Furthermore, the SSA in Article 75 (Visa, border control, asylum and migration) stipulates that the parties shall cooperate in the area of border control and will set up a framework for cooperation, including at a regional level, in the field. Cooperation in the field shall be based on “mutual consultations and close coordination between the Parties and should include technical and administrative assistance for exchange of information on legislation and practices, the drafting of legislation, enhancing the efficiency of the institutions, training of staff, and security of the travel documents and detection of false documents”. The project also addresses other SAA provisions, including Article 74 (Reinforcement of institutions and rule of law) that underlines that the Parties will attach particular importance to the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular. This includes the consolidation of the rule of law; Article 78 (Preventing and combating crime and other illegal activities) stating that the Parties agree to cooperate on fighting and preventing criminal and illegal activities, organised or otherwise; Article 88 highlighting the importance of the “the development of cross-border infrastructure between the Parties”; and Article 101 calling for attention to be given “to cross-border, trans-national and interregional co-operations”.

Reference to the Progress Report (2008):

There has been progress in the area of **external borders and Schengen**. The integrated border management strategy and action plan were almost fully implemented. The Law on State border surveillance and the related implementing legislation are being implemented.

The process of border demarcation with Kosovo is almost complete. International cooperation is established at all levels and contacts have been established with FRONTEX with a view to concluding a working arrangement.

Reference to MIPD

Multi-Annual Indicative Planning Document (2008-2010): Regarding Integrated Border Management, the MIPD 2008-2010 states the IPA funds may “assist the country's efforts to complete the implementation of the Integrated Border Management Strategy and Action Plan” and “reinforcement of border controls”. On police reform, it states that “it will be necessary to continue to support completing the implementation of the Action Plan for the Reform of the Police, to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum”.

Reference to National Development Plan

The proposed project has reference in following assessments of the **National Development Plan (2007-2009)** highlighting the lack of border crossing points on the border of the country with northern neighbours.

Reference to national / sectoral investment plans

The project directly links to the following key strategies and action plans in the sector:

- National strategy for Integrated Border Management, 2003;
- Action plan for Integrated Border Management, 2005;
- National strategy for the Police reforms, 2003 (endorsed 2004);
- Action plan for implementation of the police reform process, 2005;
- Strategic plan of the Ministry of Interior 2008 - 2010, 2008;
- Training strategy for the police, 2007.

ANNEX 5 - Details per EU funded contract

Project Management and Administration

A project Steering Committee will be established to oversee the implementation process of the project activities. The Steering Committee will be chaired by the Minister of Interior and will include at least one representative of the primarily involved beneficiary services (including the IT & Telecommunications Department, Sector for Border Affairs and Migration; Sector for Police, Department for Material-Technical Equipping) and the Ministry of Finance. In the later stage the Team Leader of the service contract will be a voting member of the committee. The Delegation of the European Union, and the Secretariat for European affairs shall be invited to participate with an observer status. The Steering Committee shall meet not less than once per every three months.

Advisory services will be provided to the beneficiary. The contracts to support the project will contain next to a Team Leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, procedures and procedural compliance, training, digital radio communications, legal development and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other expertise will be placed within the Ministry of Interior. The team leader will be responsible for the overall management, representation (co-ordination with the EU and other international bodies) as well as reporting. The co-ordination of activity development in the different components of the activity is significantly important. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed under the coordination of a Steering Committee, in which each co-operating national institution will be represented to ensure appropriate inclusion.

The expected contracting arrangements are:

One Service contract will be concluded following an international restricted tender procedure to support the development of the TETRA project (including the development of specifications and supervision of installation) with duration of 18 to 24 months. The value of this contract is approximately EUR 800 000 (IPA contribution is EUR 720 000 and 80 000 EUR are national co-financing). The procurement procedure is expected to start Q2 2010.

One Supply contract for the delivery and installation, as well as associated training of the TETRA system is envisaged, with duration of 24 months, including the warranty period. The value of this contract is approximately EUR 3 800 000 (IPA contribution EUR 2 850 000 and EUR 950 000 national co-financing). The procurement procedure is expected to start Q1 2011.