

## **FINAL DRAFT VERSION**

### **1. Basic information**

- 1.1 CRIS Number:** 2010/022-264
- 1.2 Title:** Further Institution and Capacity Building of the Police Service in the area of border management, community policing and fight against organised crime
- 1.3 ELARG Statistical code:** 01.24
- 1.4 Location:** Skopje, with nationwide 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. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project.

Ms. Radica Koceva (PAO)  
Central Financing and Contracting Department  
Ministry of Finance  
Tel: +389-2-3231 219  
Fax: +389-2- 3106 612  
e-mail: radica.koceva@finance.gov.mk

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

The primary beneficiary is the Ministry of Internal Affairs (i.e. Ministry of Interior or MoI)

#### **Contacts:**

Senior Programme Officer  
Mr. Sasko Kocev, Head of Section for IPA implementation, Ministry of Internal Affairs (i.e. Ministry of Interior or MoI)  
e-mail: Sasko\_Kocev@moi.gov.mk

**1.7 Overall costs (VAT excluded)<sup>1</sup>: EUR 3 000 000**

**1.8 EU contribution: EUR 2 512 500**

---

<sup>1</sup> 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 police capacities for border management, community policing and fight against organised crime.

### **2.2 Project purpose**

To increase the operational efficiency of the border police, to strengthen the capacities for developing anti-corruption standards within the Organised Crime Department, as well as for secure and efficient handling of classified information and to develop skills for the uniformed police officers for efficient and effective daily policing.

### **2.3 Link with AP/NPAA/EP/SAA**

The **Accession Partnership** underlines the importance of continuation with the implementation of the Set of Action Oriented Measures for the Fight against organised crime. 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 comprehensive human resources and training strategy for the police and upgrade their equipment.

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, and ensure effective implementation of requirements for delivery of high-quality travel and identity documents and provide further staff training.

The project address the priorities defined in the **National Programme for Adoption of the Acquis**:

- For the purpose of strengthening the capacities of the Department for Organised Crime, training of executing officers will continue, as well as further material and technical equipping. Development of integrated criminal intelligence, on the basis of analysis of the effects from practical application of the criminal intelligence method in police operations;
- An emphasis will be put on implementation of the activities of the Action Plan for conducting the Strategy for Implementation of a Border Police Risk Analysis Model. Development of a Programme for Border Police training is underway, according to which the training of the border police officers will be conducted during 2009. At the same time, it is envisaged to develop mutual risk analysis on NCCBM level;
- Technical equipping of the border crossings and police stations - in accordance with the Elaboration on minimum/maximum standards for technical equipment of police stations and police departments for border control, PS for state border security and joint PS;

- The activities focused on achieving sustainability of the progress made in the police reform will continue with equal intensity in the next period.

The programme will contribute towards the implementation of the Stabilisation and Association Agreement, Article 74, related to the 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, and Article 101, on cross-border, trans-national and interregional cooperation.

#### **2.4 Link with MIPD**

Despite ongoing IPA activities in support of the police reform, it will be necessary to continue to support the finalisation of the implementation of the Action Plan for the Police Reform, where the community policing is one of the main goals, 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**

N/A

#### **2.6 Link with national/ sector investment plans**

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

- 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 2009 - 2011;
- Annual Training plan 2009;
- Strategy on Human Resources 2008;
- Strategy for prevention 2009-2011;
- Strategy for implementation of Model on risk analysis in the area of border control, 2009-2011.

### **3. Description of project**

#### **3.1 Background and justification**

The Police Reform Strategy defines the new organisation of the Ministry of Interior (MoI) and of the Police, as it defines the new methodology of work. In this sense, it is necessary to develop capacities to implement the policies at different levels within the Ministry as a whole. This means that the Ministry should create capacities for successful implementation of the Governmental policy in the area of home affairs, while for the needs of the Bureau for Public Security, the Central Police Services, Sectors for internal affairs and Regional centres for Border issues, there should be administrative and other appropriate capacities developed in accordance to the needs. The aim of such a course of action is to provide independence in human resources management, adequate to the degree of responsibility and the working obligations in the performance of the tasks at different levels.

**a. Border police**

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 harmonisation of legislation, as well as standards and practices for border guarding in compliance with EU requirements, and modernisation of the infrastructure in the field of border management. In this regard one of the main tasks of the Border police is the fight against cross-border crime, especially fight against illegal trafficking in drugs, smuggling in human beings, forging documents and smuggling of motor vehicles. Among the others preconditions for efficient fight against cross-border crime there is an appropriate anticorruption policy which would target border police officials and usage of special methodology for detection of perpetrators.

Recently the MoI has adopted a Strategy for implementation of Model on risk analysis in the area of border control. Though the implementation of this strategy has started, there is still a need for further support in this specific area. Profiling provides border management personnel with the information they need to make more effectively targeted controls, searches and enquiries. This process, based on analysis of intelligence and statistical data, is a relatively new, but internationally applied concept, and one that we must ensure MoI staffs is educated in. This also requires the results of Risk Analysis to be disseminated to all personnel engaged in border controls. Based on particular parameters and intelligence, specifically tasked with this purpose, MoI staff would acquire knowledge about the various methods used to evade border controls, developing trends and persons to be on the lookout for. By establishing the Risk Analysis Model within the Border security system of the MoI, the need for its appropriate material and technical equipping arises in order to response to the requests for execution of the working tasks in the field of Risk Analysis. The staff who will be involved in the process of conducting risk analysis will use the already existing material-technical means and equipment from the Border Police, as well as means which should be additionally procured. There cannot be risk analysis without appropriate data base. The existence of databases containing all important information for undertaken service activities and events are the basic precondition to conduct risk analysis. The current information system in the MoI is very restrictive in view of the data bases. Namely, the existing data bases are out-of-date, do not contain sufficient number of data and there are no possibilities for analytical data procession in the necessary domain for risk analysis. In this regard there is a need for purchasing the following necessary equipment: Lap top computers, Data base and software, Computers for Crime intelligence, Printer/scanner etc.

Beside the implementation of the Risk analysis model, there is urgent need of further equipment of the Border police notably for the police station or border surveillance. The current equipment used by border police officers is obsolete and not in accordance with the contemporary EU/Schengen standards surveillance. Since the demilitarisation of the border in 2004/2005 some equipment was purchased by the MoI and some equipment was donated, however it is still necessary to provide long range vision cameras for night monitoring, as well as equipment for detection of illegal crossings.

Within the MoI there is an adopted Elaborate on minimum/maximum for technical equipment of the border control police stations and police stations for border security. Budgetary means for implementation of this elaborate are already provided within the MoI budget but however there is a further need for purchasing of highly sophisticated equipment for detection of illegal crossings. Purchasing of adequate equipment requires previous expert's analysis in order to meet the real requirements of the border police.

## **b. Organised crime department**

A change of the organisational units has been made within the framework of the Organised Crime Department (OCD). Namely, the Department has been divided into: Unit for fight against money laundering and economic organised crime, Unit for fight against corruption, Unit for fight against cyber crime; Unit for fight against illegal trafficking in drugs, Unit for fight against illegal trafficking in weapons and dangerous materials, Unit for fight against violent and serious crime, Unit for fight against trafficking in human beings and smuggling of migrants, Sector for Criminal-Intelligence analysis, Sector for Special Investigative Techniques, Sector for Criminal Intelligence, and Department of Information Technology.

A total of 269 working posts are filled in the OCD, making up for 65 % coverage of the available working positions. Within the Section for criminal intelligence in the OCD, there are eight regional offices located in Skopje, Bitola, Veles, Kumanovo, Ohrid, Strumica, Tetovo, and Stip. One of the main tasks for the police officers from these regional offices, as well as the police officers from the central level is to gather information about perpetrators and committed criminal offences and to send/exchange this information with different organisational units within the MoI.

With this project it is necessary to establish normative-legal mechanisms and standards for prevention and fighting corruption within the Organised Crime Department as an organisational unit using specific legal competences in the frames of the Central Police Services in the Bureau for Public Safety of the Ministry of Interior. Furthermore, it is necessary to develop standards for administrative, physical and IT safety of the information and data being used, created and processed in the Organised Crime Department, which will substantially increase the quality of work. This will ensure strengthening, but at the same time and preventive protection both to the personal and professional integrity of the employees taking certain positions in the Organised Crime Department who have access to classified information. In that regard this will increase the credibility and the reputation of the Department for Organised Crime. Procurement and installation of adequate equipment for physical and IT protection for the information used, created and processed in the Organised Crime Department is also necessary. During the practical implementation of these measures the experiences of the State Commission for Fight against Corruption will be used, with regards to the in the implementation of:

- Article 33-a of the Law of Prevention of Corruption,
- The Rulebook on the format and the content of the Assets list,
- The Rulebook on the manner of handling the Assets lists of the official personal,
- The type of the equipment used for protection of classified information is determined by the Decree on the physical security of the classified information, Decree on IT security of the classified information, as well as by the Rulebook on classified information in the Ministry of Internal Affairs, in view of the equipment necessary to be procured in order to achieve maximum administrative, physical and IT security.

Regarding the protection of the classified information in accordance with the Law on classified information, within the MoI structure, a Sector for NATO cooperation and classified information was set up. The Sector for NATO cooperation and classified information has the competence to implement measures for timely organising, preparation, conducting and monitoring of the activities for realisation of security arrangements related to receiving, classification, exchange, protection and storage of information among the MoI and NATO/EU and bilateral classified information, as well as with the security of the persons users of classified information and monitoring of the activities being undertaken by the organisational units in MoI working with classified NATO and EU information.

A project of 12 million Euros from the national budget will be envisaged for the completion of the project National Intelligence Database. Within this project the following equipment will be provided: Hardware, Software, Startup services, Development tools etc. Nevertheless, in order to achieve maximum administrative, physical and IT security of the classified information there is a need for procurement of additional equipment which should include:

- security cameras;
- security bullet-proof doors;
- metal cases with number codes;
- anti-burglary system (alarm-system);
- entry-exit cards to/from offices;
- movement sensors, and
- window bars.

The Anti-Money Laundering Unit and Economic Organised Crime (AML EOCU) is part of the Organised Crime Department and detects documents and represses all forms of organised crime preventing substantial damage to the Economic System of the country. From these reasons (otherwise, in each enumeration certain criminal doings could not be taken into consideration) the AML EOCU acts upon: Money laundering, Financing terrorism, Smuggling of goods ( inclusively upon criminal acts foreseen by the Law on Excise), Counterfeiting Money, Protection of the Intellectual Property , Tax Evasion, Abuse of the official position (which although is basically a criminal deed, frequently causes implications on the economic system or the economic damage) Except the listed acts, in cases of organised crime AML EOCU performs activities for other criminal acts, and the same is also responsible for the intra-agency and international investigations related to the mentioned domains. Given the scope of the criminal domains covered is immense, the Unit establishes contacts and joint working groups with the regional Sector for Internal Affairs (SIA) undertaking joint actions, providing professional assistance, insight of the occurrences present or of the new forms of crime, confirming of eventual presence of organised crime. Due to these reasons, the Unit gives directions on improvement of the work of the MoI (detecting of problems) based on the types of crime. In relation to Counterfeiting Money, it can be noted that there is no methodology of undertaking measures (in form of a Rulebook or a Manual) which will uniform the acting upon these issues. In this domain it is certified that there is no existing appropriate database, taken in account that the Records kept in the regional SIA are not functional in realisation of the objective ( fast evidence in the presence of certain falsified forms and relation top other cases), thus, in practice, the internal evidence is used in a form of a Base governed by the Forensics Department which is to become official or a new one is to be prepared, in accordance with the international standards foreseeing what this base should contain, accessibility to the same and the connection to other appropriate international bases, which supports the objective of enhancing the efficiency of undertaking actions. In the part of the interagency performed with other institutions such as the Administration of the Financial Police, the Customs, the Public Revenue Office, which also have the competence to act upon certain forms of economic crime, there is a necessity of working out a methodology of conducting joint investigations for solving out some “disputable” issues, for example: who is competent to act upon and when , when two institutions started an identical investigation process, who heads the joint team, who has the responsibility of the join team, who is to be notified and when, who is in charge of communication with the public and especially using special investigative measures. By the “Instruction for conducting criminal investigations in the police in the MoI”, templates and possibilities are foreseen for leading investigations, which is necessary to be précised more concretely in accordance with the amendments in the Law on criminal procedure, still

undergoing.

The increased use of computers and the development of computer technology, contributed towards realisation of facilitated and rapid communication between different parts of the world, but parallel to this, it enabled larger abuse in view of the occurrence of new criminal activities “Computer crime”, (with special focus on abuse of credit cards, expanding of a child pornography and unauthorised access to other computers) in the same time, changing the manner of commission of classic criminal acts. Investigations in the area of computer crime pose risk to the investigative authorities in the same time, different to a large extent from the investigations in the area of conventional crime. The efficient prevention, detection, prosecution and initiation of criminal procedures against perpetrators of criminal acts is additionally aggravated due to the transnational character of these criminal acts. In most of the cases, there is no physical contact between the perpetrator of the act and the victim, usually located in different countries distanced by thousands of kilometres. Providing appropriate evidence becomes more and more difficult in the course of time, and therefore there is a need of rapid reaction of the competent institutions, also bearing in mind that the need of providing information at international level arises very often. In view of this, the country signed and ratified the Convention on computer crime and the Additional protocol of the Council of Europe, as well as the UN Convention on trans-national organised crime with the three protocols. Consequently, amendments were made to the Criminal Code providing legal grounds for the fight against organised crime. In the same time, within the MoI there are administrative and human resources capacities created to fight the computer crime. Namely, in the framework of the OCD there is a “Unit for fight against computer crime” established being appropriately equipped and having several successfully finalised cases in the previous period.

### **c. The police sector**

The Police Sector is consisting of two departments: the Department of Public Peace and Order and Prevention Department. In its work the Police Sector, through its Departments at strategic levels develops the strategies, the concepts and the policy for development of the police service, from aspect of providing advice support and performing professional surveillance on the functioning of Police stations and departments for general competence and road traffic safety, as well as the Prevention departments at the level of Sector for Internal Affairs. In its work, pursuant to the reforms of the police as a dynamic process, it is directed towards accomplishment of the main goal and duty of the police - *TO PROTECT*, by undertaking measures and actions focused on the following: protection of life, property and citizens’ safety, property protection; protection of the human rights and freedoms; maintaining public peace and order; prevention of criminal acts and detection of perpetrators of the criminal acts; providing assistance and protection of citizens. The Strategy for prevention and the Action Plan for implementation of the Strategy for the period 2009 – 2011 are key elements, making the prevention one of the basic methodologies for work embedded in the daily activities of the Police. The preventive work of the Police is a dynamic process, which along with the model of organisation of policing – depends on the social-political system in which the police functions, i.e. the development of the police is closely related with the degree of democratisation of the society as a whole.

The prevention and the cooperation between the police and the citizens is a strategic determination of the Ministry of Interior resulting from the strategic commitment of the country for approximation to the European standards in all areas of its functioning, and hence, its security. This commitment is being realised within the reform process which should enable

the Ministry approximation to the European standards via construing a model police organisation oriented towards affirmation of social values in the function of the citizen, i.e. model of effective and efficient performance of the police function, enabling improvement of the quality of living, protection of rights and providing peace and harmony among all citizens of the country. According to the Law on local self-government and the Law on Police, Local Prevention Councils have been set up in the municipalities. The role of the Local Prevention Council for prevention is already defined. It is a coordination body that shall facilitate the implementation of the country's concept on cooperation between the police and the community. The Mayor should be a leader, while all the ministers should cooperate with him via their representatives at local level.

The concept "Community policing" should enable strengthening of the relations between the population and the police by establishing partnership, improving of the communication and exchange of information. It is being implemented through regular meetings at local level between the police and the representatives of the selected authorities, namely mayors, representatives from the civil society, representatives of the religious organisations, local businessmen, inhabitants of the municipality or the villages, representatives of the ministries or institutions competent to address the problems faced by the people.

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

The project will significantly contribute to strengthening the operative capacities of the agencies involved in the fight against organised crime especially to effective implementation of the measures in the field set out in the National Police Reform Strategy: 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-, and inter-agency cooperation.

The perception of cooperation has a significant impact on the successful functioning of the law enforcement agencies. It is important to attain high quality of work and provide opportunities for every institution to contribute in fighting against organized crime and more important to better employ the provided measures for prevention. In this respect the project will complement in:

1. Enhancing the coordination between the different agencies, levels and units involved;
2. Introducing measures to prevent and remedy information leaks.
3. Providing proper briefing prior to each operation.
4. Developing proper pre-raid measures on the ground to support the operations.
5. Strengthening the cooperation with the Public Prosecutors' Office and enhance evidence gathering procedure.
6. Intensifying and broadening international cooperation.
7. Improving the process of victim identification and utilize victim referral mechanisms in place.

This will contribute towards the increase of the efficiency to combat organised crime, decreasing organised crime and corruption, increasing legal certainty and the public's confidence in the administration of justice and, consequently, improving the conditions for attracting foreign investments.

The project will increase the quality of police work and duties so as the police would be in a position to perform through appropriate practice of the police functions: preventive, reactive and repressive, which should only be used in preventive purposes Better maintenance of public peace and order and re-establishment of violated public peace and order will also have



cross border impact especially during the international sport and other public events with high risk.

The project will also support the further specialisation of border police staff and will supply specialised equipment to the border police to ensure better surveillance of the border crossing points and consequently allow the development of effective mechanisms for prevention and combating of illegal border crossing. The capacity of the MoI Organised Crime Department will be increased by setting up an improved merit-based methodology for selection of staff, developing a stricter anti-corruption policy and an advanced system for secure storage of classified information. In addition, new methodologies for investigation of cyber and financial crimes will be developed. Thus all components of the project will focus on developing methodologies, ensuring further specialisation and better equipped MoI police staff which will lead to the achievement of sustainable results.

As regards the cross-border cooperation, all components of the project focus on activities and target groups which have a trans-border dimension (i.e. increase cross border police capacity; further strengthen the MoI Departments for Fight against Organised Crime and Cyber Crime).

### **3.3 Results and measurable indicators**

#### **Results and measurable indicators for Component 1: Strengthening the operational capacities of the border police in the fight against trafficking**

##### **Results:**

- Anti-corruption programme for border police is prepared;
- Full and detailed needs assessment regarding the number of police stations, optimal number of police officers and equipment is developed;
- New risk management concept for border police in compliance with the EU best practices is developed;
- Trained staff of the Border police for illegal trafficking in drugs, trafficking in human beings, forging documents and smuggling of motor vehicles, putting the focus on the profiling of the persons dealing with this kind of criminal activities;
- Established methodology for efficient exchange of information related to Organised and other cross-border crime cases between the Border Police and the other organisational units within the MoI acting on local, regional and central level;
- Prepared Feasibility study and technical specification for procurement of equipment;
- Equipment for risk analysis, long-range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing are purchased and installed;
- Trained staff that shall use the equipment provided.

##### **Measurable indicators:**

- Anticorruption programme is adopted by the MoI;
- Assessment report regarding the number of police stations, optimal number of police officers and equipment is prepared and taken into consideration in further activities;
- Adopted risk management concept by the Director of the Public safety bureau;
- Increased number of detected cases in the area of Trafficking of Human Beings (perpetrators and victims) and other types of cross-border crime comparing with the figures from the starting date of the project;

- Appropriate number of trainers are trained and 30 % of staff from the border police is trained in the areas of illegal trafficking in drugs, smuggling in human beings, forging documents and smuggling of motor vehicles;
- Increased number of resolved cases as a result of improved cooperation between border police and other organisational units within the MoI comparing with the figures from the starting date of the project;
- Increased number of prevented illegal crossings of 20%;
- Adopted Feasibility study and technical specification by the project Steering Committee and the relevant departments in the MoI;
- The equipment is purchased, delivered and installed and the provisional acceptance is signed;
- 100% of the equipment users have successfully finished training and received appropriate Certificates.

## **Results and measurable indicators for Component 2: Development of the capacities of the Organised Crime Department**

### **Results:**

- Prepared assessment of the current situation regarding the anti-corruption policy within the Organised Crime Department;
- Developed new anti-corruption policy within Organised Crime Department in line with the overall MoI anticorruption programme;
- New methodology for recruitment of staff in the Organised Crime Department is introduced;
- Stricter internal assets declaration for the Organised crime department's employee is prepared and adjusted to OCD needs;
- Established internal system for checks based on fulfilled assets declaration of all employees within this department;
- Prepared assessment and recommendations concerning the legal framework which regulates administrative, physical and IT safety of the classified information;
- Prepared Feasibility study and technical specification for procurement of equipment;
- Adequate equipment for physical and IT safety is purchased, delivered and installed;
- Trained staff who shall use the provided equipment;
- Established efficient and secure flow and exchange of classified information in real time among the central, regional and local level;
- Developed new methodology on the managing of archived classified information.

### **Measurable indicators:**

- Submitted and reviewed assessment on anticorruption policy;
- The internal legal framework regulating anti-corruption policy adopted in compliance with EU standards;
- Anti-corruption policy adopted by the Head of the OCD;
- Methodology for recruitment of staff in the OCD is adopted by the Director of the Public Safety Bureau;
- Internal regulatory mechanism on registering and checking assets declarations is adopted by the MoI;
- Recommendations on already existing legal framework which regulates administrative, physical and IT safety is adopted by the Head of the OCD;
- Adopted Feasibility study and technical specification by the project Steering Committee;

- The equipment is purchased, delivered and installed and the provisional acceptance is signed;
- 100% of the users of the equipment have successfully finished training and received appropriate Certificates;
- Decreased number of cases with unauthorised access to classified information comparing with the figures from the starting date of the project;
- Methodology on the managing of classified information is adopted by the Minister of Interior.

### **Results and measurable indicators for component 3: Enhancing the capacities in the fight against financial and cyber crime**

#### **Results:**

- Developed new methodology for conducting investigations in the area of cyber crime;
- Prepared training needs assessment report on investigative techniques for cyber crime;
- Delivered trainings for trainers;
- Developed new methodology of acting and undertaking measures in the domain of counterfeiting money;
- Prepared Feasibility study for establishment of data base for counterfeiting money which will connect all regional Sector for Internal affairs;
- Developed new methodology for enhancing the cooperation between all relevant institutions (Financial Police, Custom administration, Public Revenue office) including conduct of joint operations.

#### **Measurable indicators:**

- Adopted methodology for conducting investigations in the area of cyber crime;
- Adopted training needs assessment report by the head of OCD;
- Appropriate number of trainers are trained in the area of cyber crime;
- New rulebook/manual adopted by the MoI;
- Adopted feasibility study by the Minister of Interior;
- Methodology on cooperation between all relevant institutions is adopted and number of joint operations are realised.

### **Results and measurable indicators for component 4: Strengthening the capacity of the uniformed police of general competencies**

#### **Results:**

- Trained police officers for maintenance of public peace and order and re-establishment of violated public peace and order;
- Trained police staff on community policing concept;
- Trained staff (duty officers, shift police officers, inspectors at the police stations) on the issue of domestic violence;
- Trained police officers for:
  - Control of digital tachograph in cargo and other vehicles;
  - Insight of traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous etc);
  - Insight of traffic accident in which escort vehicles are involved. i.e. vehicles under escort;
  - Control of the technical condition of the vehicles (steering control unit, brakes, light signal devices etc)

- Trained all managerial staff in all sectors for internal affairs on management and leadership styles;
- Operational planning of the police activities in the field is introduced.

#### **Measurable indicators:**

- Appropriate number of trainers are trained and 40 % of staff are introduced with the new methods of work for public peace and order;
- Appropriate number of trainers are trained and 60 % of staff are trained on community policing concept;
- Appropriate number of trainers are trained in the area of domestic violence;
  - Appropriate number of trainers are trained control of digital tachographs in TMV and other vehicles;
  - Appropriate number of trainers are trained for insight of traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous and the like);
  - Appropriate number of trainers is trained to perform an insight of the traffic accident in which escort vehicles are involved. i.e. vehicles under escort.
- Appropriate number of trainers is trained to perform control of the technical condition of the vehicles;
- 95% of the managerial staff from the uniformed police have received training on management and leadership styles;
- Decreased number of complaints submitted by the Police officers regarding the behaviour of their superiors;
- Operational plans are adopted by the Heads of Sectors for internal affairs.

### **3.4 Activities**

#### **Component 1: Strengthening the operational capacities of the Border police in the fight against trafficking:**

- Preparation of anti-corruption programme for Border Police;
- Preparation of full and detailed needs assessment regarding the number of police stations, optimal number of police officers and equipment;
- Preparation of a new risk management concept for Border police;
- Support and trainings in relation to the Strategy for implementation of Model on risk analysis in the area of border control and the new risk management concept for Border police;
- Conducting of trainings of illegal trafficking in drugs, smuggling in human beings, forging documents and smuggling of motor vehicles, putting the focus on profiling the persons dealing with this kind of criminal activities;
- Organising study visits at some of the border polices of the EU countries in order to get familiar with the practical functioning of the same (to draw some parallel with our way of working and using of the best practices in the mentioned areas);
- Analysis of the current cooperation between Border police and other organisational units within the MoI and preparation of recommendation for its improvement;
- Preparation of Feasibility study and Tender dossier including technical specification for Provision of Equipment for risk analysis, long range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing of the border;
- Conducting trainings for the use of provided equipment.

## **Component 2: Development of the capacities of the Organised Crime Department**

- Assessment of the anti-corruption policy within OCD;
- Analysis of the existing legal framework and preparation of amendments or preparation of new legal acts which will regulate anticorruption policy in the OCD including the specific assets declarations for OCD related matters;
- Preparation of recommendation for new anti-corruption policy within Organised Crime Department in line with the overall MoI anticorruption programme;
- Preparation of recommendation regarding the recruitment of staff in the Organised Crime Department;
- Preparation of specific assets declaration with detailed description of the real estate, movable items or objects of greater value, requirements and debts, as well as other property in their ownership, or in possession of their family members;
- Development of Control mechanism regarding the submitted assets declaration;
- Analysis of the existing legal framework and preparation of amendments or preparation of new legal acts which will provide administrative, physical and IT safety of the information and data being used, created and processed in the OCD taking into account the best European practices;
- Preparation of Feasibility study and Tender dossier including technical specification for procurement and installation of adequate equipment for physical and IT protection for the information used, created and processed in the OCD;
- Conducting trainings for the use of provided equipment;
- Preparation of recommendations for secure and efficient exchange of classified information in real time among the central, regional and local level;
- Preparation of new methodology on the managing of archived classified information.

## **Component 3: Enhancing the capacities in the fight against financial and cyber crime**

- Development of methodology for conducting of investigations in the area of cyber crime;
- Preparation of training needs assessment report on investigative techniques for cyber crime;
- Conducting trainings for trainers;
- Preparation of new methodology of acting and undertaking measures in the domain of counterfeiting money ;
- Preparation of Feasibility study for establishment of data base for counterfeiting money which will connect all regional Sector for Internal affairs;
- Preparation of methodology for enhancing the cooperation between all relevant institutions (Financial Police, Custom Administration, Public Revenue office) including conduct of joint operations.

## **Component 4: Strengthening the capacity of the uniformed police of general competencies:**

- Conducting trainings for maintaining public peace and order including re-establishment of violated public peace and order;
- Training on further implementation on the concept The Police and the Community in compliance with the European practices;
- Training about handling of domestic violence;
  - Conducting trainings for performing control of digital tachographs in Cargo and other vehicles;

- Conducting trainings for performing an insight of traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous etc);
  - Conducting trainings for performing an insight of traffic accident in which escort vehicles are involved. i.e. vehicles under escort;
  - Conducting trainings for control of the technical condition of the vehicles (steering control unit, brakes, light signal devices etc).
- Conducting training on leadership and management in the frames of the police reform process of leadership depending on the scope of work;
  - Training on operative planning for commanders of police stations, police units and commissary.

### **Management and contracting arrangements**

A project Steering Committee will be established to oversee the implementation process of the project activities. The Steering Committee will include at least one representative of the primarily involved beneficiary services (including Organised Crime Department, Sector for border affairs and migration, Sector for police) in addition to the SPO. The detailed list of participants should be defined in the inception phase. The Team Leader of the service contract will be a voting member of the committee. The Delegation of the European Commission 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, 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 for implementation of all three components (including the preparation of tender dossiers for supply contract). The value of this contract is approximately EUR 1 750 000, out of which EUR 1 575 000 IPA contribution, and EUR 175 000 national co-financing. The duration of this contract will be 12 - 18 months;
- **One Supply contract** will be concluded for purchasing an equipment for IT and physical safety for Organised crime department and purchasing of Equipment for risk analysis, long range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing in total value of EUR 1 250 000, out of which EUR 937 500 IPA contribution and EUR 312 500 national co-financing. The duration of the contract will be 6 months plus 12 months warranty period bringing the total contract duration to 18 months.

### **3.5 Conditionality and sequencing**

The project includes the following conditionality:

- Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;

- Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the tender process as per EU regulations;
- Timely organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary;
- Necessary legislation in force – to be specified in which areas, but not the names of the laws;
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work plan;
- The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the supplies;
- Maintenance of the equipment supplied in the course and after the project ends.

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

### **3.6 Linked activities**

#### **IPA Projects**

Currently in the Ministry of Interior there is ongoing project “Support to the implementation of the Police Reforms Strategy” which is funded by IPA funds (total amount of EUR 9.4 million), aiming at completing the police reform process. The first component of this project titled as “Police development assistance project” is being implemented by CIVIPOL from France. The main activity of this component is to support the overall planning and implementation of the Police Reform on Strategic, Tactical and Operational level.

The second component (amounting EUR 0.3 million) provides advisory services in order to enhance the capacities of the stakeholders in the fight against organised crime, with focus on trafficking in human beings. This component is being implemented by the International organisation for migration as a direct grant.

The third component (amounting EUR 1, 6 million) will address the issue of refurbishment of some police stations with special attention to detention areas. Eight police station (Bit Pazar, Centar, Karpos and Gazi Baba), Police Station in Gostivar, Stip, Gevgelija and Prilep) were identified as priority one.

#### **CARDS**

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, support for development and implementation of Border Management reforms in the country, etc. 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.

#### **National projects**

The Government on its session on 10.06.2008 adopted a Plan of activities for setting up pf a

National Intelligence Database and a Decision on setting up Project Board for the National Intelligence Database Project, while on 01.07.2008 it adopted the Action Plan for setting up the NID with fiscal implications. The Action Plan determines the activities, phases, tasks that need to be undertaken, time lines, responsible institutions and expected results from each separate phase. The Plan contains four phases.

With the purpose of supplementing the primary data used for the aims of criminal investigations, NID will be connected with the data basis from the following institutions: Money Laundering and Financing of Terrorism Prevention Directorate, Directorate for execution of sanctions; Central registry; Records kept in the Ministry of Interior, Customs, Ministry of Justice and the courts. In the activities realised so far within the project, the following documents have been adopted: Project Initiation Document; the Feasibility Study and the technical specifications for the Tender dossier. The Law on exchange of information with the establishment of the National Intelligence Database was adopted by the government and it is currently undergoing parliamentary procedure.

**Criminal Intelligence Development Project** -For the purpose of realisation of this Project, the Ministry of Interior by the end of 2005 signed a Memorandum of Understanding with the United Kingdom (British Embassy in Skopje) on bilateral technical cooperation towards the end of 2005. The signed Memorandum set up the Project for development of the Sector for criminal-intelligence analysis. The project is financed by the United Kingdom and supported by the British Embassy in Skopje, using experts from the National police service of the Republic of Northern Ireland as lecturers. The project was conducted in the period from 2006 till April 2009.

#### **Other projects**

- Project for cooperation of the Ministry of Justice of the United States of America ICITAP (International Criminal Investigative Training Assistance Program), launched in April 2006;
- Project for cooperation with the OSCE Monitoring Mission – Training Section, being still underway and continuously implemented with vast number of training for the employees of the OCD, specifically: Training on interviewing techniques for suspects, witnesses and victims of criminal acts; Train the Trainers in the OCD; and Advanced training for strategies in criminal investigations for Organised crime cases;
- A Project realised in cooperation with the OSCE on training of 83 inspectors for prevention conducted from 15<sup>th</sup> September 2009 to 5<sup>th</sup> December 2009. The training was conducted in three modules and realised by lecturers from OSCE and Police advisors from The Police Sector;
- The inspectors for prevention acquired knowledge from the area of community policing, responsibility, reporting, team building, internal and external communication, policing in multiethnic environment, conflict resolution and other skills necessary for performance of the daily duties;
- The project in cooperation with the OSCE for setting up qualitative police service in areas populated with Roma population. Within this project, 200 police officers were trained in order to understand the culture and the history of Roma in order to overcome erroneous stereotypes and prejudices in the actions of this category of citizens;
- IPA Regional project - Regional Cooperation in Criminal Justice: Strengthening capacities in the fight against cyber crime.



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

- IPA Project 2007 - Assistance in the implementation of the police reform strategy;
- IPA Project 2009 - Support to the National Police and Criminal Law Reform.

**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.

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)	Regiona l/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activities													
Service contract	x		1 750 000	1 750 000	1 575 000	90	175 000	10	175 000				
Supply contract		x	1 250 000	1 250 000	937 500	75	312 500	25	312 500				-
<b>TOTAL IB</b>			<b>1 750 000</b>	<b>1 750 000</b>	<b>1 575 000</b>	<b>90</b>	<b>175 000</b>	<b>10</b>	<b>175 000</b>				
<b>TOTAL INV</b>			<b>1 250 000</b>	<b>1 250 000</b>	<b>937 500</b>	<b>75</b>	<b>312 500</b>	<b>25</b>	<b>312 500</b>				
<b>TOTAL PROJECT</b>			<b>3 000 000</b>	<b>3 000 000</b>	<b>2 512 500</b>	<b>84</b>	<b>487 500</b>	<b>16</b>	<b>487 500</b>				<b>-</b>

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	Start of Tendering	Signature of contract	Project Completion
1 Service Contract	Q2 2011	Q1 2012	Q3 2013
1 Supply Contract	Q1 2012	Q3 2012	Q1 2014

## 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.

The following cross-cutting issues should be addressed:

### 6.1 Equal Opportunity 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).

### 6.2 Environmental Considerations

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 Support to minorities 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 given to accessibility of the buildings for person with physical disabilities.

### 6.4 Civil Society Development and Dialogue

With the implementation of this Project and especially with the third component the cooperation and communication between the civil society and the uniform police will be enhanced

#### **6.5 Good Governance, with particular attention fight against corruption**

Taking into account the overall objective and the project purpose, this project will contribute for the more effective fight against corruption, especially within the organised crime department and Border police.

## ANNEX I - Log frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Further Institution and Capacity Building of the Police Service in the area of border management, community policing and fight against organised crime		Programme name and number: National Programme for the former Yugoslav Republic of Macedonia under the IPA Transition Assistance and Institution Building Component for 2010 CRIS number :	
		Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date of contracts. Disbursement period expires one year from the final date for execution of contracts.
		<b>Total budget:</b> <b>EUR 3 000 000</b>	<b>IPA budget:</b> <b>EUR 2 512 500</b>
<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
The overall objective of the project to further strengthen the police capacities for border management, community policing and fight against organised crime.	Police service acting in accordance with European standards and practices	Annual report from the European commission	No major (political) upheaval in the region.
<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
To increase the operational efficiency of the border police, to strengthen the capacities for developing anti-corruption standards within the Organised Crime Department, as well as for secure and efficient handling of classified information and to develop skills for the uniformed police officers for efficient end effective daily police working	Increased efficiency of the Police service within the Ministry of interior in the area of Organised crime, general policing and border management comparing with the results from the last four years.	Official reports including statistical indicators from the analytical services in the institutions.  Monthly monitoring progress report from SPO to CFCD.	There is strong political will and commitment among the stake holders for this project: - Counterpart personnel is appointed; - Appropriate working space is provided; - National co financing provided.

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>Component 1: Strengthening the operational capacities of the Border police in the fight against trafficking</b></p> <ul style="list-style-type: none"> <li>- Anti-corruption programme for border police is prepared;</li> <li>- Full and detailed needs assessment regarding the number of police stations, optimal number of police officers and equipment is developed;</li> <li>- New risk management concept for border police in compliance with the EU best practices is developed;</li> <li>- Trained staff of the Border police for illegal trafficking in drugs, trafficking in human beings, forging documents and smuggling of motor vehicles, putting the focus on the profiling of the persons dealing with this kind of criminal activities;</li> <li>- Established methodology for efficient exchange of information related to Organised and other cross-border crime cases between the Border Police and the other organisational units within the MoI acting on local, regional and central level;</li> <li>- Prepared Feasibility study and technical specification for procurement of equipment;</li> <li>- Equipment for risk analysis, long-range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing are purchased and installed;</li> <li>- Trained staff that shall use the equipment provided.</li> </ul> <p><b>Component 2: Development of the capacities of the Organised crime department</b></p>	<ul style="list-style-type: none"> <li>- Anticorruption programme is adopted by the MoI ;</li> <li>- Assessment report regarding the number of police stations, optimal number of police officers and equipment is prepared and taken into consideration in further activities;</li> <li>- Adopted risk management concept by the Director of the Bureau for Public security;</li> <li>- Increased number of detected cases in the area of Trafficking of Human Beings (perpetrators and victims) and other types of cross-border crime comparing with the figures from the starting date of the project;</li> <li>- Appropriate number of trainers are trained and 30 % of staff from the border police is trained in the areas of illegal trafficking in drugs, smuggling in human beings, forging documents and smuggling of motor vehicles;</li> <li>- Increased number of resolved cases as a result of improved cooperation between border police and other organisational units within the MoI comparing with the starting date of the project;</li> <li>- Increased number of prevented illegal crossings of 20%;</li> <li>- Adopted Feasibility study and technical specification by the project Steering Committee and the relevant departments in MoI;</li> <li>- The equipment is purchased, delivered and installed and the provisional acceptance is signed;</li> <li>- 100 % of the users of the equipment have successfully finished training and received appropriate Certificates</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring by the EC Delegation;</li> <li>- Regular reports from the MoI;</li> <li>- Legal department;</li> <li>- Regular reports from the MoI</li> <li>- Analytics Sector (reports?);</li> <li>- Timetables for staff training;</li> <li>- Reports of provided staff training;</li> <li>- Report from the Ministry of finance/CFCD Unit</li> </ul>	<ul style="list-style-type: none"> <li>- Professional and political commitment;</li> <li>- Trainings are performed in accordance with the working plan;</li> <li>- National budget resources available;</li> <li>- The purchased equipment is working properly.</li> </ul>

<ul style="list-style-type: none"> <li>- Prepared assessment of the current situation regarding the anti-corruption policy within the Organised Crime Department;</li> <li>- Developed new anti-corruption policy within Organised Crime Department in line with overall MoI anticorruption programme;</li> <li>- New methodology for recruitment of staff in the Organised Crime Department is introduced;</li> <li>- Stricter internal assets declaration for the Organised crime department's employee is prepared following necessary and adjusted to OCD needs;</li> <li>- Established internal system for checks based on fulfilled assets declaration of all employees within this department;</li> <li>- Prepared assessment and recommendations concerning the legal framework which regulates administrative, physical and IT safety of the classified information;</li> <li>- Prepared Feasibility study and technical specification for procurement of equipment</li> <li>- Adequate equipment for physical and IT safety is purchased, delivered and installed;</li> <li>- Trained staff for use of provided equipment;</li> <li>- Established efficient and secure flow and exchange of classified information in real time among the central, regional and local level;</li> <li>- Developed new methodology on the managing of archived.</li> </ul>	<ul style="list-style-type: none"> <li>- Submitted and reviewed assessment on anticorruption policy;</li> <li>- The internal legal framework regulating anti-corruption policy adopted in compliance with EU standards;</li> <li>- Anti-corruption policy adopted by the Head of the OCD;</li> <li>- Internal regulatory mechanism on registering and checking assets declarations is adopted by the MoI;</li> <li>- Recommendations on already existing legal framework which regulates administrative, physical and IT safety is adopted by the Head of the OCD;</li> <li>- Adopted Feasibility study and technical specification by the project Steering Committee;</li> <li>- The equipment is purchased, delivered and installed and the provisional acceptance is signed;</li> <li>- 100% of the users of the equipment have successfully finished training and received appropriate Certificates;</li> <li>- Decreased number of cases with unauthorised access to classified information. Comparing with the figures from the starting date of the project;</li> <li>- Methodology on the managing of classified information is adopted by the Minister of Interior.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular reports from the Contractor and the reports from the Monitoring officer;</li> <li>- Official reports from the competent services from the MoI;</li> <li>- Annual Report of Organised Crime Department;</li> <li>- Report from the Ministry of finance/CFCD Unit.</li> </ul>	<ul style="list-style-type: none"> <li>- There is strong commitment between the employee from the Organised crime department;</li> <li>- Minimized possibilities for unauthorised access to the system and breach of security information;</li> <li>- National budget resources available;</li> <li>- The purchased equipment is working properly.</li> </ul>
<p><b>Component 3: Enhancing the capacities in the fight against financial and cyber crime</b></p> <ul style="list-style-type: none"> <li>- Developed new methodology for conducting investigations in the area of cyber crime;</li> <li>- Prepared training needs assessment report on investigative techniques for cyber crime;</li> </ul>	<ul style="list-style-type: none"> <li>- Adopted methodology for conducting investigations in the area of cyber crime;</li> <li>- Adopted training needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Official reports from the competent services from the MoI;</li> <li>- Report from the Ministry of finance/CFCD Unit;</li> </ul>	<ul style="list-style-type: none"> <li>- There is strong commitment between the employee from the Organised crime department and other</li> </ul>

<ul style="list-style-type: none"> <li>- Delivered trainings for trainers;</li> <li>- Developed new methodology of acting and undertaking measures in the domain of counterfeiting money;</li> <li>- Prepared Feasibility study for establishment of data base for counterfeiting money which will connect all regional Sector for Internal affairs;</li> <li>- Developed new methodology for enhancing the cooperation between all relevant institutions (Financial Police, Custom administration, Public Revenue office) including conduct of joint operations.</li> </ul>	<p>report by the Head of OCD;</p> <ul style="list-style-type: none"> <li>- Appropriate number of trainers are trained in the area of cyber crime;</li> <li>- New rulebook/manual adopted by the MoI;</li> <li>- Adopted feasibility study by the Minister of Interior;</li> <li>- Methodology on cooperation between all relevant institutions is adopted and number of joint operations are realised.</li> </ul>	<ul style="list-style-type: none"> <li>- Reports of provided staff trainings.</li> </ul>	<ul style="list-style-type: none"> <li>stakeholders involved;</li> <li>- National budget resources available;</li> <li>- Trainings are performed in accordance with the working plan</li> </ul>
<p><b>Component 4: Strengthening the capacity of the Uniformed police of general competencies</b></p>			
<ul style="list-style-type: none"> <li>- Trained police officers for maintenance of public peace and order and re-establishment of violated public peace and order;</li> <li>- Trained police staff on community policing concept;</li> <li>- Trained staff (duty officers, shift police officers, inspectors at the police stations) on the issue of domestic violence);</li> <li>- Adopted new methodology for traffic control;</li> <li>- Trained police officers for control of digital tachographs in cargo and other vehicles</li> <li>- Trained police officers for insight of traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous and the like);</li> <li>- Trained police officers for insight of traffic accident in which escort vehicles are involved. i.e. vehicles under escort;</li> <li>- Trained police officers of the technical condition of the vehicle( steering control unit, brakes, light signal devices;</li> <li>- Trained all managerial staff in all sectors for internal affairs on management and leadership styles;</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate number of trainers are trained and 40 % of staff are introduced with the new methods of work for public peace and order;</li> <li>- Appropriate number of trainers are trained and 60 % of staff are trained on community policing concept;</li> <li>- Appropriate number of trainers are trained in the area of domestic violence;</li> <li>- Appropriate number of trainers are trained on control of digital tachographs in TMV and other vehicles;</li> <li>- Appropriate number of trainers are trained for insight of traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous and the like);</li> <li>- Appropriate number of trainers is trained for insight of traffic accident in which escort vehicles are involved. i.e. vehicles under escort;</li> <li>- Appropriate number of trainers is trained for control of the technical condition of the vehicles;</li> <li>- 95% of the managerial staff from the uniform police have received training on</li> </ul>	<ul style="list-style-type: none"> <li>- Statistical report of relevant service;</li> <li>- Annual report of Police Sector;</li> <li>- Timetables for staff training;</li> <li>- Reports of provided staff trainings;</li> <li>- Survey of opinion;</li> <li>- Reports from the Sectors for Internal Affairs.</li> </ul>	<ul style="list-style-type: none"> <li>- There is strong commitment between the employee from the Uniform police;</li> <li>- Presence of qualified personnel;</li> <li>- Trainings are performed in accordance with the working plan;</li> <li>- Operational plans are adequate to the operational needs.</li> </ul>



<ul style="list-style-type: none"> <li>- Operational planning of the police activities in the field is introduced.</li> </ul>	<ul style="list-style-type: none"> <li>- management and leadership styles;</li> <li>- Decreased number of compliances submitted by the Police officers regarding the behaviour of their superiors;</li> <li>- Operational plans are adopted by the Heads of Sectors for internal affairs.</li> </ul>		
---	--	--	--

Activities	Means	Costs	Assumptions
<p><b>Component 1: Strengthening the operational capacities of the Border police in the fight against trafficking</b></p> <ul style="list-style-type: none"> <li>- Preparation of anti-corruption programme for Border police;</li> <li>- Preparation of full and detailed needs assessment regarding the number of police stations, optimal number of police officers and equipment;</li> <li>- Preparation of a new risk management concept for Border police;</li> <li>- Supporting and trainings in relation to the Strategy for implementation of Model on risk analysis in the area of border control and the new risk management concept for Border police;</li> <li>- Conducting of trainings of illegal trafficking in drugs, smuggling in human beings, forging documents and smuggling of motor vehicles, putting the focus on the profiling of the persons dealing with this kind of criminal activities;</li> <li>- Organising study visits at some of the border policies of the EU countries in order to get familiar with the practical functioning of the same (to draw some parallel with our way of</li> </ul>	<p>One Service Contract 1.750.000 EUR One Supply contract 1.250.000 EUR</p>	<p><b>Overall Cost: 3 000 000 EUR</b> <b>IPA Financing: 2 512 500 EUR</b> <b>National Co-financing: 457 500 EUR</b></p>	<ul style="list-style-type: none"> <li>- Commitment on behalf of senior level officials and experts of all MoI services involved in project implementation;</li> <li>- Commitment on behalf of Implementing Agency in tendering and contracting;</li> <li>- Adequate training of the staff;</li> <li>- The necessary time limits are respected pursuant to the EU legal regulative;</li> <li>- Quality training is provided by certified trainers in respective training centres;</li> <li>- Initial report is prepared in due time;</li> <li>- On-time and reliable data are received from the competent institutions;</li> </ul>

<p>working and using of the best practices in the mentioned areas);</p> <ul style="list-style-type: none"> <li>- Analysis of the current cooperation between Border police and other organisational units within the MoI and recommendation for its improvement;</li> <li>- Preparation of Feasibility study and Tender dossier including technical specification for Provision of Equipment for risk analysis, long range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing of the border;</li> <li>- Conducting trainings for use of provided equipment</li> </ul> <p><b>Component 2: Development of the capacities of the Organised crime department</b></p> <ul style="list-style-type: none"> <li>- Assessment of the anti-corruption policy within Organised crime department;</li> <li>- Analysis of the existing legal framework and preparation of amendments or preparation of new legal acts which will regulate anticorruption policy in the Organised Crime Department including the specific assets declarations for OCD related matters;</li> <li>- Preparation of recommendation for new anti-corruption policy within Organised Crime Department in line with the overall MoI anticorruption programme;</li> <li>- Preparation of recommendation regarding the recruitment of staff in the Organised crime department;</li> <li>- Preparation of specific assets declaration with detailed description of the real estate, movable items or objects of greater value, requirements and debts, as well as other property in their ownership, or in possession of their family members;</li> <li>- Development of Control mechanism regarding</li> </ul>			<ul style="list-style-type: none"> <li>- Good cooperation is established with all relevant institutions possessing necessary information's;</li> <li>- The necessary time limits are respected pursuant to the EU legal regulative;</li> <li>- There is interest shown and commitment by the institutions for usage of the administrative, physical and IT safety.</li> </ul>
---	--	--	---

<p>the submitted assets declaration;</p> <ul style="list-style-type: none"> <li>- Analysis of the existing legal framework and preparation of amendments or preparation of new legal acts which will provide administrative, physical and IT safety of the information and data being used, created and processed in the Organised Crime Department taking into account the best European practices;</li> <li>- Preparation of Feasibility study and Tender dossier including technical specification for procurement and installation of adequate equipment for physical and IT protection for the information used, created and processed in the Organised Crime Department;</li> <li>- Conducting trainings for use of provided equipment;</li> <li>- Preparation of recommendations for secure and efficient exchange of classified information in real time among the central, regional and local level;</li> <li>- Preparation of new methodology on the managing of archived classified information.</li> </ul> <p><b>Component 3: Enhancing the capacities in the fight against financial and cyber crime</b></p> <ul style="list-style-type: none"> <li>- Development of methodology for conducting of investigations in the area of cyber crime;</li> <li>- Preparation of training needs assessment report on investigative techniques for cyber crime;</li> <li>- Conducting trainings for trainers;</li> <li>- Preparation of new methodology of acting and undertaking measures in the domain of counterfeiting money Preparation of Feasibility study for establishment of data base for counterfeiting money which will connect all regional Sector for Internal affairs;</li> </ul>			
--	--	--	--

<ul style="list-style-type: none"> <li>- Preparation of methodology for enhancing the cooperation between all relevant institutions (Financial Police, Custom administration, Public Revenue office) including conduct of joint operations</li> </ul>			
<p><b>Component 4: Strengthening the capacity of the Uniformed police of general competencies</b></p>			
<ul style="list-style-type: none"> <li>- Conducting trainings for maintaining public peace and order including re-establishment of violated public peace and order;</li> <li>- Training on further implementation on the concept The Police and the Community in compliance with the European practices;</li> <li>- Training about handling of domestic violence;</li> <li>- Conducting trainings for control of digital tachographs in cargo and other vehicles that we assume they possess;</li> <li>• Conducting trainings for performing an insight into traffic accidents in which vehicles transporting dangerous material are involved (explosives, flammable, poisonous and the like);</li> <li>• Conducting trainings for performing an insight of traffic accident in which escort vehicles are involved. i.e. vehicles under escort;</li> <li>- Conducting trainings for control of the technical condition of the vehicle( steering control unit, brakes, , light signal devices;</li> <li>- Conducting of trainings on leadership and management in the frames of the police reform process of leadership depending on the scope of the work;</li> <li>- Training on operative planning for commanders of police stations, police units and commissary.</li> </ul>			

**ANNEX II - Amounts (in EUR) contracted and Distributed per Quarter over the full duration of Programme**

	2011				2012				2013			
<b>Contracted</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Service Contract					1 750 000							
Supply Contract 1							1 250 000					
<b>Cumulated</b>					<b>1 750 000</b>		<b>3 000 000</b>					
<b>Disbursed</b>												
Service Contract					525 000		525 000		525 000		175 000	
Supply Contract 1							750 000		500 000			
<b>Total</b>					<b>525 000</b>		<b>1 800 000</b>		<b>2 825 000</b>		<b>3 000 000</b>	

### **ANNEX III – Description of Institutional Framework**

The Organised Crime Department is established within the Central Police Services, competent for prevention and detection of criminal acts for which the prosecution is undertaken ex officio, perpetrated by an organised group of at least three persons, being active for a certain period, in order to achieve direct or indirect financial benefit or other kind of material benefit and which will perpetrate one or several criminal acts, as well as other criminal acts for which the Law prescribes at least four year imprisonment.

The Department is competent both for detection and prevention of criminal acts that by their nature are trans-national and for tracking down organised groups that use violence and other types of force and pressure, are included in the legal economic and with corruption activities create conditions for easier profit gaining and protection from criminal prosecution. In the Organised Crime Department by the enactment of the new Rulebook on amendments and supplements of the Rulebook on systematisation of the working posts in the Ministry of Interior from 31.07.2009, 413 working posts are foreseen within the Organised Crime Department, out of which 269 working posts were fulfilled up to 31.08.2009, which is 65.13% of the current systematisation of the Department. The same employees are deployed within the Department sectors and units. In accordance to the NPAA for 2009-2011, 84 working posts are envisaged to be fulfilled.

The Police Sector consisting of two departments: the Department of Public Peace and Order and Prevention Department. In its work The Police Sector, through the Departments at strategic levels develops the strategies, the concepts and the policy for development of the police service, from aspect of providing advice support and performing professional surveillance on the functioning of Police stations and departments for general competence and safety in the road trafficking, as well as the Prevention departments at the level of Sector for Internal Affairs. In its work, pursuant to the reforms of the police as a dynamic process, it is directed towards accomplishment of the main goal and duty of the police - TO PROTECT, by undertaking measures and actions focused on the following:

- Protection of life, the property and citizens' safety;
- Property protection;
- Protection of the human rights and freedoms;
- Maintaining the public peace and order;
- Prevention of criminal acts and discovering the perpetrators of the criminal acts;
- Providing assistance and protection to the citizens.

The Sector for NATO cooperation and classified information in MoI was set up in accordance with the Law on classified information, and it is being set up as a result of the implementation of the police reform process. The Sector for NATO cooperation and classified information has the competence of implementation of the activities in accordance with the Action Plan for NATO membership of RM and the intensified efforts for EU integration. cooperation of the competencies of the Sector for NATO cooperation and classified information implement measures for timely Organising, preparation, conducting and monitoring of the activities for realisation of security arrangements related to receiving, classification, exchange, protection and storage of information among the MoI and NATO/EU and bilateral classified information, as well as with the security of the persons users of classified information. A plan was realised for coordination of the works and tasks and monitoring of the activities being taken by the organisational units of MoI having contact with classified NATO and EU bilateral information. The realisation of international cooperation in the area of security and information protection is being strengthened, cooperation with other state bodies, organisations and institutions in the area of security and protection, and

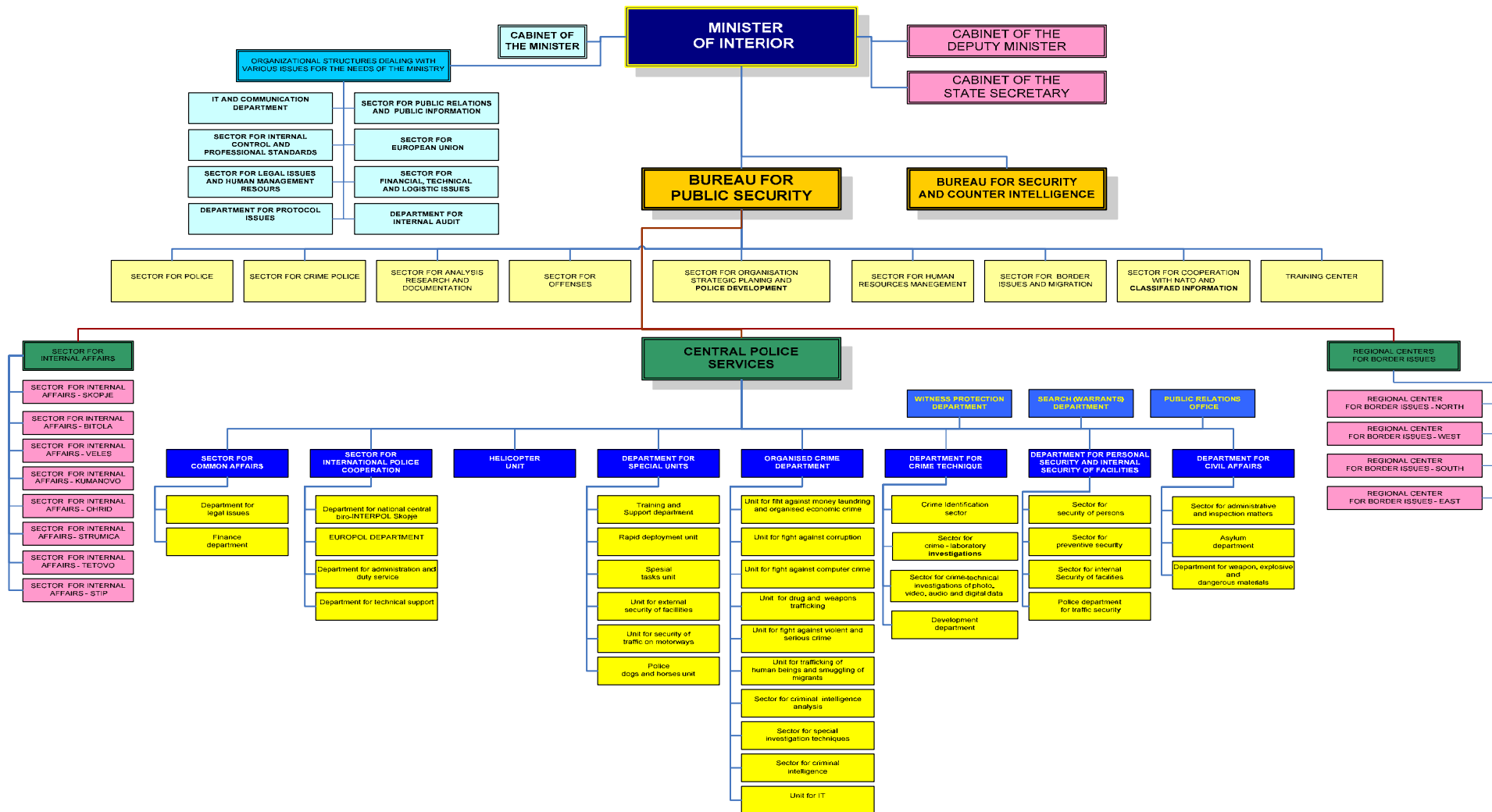
classified information and materials Organising meetings and courses (presentations) in MoI to familiarise the users of classified information with the norms in this part. Establishing network of sub-registers in other organisational units in the Ministry and designating authorised personnel. Coordination of the works and the tasks and monitoring of the activities being undertaken by the organisational units in MoI working with classified NATO and EU information.

In the Sector for Border Affairs 2937 working posts are envisaged to be fulfilled out of which currently 2263 are fulfilled. With NPAA for 2009-2011 new employees within this Sector are not envisaged.

### **Mandate of the Border Police**

The border police is responsible for:

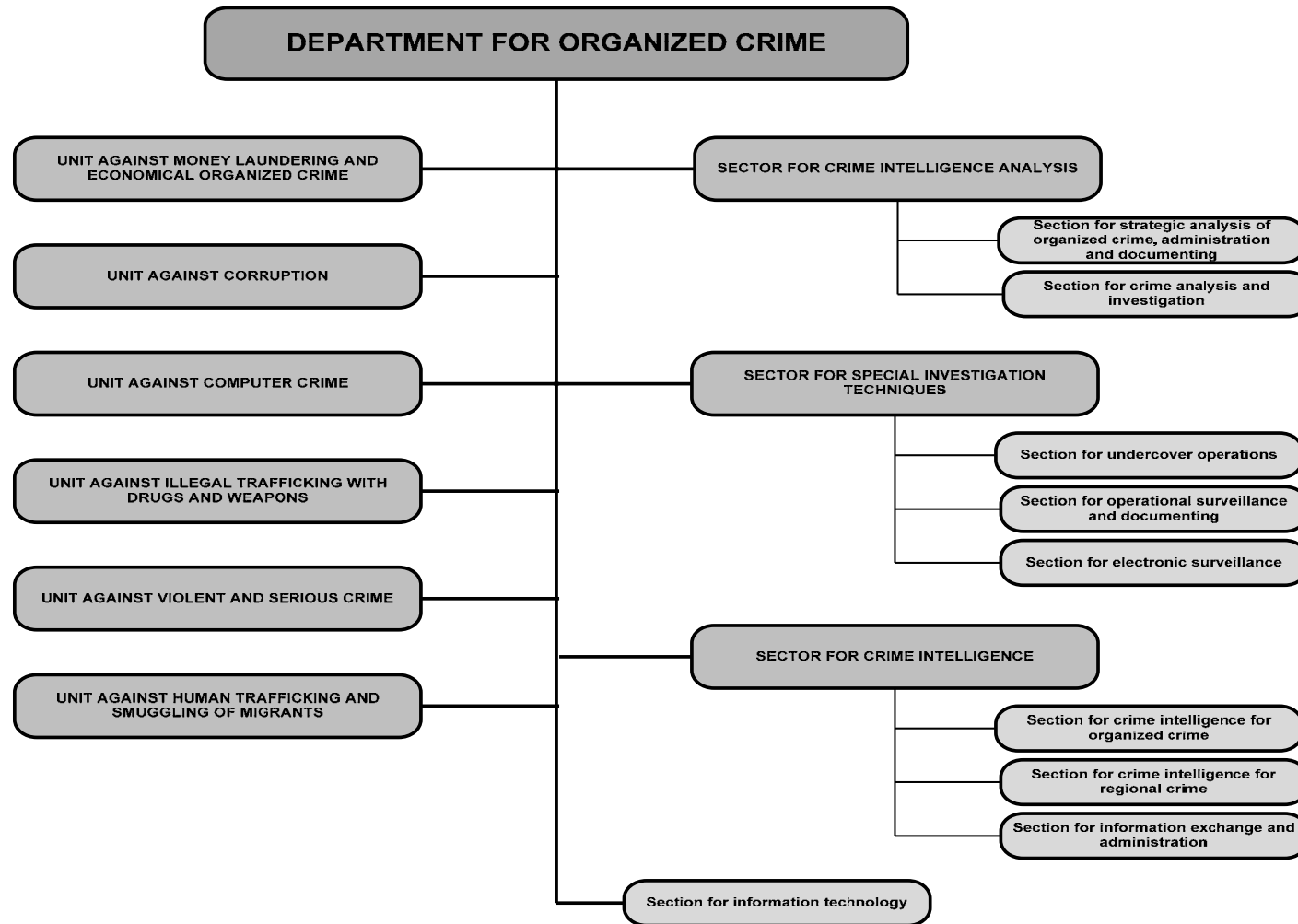
- Border control: Control of people, goods, passengers and transport vehicles at the border crossing points;
- State border security: Surveillance of the border line, suppression of the illegal crossings of the state border, combating cross-border crime;
- Cross-border cooperation: Cooperation and exchange of information and experience with neighbours border services;
- Strangers and readmission.



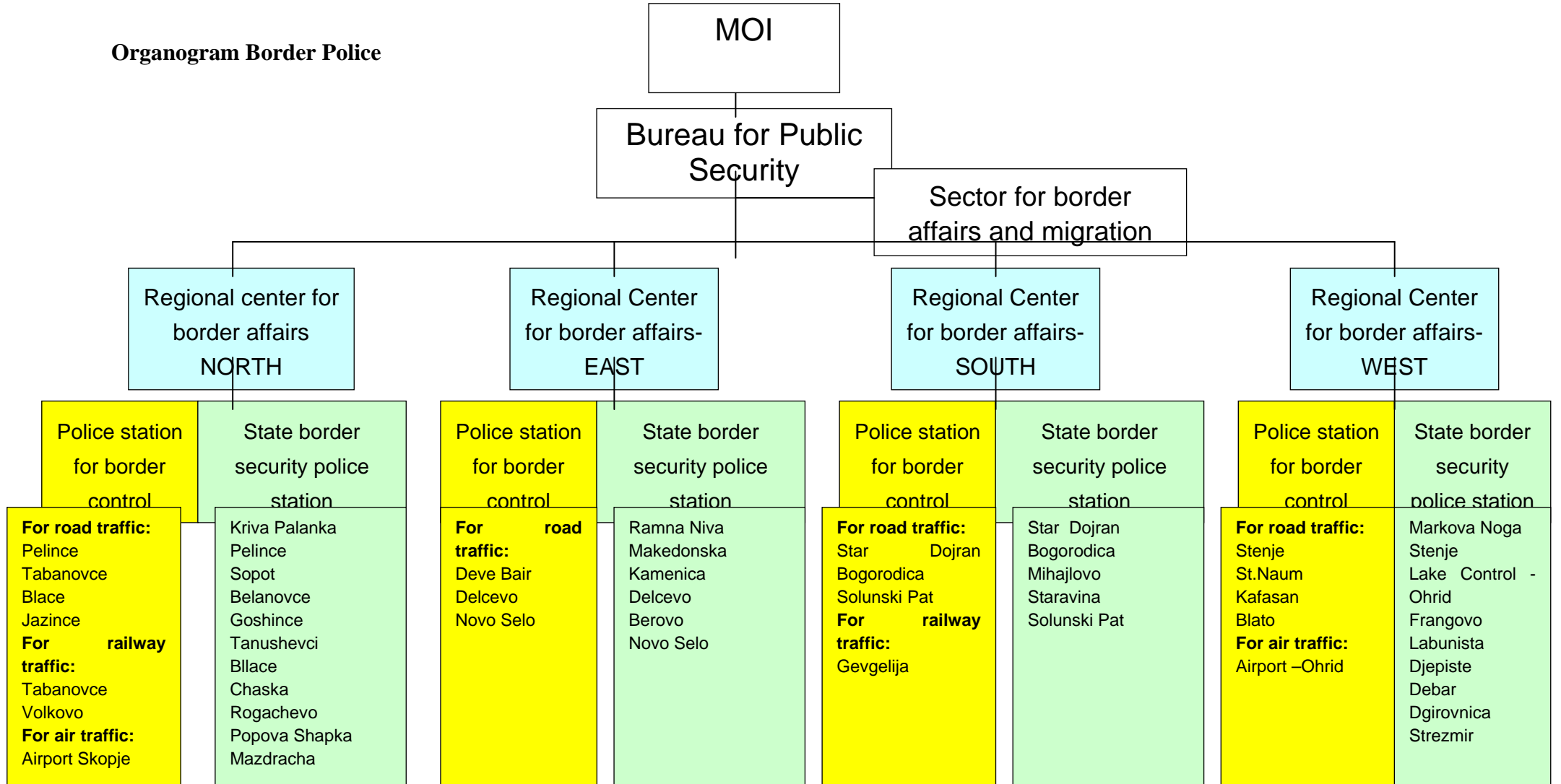
MINISTRY OF INTERIOR



ORGANOGRAM  
OF THE DEPARTMENT FOR ORGANIZED CRIME



**Organogram Border Police**



## **ANNEX IV - Reference to laws, regulations and strategic documents**

### **Reference list of relevant laws and regulations**

- Law on Police;
- Law on Internal Affairs;
- Law on Criminal Procedure;
- Law on State Border Surveillance;
- Annual plan for training – MO;
- Law of Prevention of Corruption (“Official Gazette” no. 28/2002, 46/2004, 126/2006, 10/2008 and 161/2008);
- The Rulebook on the format and the content of the Assets list (“Official Gazette” no. 72/2007);
- The Rulebook on the manner of handling the Assets lists of the official persons (“Official Gazette” no.89/2008).

### **Reference to AP/NPAA/SAA/Progress Report**

The **Accession Partnership** underlines the importance of continuation with the implementation of the Set of Action Oriented Measures for the Fight against organised crime. Continue to implement the Action Plan for the reform of the police. Strengthen co-ordination and co-operation both among police bodies and between the police and other law enforcement agencies. 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, and ensure effective implementation of requirements for delivery of high-quality travel and identity documents and provide further training for staff.

The project address the priorities defined in the **National Programme for Adoption of the Acquis**:

- For the purpose of strengthening the capacities of the Department for Organised Crime, training of executing officers will continue, as well as further material and technical equipping;
- An emphasis will be put on implementation of the activities of the Action Plan for conducting the Strategy for Implementation of a Border Police Risk Analysis Model. Development of a Programme for Border Police training is underway, according to which the training of the border police officers will be conducted during 2009. At the same time, it is envisaged to develop mutual risk analysis on NCCBM level;
- Technical equipping of the border crossings and police stations - in accordance with the Elaboration on minimum/maximum standards for technical equipment of police stations and police departments for border control, PS for securing the state border and joint PS;
- The activities focused on achieving sustainability of the progress made in the police reform will continue with equal intensity in the next period.

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** 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, and Article 101, on cross-border, trans-national and interregional cooperation.

### **Reference to Progress Report**

The EC 2009 Progress Report stresses that progress has been good in the area of **police cooperation and the fight against organised crime**. Training and equipment needs were met, mainly by local authorities. Cooperation with EUROPOL further improved and preparations are being made to sign an operational agreement. The sector for special investigative techniques of the department for organised crime in the Ministry of the Interior was staffed and equipped. Good progress can be reported in the field of **external borders and Schengen**. A working arrangement with FRONTEX was signed. Implementation of the integrated border management strategy and action plan has been completed, except for the construction and reconstruction of police stations and the extension of the TETRA radio communication system. However, an overall system for strategic and operational risk analysis is still lacking, and thus preventing effective fight against illegal migration. A human resources management strategy was adopted which encompasses all the organisational units of the police, but without dealing specifically with the needs of border police. The capacity of the training centre has been enhanced and the basic training curricula are satisfactory, but curricula also need to be developed for middle- and higher-level border police officers. A central database of false and genuine documents is not available, nor is a central database of specimen documents. First steps were taken to rehabilitate premises and offices at border crossing points. However, the situation is not yet fully satisfactory. A budget was allocated to upgrade the equipment of the border police, but it is still not sufficient, notably for border surveillance at night hours at the green border. Technical equipment for document analysis, training on how to use it and budgetary support are still not adequate. Preparations in the area of external borders and Schengen are advanced.

#### **Reference to MIPD**

Despite ongoing IPA activities in support of the police reform, it will be necessary to continue to support the finalisation of the implementation of the Action Plan for the Reform of the Police where the Community policing is one of the main goals, 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.

#### **Reference to national/ sector 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 2009 - 2011;
- Annual Training plan 2009;
- Strategy on Human Resources 2008;
- Strategy for prevention 2009-2011;
- Strategy for implementation of Model on risk analysis in the area of border control, 2009-2011.

## **ANNEX V - Details per EU funded contract**

### **Management and contracting arrangements**

A project Steering Committee will be established to oversee the implementation process of the project activities. The Steering Committee will include at least one representative of the primarily involved beneficiary services (including Organised crime department, Crime technique Department,). 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, 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 for implementation of all three components (including the preparation of tender dossiers for supply contract). The value of this contract is approximately EUR 1 750 000, out of which EUR 1 575 000 IPA contribution, and EUR 175 000 national co-financing. The duration of this contract will be 12 - 18 months;
- **One Supply contract** will be concluded for purchasing an equipment for IT and physical safety for Organised crime department and purchasing of Equipment for risk analysis, long range thermo vision cameras for night monitoring as well as equipment for detection of illegal crossing in total value of EUR 1 250 000, out of which EUR 937 500 IPA contribution and EUR 312 500 national co-financing. The duration of the contract will be 6 months plus 12 months warranty period bringing the total contract duration to 18 months.