

**Project Fiche – IPA centralised programmes**

**1. Basic information**

- 1.1 CRIS Number:** 2007/019-274
- 1.2 Title:** Regional support to the update, implementation and monitoring of the Integrated Border Management strategies and related Action Plans and development of regional and cross border initiatives
- 1.3 ELARG statistical code:** 06. 24 -Justice, freedom and security
- 1.4 Location:**
- Albania
  - Bosnia and Herzegovina
  - Croatia
  - The former Yugoslav Republic of Macedonia
  - Montenegro
  - Serbia including Kosovo (as defined in UNSCR 1244)
  - Turkey

**Implementing arrangements:**

- 1.5 Contracting Authority:** European Community represented by the Commission of the European Communities for and on behalf of the Beneficiary countries.
- 1.6 Implementing Agency:** N.A.
- 1.7 Project Beneficiary:**  
The immediate Beneficiaries will be the Customs Administrations, the Border Police/Border Guard Services, Veterinary and Phytosanitary Services and all other agencies involved in border management issues and border region public administration, who will receive assistance to develop their capacity to manage their borders in an efficient, coherent and appropriate manner, and to enhance border region co-operation in the countries mentioned under "location".
- 1.8 Overall cost:** €1.5 million + co-funding of the selected grant beneficiary (at least 10% of the eligible project cost)
- 1.9 EU contribution:** €1.5 million
- 1.10 Final date for contracting:** Two years following the end date of conclusion of the Financing Agreements
- 1.11 Final date for execution of contracts:** Two years following the end date for contracting
- 1.12 Final date for disbursements:** Three years following the end date for contracting

## 2. Overall Objective and Project Purpose

### 2.1 Overall Objective:

The overall objective is to establish a more effective management of borders at regional level through the support of the relevant services involved in Integrated Border Management (IBM), including police, customs, veterinary and phytosanitary, the judiciary, as well as migration and asylum.

### 2.2 Project purposes:

The project purpose is made up of four specific objectives:

- To ensure a regionally harmonised implementation of the IBM strategies and the associated Action Plans (AP)
- To further enhance regional co-operation among Beneficiaries, with EU Member States (EUMSs), in particular neighbouring States, and relevant European and international actors, through the sharing of best practices and lessons learned in implementing the IBM model, the establishment of common standards and procedures, the improvement of operational cooperation, and the intensification of communication and information exchange
- To support cross-border inter-agency cooperation and the adoption of a more integrated approach towards the services involved in border management, including the Judiciary, with a special emphasis on Border Police-Customs cooperation
- To further support the development of compatible information systems throughout the region.

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

Accession and European Partnerships with IPA Beneficiaries contain provisions on Justice and Home Affairs and provide the long-term basis for continued cooperation in this area. Regional cooperation is instrumental in addressing the security challenges facing Beneficiaries, since many urgent issues, such as organised crime, corruption, trafficking in human beings and illegal migration, can be effectively addressed only by a trans-border approach.

In 2004, the third annual Stabilisation and Association process report highlighted regional cooperation in Justice and Home Affairs as an important area. The 2005 Enlargement Strategy Paper recognises that regional cooperation is increasing in the area of justice, liberty and security, as well as combating organised crime, at the same time as it emphasises the importance of further regional cooperation. Moreover, the 2006 European Partnerships with the Western Balkan countries confirm the importance of regional cooperation in the Justice and Home Affairs sector. Each European Partnership and each Accession Partnership address these priorities under the Justice and Home Affairs chapter.

The joint statement adopted by the meeting of the Foreign Ministers of the Regional partnership and the countries of the Western Balkans in Budapest in October 2005 identified six specific fields on regional cooperation, under which Justice and Home Affairs was endorsed, with special mention for border protection, migration, organised crime, police and judicial cooperation.

The revised Accession Partnership with Turkey, which was adopted in January 2006, identifies the areas of migration and asylum policy, border management, visa policy and practice and the fight against organised crime and drugs as being of particular importance with regard to the transposition and implementation of the EU *acquis*.

## **2.4 Link with the Multi-Beneficiary MIPD**

Regional cooperation in the area of IBM complements efforts at a national level particularly as it facilitates networking and sharing of best practices and lessons learned in the region. In addition, the Multi Beneficiary MIPD<sup>1</sup> supports the establishment of harmonised guidelines and protocols for the sharing of relevant information across borders, building upon the achievement of the national projects and other regional initiatives.

## **3. Description of project**

### **3.1 Background and justification**

The programme addresses the objectives set out in the Multi-Beneficiary MIPD 2007-2009 regarding the Justice and Home Affairs sector and especially the support to the relevant services involved in the area of integrated border management, including police, customs, veterinary and phytosanitary, the judiciary, as well as migration and asylum.

In addition, the programme specifically addresses the recommendation of the Commission's Communication of 27 January 2006 "The Western Balkans on the Road to the EU: Consolidation Stability and Raising Prosperity" which indicates key challenges such as the "further improvement of the trans-border co-operation capacity of the police and customs services". The Communication states that "it is now important to pursue implementation of what has been initiated, to focus on concrete results (...)".

Efficient border management and border security are important priorities for the European Union. The key issue is to ensure a very fine balance between open borders for trade, tourism and other form of legal movement of persons and goods but at the same time efficiently secured and controlled towards the threats posed by illegal migration, trafficking in human beings, organised crime and terrorism. Integrated Border Management requires that all relevant authorities work together in an effective and efficient manner. Co-operation shall not be established exclusively with each country, but also across the borders, with relevant agencies of neighbouring states.

The EU commitment and responsibilities within the Stabilisation and Association process (SAP) is to offer to the Western Balkans countries a clear concept of IBM including the references, principles, standards and practices available to implement an efficient and effective border management system in all relevant fields.

The Commission's IBM concept covers coordination and cooperation among all the relevant authorities and agencies involved in border security and trade facilitation in order to establish effective, efficient and integrated border management systems, and to reach the common goal of open, but controlled and secure borders.

In order to support the implementation of the IBM concept, the Commission produced the *Guidelines for Integrated Border Management in the Western Balkans* in October 2004, defining for the first time the EC concept of IBM in external assistance. The aim of the document was to serve as a basis for a consistent implementation of border management related activities in the Western Balkans.

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<sup>1</sup> Paragraph 2.2.3 Justice and Home Affairs

To ensure that the IBM strategies and Action Plans in the Western Balkans are consistent and compliant with the above concept, the Commission launched the regional CARDS<sup>2</sup> programme “Support to and coordination of IBM Strategies in the Western Balkans” in 2005. The main objective of this project was the provision of technical assistance, specifically to support the Beneficiary countries in the development or updating of their national IBM strategies and action plans in line with the *IBM Guidelines*. An updated version of the *IBM Guidelines* for the Western Balkans was one of the key results of the project. The EU *IBM Guidelines* remains a Commission's staff working document promoting the concept of border management that is integrated in nature, and as such incorporates agencies including police, customs, veterinary and phytosanitary services.

Integrated border management is a regional challenge, involving borders between two or more countries. The programming requires a regional coherent approach and the implementation a coordinated methodology across the region. Coordination and networking are key elements of IBM strategies, thus must be ensured at regional level.

The new regional programme to support the implementation and monitoring of the IBM strategies and action plans is the continuation of the CARDS project “Support to and coordination of IBM Strategies in the Western Balkans” and will build upon its achievements and recommendations. It aims to further increase regional and cross border co-operation in the Beneficiary countries, including Turkey, to support a coherent and consistent implementation across the region of the IBM strategies and action plans previously developed, and coordinate ongoing and planned projects within and between the countries.

The complementary dimension of project will make sure that the national IPA support to this sector, based on the updated version of the *IBM Guidelines*, is developed following a coherent regional methodology and implemented in a co-ordinated manner across the region. To this end, the project will provide additional tailor made support to the Beneficiary countries in the implementation of consistent national IBM strategies and programmes fully in line with EU standards, and ensure their coherence with those of their neighbours.

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

Given the regional nature of the assistance, the programme will be regularly monitored and the impact evaluated in order to allow relevant readjustments and adapt to any changes in the beneficiary countries. The project will contribute to speed up the process of ensuring the very fine balance between open borders for trade, tourism and other form of legal movement of persons and goods but at the same time efficiently secured and controlled towards the threats posed by illegal migration, trafficking in human beings, organised crime and terrorism. Furthermore, it will foster co-operation between international actors and support the adoption of strategies tackling security problems related to border controls while facilitating cross border mobility of persons and goods.

The project should be seen as a catalytic tool for the development of regional and sectoral networking, exchange of experience and information, as well as a strategic umbrella sharing common benchmarks for the region. It seeks to enhance regional co-operation and networking among Beneficiaries and EU Member States, in order to facilitate operational co-operation, leading for instance to the drafting and implementation of agreements, conventions, and memoranda of understanding.

Networks established through the different project activities should help supporting the sustainability of the action once the support from the European Commission is ended.

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<sup>2</sup> Community Assistance for Reconstruction, Development and Stabilisation

The final Beneficiaries of this project will be the general public of the region, as it will enable citizens to live in an area of security and freedom, within which their businesses can trade more easily across borders and within which they can also travel more easily.

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

#### **Overall result**

Improved regional and international cooperation in the area of integrated border management.

#### **Specific results**

1. Regionally harmonised implementation of IBM strategies and Action Plans

Measurable indicators:

- Drafted or adopted legislation necessary to the implementation
- Agreements or protocols for interagency cooperation signed
- Information exchanged
- Rationalised border crossings and cooperation procedures
- Seminars/workshops organised
- Facilitation of legitimate cross-border movements
- Joint operations developed

2. Enhanced co-operation and networking among beneficiaries, with EUMSs and relevant European and international actors

Measurable indicators:

- Bilateral protocols and/or mechanisms established and implemented
- Missions of experts
- Meetings with neighbouring countries, seminars/workshops organised
- Common regional standards in carrying out border threat assessments and risk analysis
- Joint-use of cross border facilities and equipment
- Cooperation enhanced during operations and investigations for the purpose of prevention, detection and countering threats
- Creation of border contact point offices
- Good practices, information and communications exchanged at regional level
- Cooperation for witnesses protection established
- Network of permanent contact established
- Creation of a regional website supporting networking of all major stakeholders of the region involved on IBM related fields

3. Cross-border inter-agency cooperation improved, including the Judiciary, with a special emphasis on Border Police-Customs cooperation

Measurable indicators:

- Recommendations provided for the adoption of provisions ensuring inter-agency cooperation, with detailed procedures and agency-specific responsibilities

- Co-ordinated control and processing at border crossing
  - Clear division of responsibilities and awareness with regard to tasks and responsibilities
  - Operational joint patrols set up
4. Set up of compatible information systems throughout the region
- Measurable indicators:
- Training programmes on procedures and seminars organised, recommendations elaborated
  - Efficient and compatible information system in place
  - Data exchanged between involved services and Beneficiary countries

### 3.4 Activities

**Activity 1** Organise support to the coordination bodies (at policy and operational level) assisting the beneficiary countries in updating, monitoring and implementing the IBM strategies and Action Plans following a regionally harmonised approach

- 1.1 Organise missions of experts in the field to monitor progress made in terms of intra-service, inter-agency and international cooperation and to provide guidance on the implementation of the Action Plans

The implementation support and monitoring will cover the following levels:

- legislative,
- institutional, procedural and administrative,
- practitioner's capacity,
- educational and training.

- 1.2 Exchange good practices on the effective implementation of IBM Action Plans

- 1.3 Promote joint operations

**Activity 2** Develop regional co-operation and networking among Beneficiaries, with EUMSs and relevant European and international actors through the sharing of best practices and lessons learned in implementing the IBM model, the establishment of common standards and procedures, and the intensification of communication and information exchange

- 2.1 Review and complete the bilateral agreements and mechanisms for Cross Border Cooperation (CBC), and facilitate their implementation

- 2.2 Enhance and harmonise operational procedures for mutual information exchange on matters of relevance, in order to facilitate combating threats to public order and security

- 2.3 Promote and develop common standards for threat assessment and risk analysis

- 2.4 Promote technical measures in order to enhance communication and data networks and facilitate transborder cooperation

- 2.5 Enhance cooperation during operations and investigations for the purpose of prevention, detection and countering threats (joint investigation teams, mixed patrols) and establish border contact point offices

- 2.6 Exchange of information, assistance as regards logistics, and taking over of persons to be protected

- 2.7 Develop a network of permanent contacts between EUMS and Beneficiaries border agencies
- 2.8 Support the creation of a regional website for IBM related agencies (phytosanitary and veterinary included)
- Activity 3** Support cross-border inter-agency cooperation, including the Judiciary, with a special emphasis Border on Police-Customs cooperation
  - 3.1 Elaborate recommendations for the adoption of necessary provisions to ensure inter-agency cooperation, with detailed procedures and agency-specific responsibilities, recommended, drafted and implemented
  - 3.2 Co-ordinate control and processing at border crossing
  - 3.3 Define clear tasks and responsibilities, organise workshops with a view to build awareness
  - 3.4 Develop joint patrols
- Activity 4** Further support the set up of compatible information systems throughout the region
  - 4.1 Organise training programmes/seminars on procedures
  - 4.2 Provide recommendations for the further development of such a system.

All those activities must be in line with EU standards and best practices. Coordination with ongoing IBM related national projects must be ensured.

### 3.5 Conditionality

N.A.

### 3.6 Linked activities

Foreseen assistance under the CARDS Regional Action Programmes 2005 and 2006 is expected to further police and judicial cooperation in the South-East Europe region. Specifically, technical assistance is intended to be granted to the SECI Centre (South East European Cooperative Initiative for combating transborder crime) to upgrade its institutional and operational framework<sup>3</sup>. Ad-hoc technical assistance will be dedicated to the development and implementation of national strategies and action plans for data-protection (national supervisory body, proper data-processing and IT system operations in the police, supported by appropriate training and regulations). A monitoring instruments project to establish guidelines on collecting and interpreting police and judicial statistics is expected to commence during 2007. The need for reliable statistics is important for future regional police cooperation especially as regards the exchange of information. In addition, further support to the prosecutors' network established during the 2003 CARDS Judiciary project is envisaged.

In order to avoid duplication of efforts with ongoing projects, a thorough assessment of possible overlapping with national projects shall be conducted by the Contractor during the inception period and national and regional activities shall be carefully coordinated during project implementation.

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<sup>3</sup> The implementation of the project is subject to a preliminary revision of its legal framework. SECI has created an Expert Working Group in order to discuss, define and draft a new legal status. The Working Group has planned to meet at least four times in 2007, at the premises of SECI in Bucharest (RO). The Commission supports the organisation of such meetings, using CARDS 2006 funds.

### 3.7 Lessons learned

The experience from the previous regional IBM programme shows that future success requires close and effective cooperation between the relevant IBM related agencies and authorities, within each country and between countries. The EC Delegations should be timely and adequately informed about the project activities, and they should report to the EC Headquarters any risk of overlapping with the national programmes.

This programme requires an intensive involvement of Beneficiary experts at national and regional levels.

There is also a necessity to give as much as possible the opportunity for practitioners from the Beneficiary countries and EU Member States to meet each other, exchange information about their respective experiences, and give thus the local counterparts the possibility to see some concrete applications of concepts highlighted in the IBM guidelines.

It is crucial to pay attention to the European and international actors operating in the region in IBM-related areas, such as EU CAFAO (Customs and Fiscal Assistance Office (EU), PAMECA (Police Assistance Mission of the European Community to Albania) offices in Albania or with the IOM (International Organisation for Migration) in Bosnia and Herzegovina, OSCE (Organisation for Security and Co-operation in Europe), UNHCR (Office of the United Nations High Commissioner for Refugees), ICMPD (International Center for Migration Policy Development), NATO (North Atlantic Treaty Organisation), MARRI (The Migration, Asylum, Refugees Regional Initiative), DCAF (Geneva Centre for the Democratic Control of Armed Forces) and the EU Member States. Co-ordination and cooperation in the framework of the country IBM support shall be ensured throughout the project implementation.

To this end, given the large number of actors involved, coherence and coordination will be assured in particular through working table III of the Stability Pact, which will be taken over by the future Regional Cooperation Council Secretariat in early 2008. Moreover, donor coordination will be ensured through the active involvement of the EC Delegations, which organise regular meetings in-country with Member States, national authorities and other involved organisations in IBM-related issues. European Commission staff responsible for the implementation of the Multi-Beneficiary programmes is committed to participate in regional networks and structures to facilitate coordination amongst donors active in the region.

### 4. Indicative Budget (amounts in €)

The total EC contribution to the implementation of the 2007 IBM Regional Programme will amount to **€1.5m**. Final grant beneficiaries should contribute with a minimum of 10% of the total eligible cost of the project, both for investment and institution building projects the operation's eligible costs.

	TOTAL COST	SOURCES OF FUNDING			
		EU CONTRIBUTION		GRANT BENEFICIARY CONTRIBUTION	
Activities		Total	% *	Total	% *
Activity 1	1.666.666	1.500.000	90	166.666	10
<b>TOTAL</b>	<b>1.666.666</b>	<b>1.500.000</b>		<b>166.666</b>	

\* Expressed in % of the Total Cost

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



Contracts	Start of Call for Proposals	Signature of contract	Project Completion
Contract 1	Q1 2008	Q2 2008	Q1 2010

## 6. Cross cutting issues (where applicable)

### 6.1 Equal Opportunity

The project serves to assist all IBM-related personnel involved (from high administration to operational service levels) regardless of their gender, ethnic or national origin. The project efforts to improve the efficiency and effectiveness of the IBM-related services should serve to counter, among other things, trafficking in human beings and illegal migration. Considering that many victims or potential victims of human trafficking are women, children and individuals belonging to ethnic and minority groups, specific attention should be paid to ensure that support to victims of trafficking is tailored to their specific needs. In particular, female victims of trafficking should have the possibility to be heard by a female personnel should they so wish. To this end, the project should encourage the recruitment of qualified female personnel in the border related law enforcement agencies, as well as personnel belonging to minority groups.

#### Measurable indicators:

- Number of qualified female personnel and staff belonging to minority groups newly recruited
- Treatment of human trafficking's victims at border crossing points and support received from law enforcement agencies' personnel

### 6.2 Environment

The IBM strategies and Action Plans have been drafted and finalised to be in line with the EU IBM Guidelines. The Guidelines take environmental aspects into consideration, although further future measures will need to be taken, in terms of suitable legislation and operations, to ensure that these are respected in the medium term. For this project, the customs, phytosanitary and veterinary services are particularly relevant in ensuring that such checks take place at the border crossing points.

### 6.3 Minorities

Minority and vulnerable groups' concerns will be reflected in all activities programmed under the project, in particular when it concerns public services, legislative matters and socio-economic development.

**ANNEXES**

- 1- Log frame in Standard Format
- 2- Amounts contracted and disbursed per Quarter over the full duration of Programme
- 3 - Reference to laws, regulations and strategic documents

**ANNEX 1: Logical framework matrix in standard format**

<p>LOGFRAME PLANNING MATRIX FOR Project Fiche  <b>Regional support to the implementation and monitoring of the Integrated Border Management strategies and related Action Plans and development of regional and cross border initiatives</b></p>	<p>Programme name and number                  IPA 2007</p>	<p>2007/</p>
	<p>Contracting period expires:                  two years following the end date of conclusion of the Financing Agreements</p>	<p>Disbursement period expires:                  three years following the end date for contracting</p>
	<p>Total budget :                  €1.5million+co-funding of the selected grant Beneficiary (at least 10% of the eligible project cost)</p>	<p>IPA budget:                  €1.5million</p>

<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	
<p>To establish a more effective management of borders at regional level through the support of the relevant services involved in integrated border management (IBM), including police, customs, veterinary and phytosanitary, the judiciary, as well as migration and asylum.</p>	<p>Establishment of appropriate and effective border management systems and processes</p>	<p>Local and National Records (MoI, Customs Administration)                   Governments documents                   Commission documents                   Commission Progress Reports</p>	
<p><b>Project purposes</b>                  To ensure a regionally harmonised implementation of the IBM strategies and the associated Action Plans (AP)</p>	<p><b>Objectively verifiable indicators</b>                  Following the IBM approach:                  - Border crossing facilitations                  - Trade development                  - Increase of control and security of borders                  - Intensification of IBM cross border cooperation</p>	<p><b>Sources of Verification</b>                  Local and National Records (MoI, Ministry of Trade, Chamber of Commerce, Customs Administration)                   EC Monitoring Reports                   Project Reports</p>	<p><b>Risks and Assumptions</b>                  Stable political environment                  Adequate governmental support                  Good inter-agency and intra-service co-operation                  Low turnover of key officials and service staff in IBM-related services                  Motivation of IBM-related services officers, ie border police</p>

	- Reduction in number of irregularities over time		officers Sufficient equipment at the Beneficiaries' and border facilities' disposal Law effectively enforced by police border guards Project activities are well coordinated with on-going national projects
To further enhance regional co-operation among Beneficiaries, with EU Member States (EUMSs), in particular neighbour States, and relevant European and international actors, through the sharing of best practices and lessons learned in implementing the IBM model, the establishment of common standards and procedures, the improvement of operational cooperation, and the intensification of communication and information exchange	Enhanced level of regional co-operation	Direct contacts/meeting with local stakeholders  EC Progress Reports  EC Monitoring Reports  Project Reports  Reports from Stability Pact	Based on lessons learned, mechanisms should be identified to overcome risks
To support cross-border inter-agency cooperation and the adoption of a more integrated approach towards the services involved in border management, including the Judiciary, with a special emphasis on Border Police-Customs cooperation	Intensification of inter-agency co-operation	Local and National Records (MoI, Customs Administration, Ministry of Justice)	
To further support the development of compatible information systems throughout the region	Enhanced level of efficient and effective of information system in place	Direct contacts/meeting with target groups  Reports and statistic on use of information system	
<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Regionally harmonised implementation of IBM strategies and Action Plans	- Drafted or adopted legislation - Agreements or protocols signed - Information exchanged - Rationalised border crossings and cooperation procedures - Seminars/workshops - Facilitation of legitimate cross-border movements	Official Journal  Local and National Records  EC Progress Reports  EC Monitoring Reports  Project Reports	Good inter-agency and intra-service co-operation Low turnover of key officials and service staff in IBM-related services Motivation of IBM-related services officers, ie border police officers

	- Joint operations developed	Regional conferences	
Enhanced co-operation and networking among Beneficiaries, with the EUMSs and relevant European and international actors	<ul style="list-style-type: none"> <li>- Bilateral protocols and/or mechanisms established and implemented</li> <li>- Missions of experts</li> <li>- Meetings with neighbouring countries, seminars/workshops organised</li> <li>- Common regional standards in carrying out border threat assessments and risk analysis</li> <li>- Joint-use of cross border facilities and equipment</li> <li>- Cooperation during operations and investigations</li> <li>- Creation of border contact point offices</li> <li>- Good practices, information and communications exchanged at regional level</li> <li>- Network of permanent contact established</li> <li>- Cooperation for witnesses protection established</li> <li>- Creation of a regional website for IBM related issues</li> </ul>	<ul style="list-style-type: none"> <li>Local and National Records</li> <li>Commission documents</li> <li>Minutes of meetings</li> <li>Statistical data</li> <li>Information given by MoI and Customs Administrations</li> <li>Reports on successful joint operation concluded</li> <li>List of contact points</li> <li>Manual on good practices</li> <li>MoU on witness protection</li> <li>Workshop/seminars</li> </ul>	
Cross-border inter-agency cooperation improved, including the Judiciary, with special emphasis on Border Police-Customs cooperation	<ul style="list-style-type: none"> <li>- Recommendations provided for the adoption of provisions ensuring inter-agency cooperation, with detailed procedures and agency-specific responsibilities</li> <li>- Co-ordinated control and processing</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Local and National Records and Reports</li> <li>Organigrammes and job descriptions of Border Police and Customs</li> </ul>	

	<p>at border crossing</p> <ul style="list-style-type: none"> <li>- Clear division of responsibilities and awareness with regard to tasks and responsibilities</li> <li>- Joint patrols set up</li> </ul>	<p>Administrations</p> <p>Workshop/seminars</p>	
Set up of compatible information systems throughout the region	<ul style="list-style-type: none"> <li>- Training programmes on procedures and seminars organised, recommendations elaborated</li> <li>- Efficient and compatible information system in place</li> <li>- Data exchanged between involved services and Beneficiary countries</li> </ul>	<p>Training sessions</p> <p>Workshop/seminars</p> <p>Statistical data on information exchanged</p>	
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<p><u>Activity 1</u></p> <p>Organise support to the coordination bodies (at policy and operational level) assisting the beneficiary countries in updating, monitoring and implementing the IBM strategies and Action Plans following a regionally harmonised approach</p> <p>1.1 Organise missions of experts in the field to monitor progress made in terms of intra-service, inter-agency and international cooperation and to provide guidance on the implementation of the Action Plans</p> <p>1.2 Exchange good practices on IBM action plans implementation</p> <p>1.3 Promote joint operations</p> <p><u>Activity 2</u></p> <p>Develop regional co-operation and networking among beneficiaries, with EUMSs and relevant European and international actors, through the sharing of best practices and lessons learned in implementing the IBM model, the establishment of common standards and procedures, and the intensification of communication and information exchange</p>	<p>Call for proposals</p>	<p><b>Total cost:</b> €1.5million+ co-funding of the selected grant Beneficiary (at least 10% of the eligible project cost)</p>	<p>Good inter-agency and intra-service co-operation</p> <p>Low turnover of key officials and service staff in IBM-related services</p> <p>Motivation of IBM-related services officers, ie border police officers</p>

<p>2.1 Review and complete the bilateral agreements and mechanisms for Cross Border Cooperation (CBC), and facilitate their implementation</p> <p>2.2 Enhance and harmonise operational procedures for mutual information exchange on matters of relevance, in order to facilitate combating threats to public order and security</p> <p>2.3 Promote and develop common standards for threat assessment and risk analysis</p> <p>2.4 Promote technical measures in order to enhance communication and data networks and facilitate transborder cooperation</p> <p>2.5 Enhance cooperation during operations and investigations for the purpose of prevention, detection and countering threats, (joint investigation teams, mixed patrols) and establish common border centres/points of contact</p> <p>2.6 Exchange of information, assistance as regards logistics, and taking over of persons to be protected</p> <p>2.7 Develop a network of permanent contacts between EUMS and Beneficiaries border agencies</p> <p>2.8 Support the creation of a regional website for IBM related agencies (Phytosanitary and Veterinary included) facilitating networking and exchange of information</p> <p><u>Activity 3</u></p> <p>Support cross-border inter-agency cooperation</p> <p>3.1 Elaborate recommendations for the adoption of necessary provisions to ensure inter-agency cooperation, with detailed procedures and agency-specific responsibilities, recommended, drafted and implemented</p> <p>3.2 Co-ordinate control and processing at border crossing</p> <p>3.3 Define clear division and responsibilities, organise workshops with a view to build awareness</p>			
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<p>3.4 Develop joint patrols</p> <p><u>Activity 4</u></p> <p>Further support the set up of compatible information systems throughout the region</p> <p>4.1 Organise training programmes/seminars on procedures</p> <p>4.2 Provide recommendations for the further development of such a system.</p> <p>All those activities must be in line with EU standards and best practices. Coordination with on going IBM related national projects must be ensured.</p>			
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**ANNEX 2: Amounts (in €) contracted and disbursed by quarter for the project**

2008-2010

<b>Contracted</b>	<b>Q2 2008</b>	<b>Q3 2008</b>	<b>Q4 2008</b>	<b>Q1 2009</b>	<b>Q2 2009</b>	<b>Q3 2009</b>	<b>Q4 2009</b>	<b>Q1 2010</b>
Contract 1	1.5							
<b>Cumulated</b>	<b>1.5</b>							
<b>Disbursed</b>								
Contract 1	0,6*			0,6**				0,3***
<b>Cumulated</b>	<b>0,6</b>			<b>1,2</b>				<b>1.5</b>

\*First instalment of pre-financing (80% of the part of the forecast budget for the first 12 months of project implementation)

\*\*Further annual instalment(s) of pre-financing

\*\*\*Final payment

**Annex 3 - Reference to laws, regulations and strategic documents:**

Multi-Beneficiary Multi-annual Indicative Planning Document (2007/2009)

Commission's Communication of 27 January 2006 "The Western Balkans on the Road to the EU: Consolidation Stability and Raising Prosperity"

Guidelines for Integrated Border Management in the Western Balkans

Council decision of 20/02/2006 (2006/145/EC) on the principles, priorities and conditions contained in the Accession Partnership with Croatia and repealing Decision 2004/648/EC

Council decision of 23/01/2006 (2006/35/EC) on the principles, priorities and conditions contained in the Accession Partnership with Turkey

Council decision of 30/01/2006 (2006/57/EC) on the principles, priorities and conditions contained in the European Partnership with the former Yugoslav Republic of Macedonia and repealing Decision 2004/518/EC

Council decision of 30/01/2006 (2006/55/EC) on the principles, priorities and conditions contained in the European Partnership with Bosnia and Herzegovina and repealing Decision 2004/515/EC

Council decision of 30/01/2006 (2006/54/EC) on the principles, priorities and conditions contained in the European Partnership with Albania and repealing Decision 2004/519/EC

Council decision of 30/01/2006 (2006/56/EC) on the principles, priorities and conditions contained in the European Partnership with Serbia and Montenegro, including Kosovo as defined by the UNSCR 1244 of 10/06/1999, and repealing Decision 2004/520/EC

Council and Commission Decision of 13 December 2004 concerning the conclusion of the Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the Republic of Croatia, of the other part - Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the Republic of Croatia, of the other part

Council and Commission Decision of 26 March 2001 concerning the conclusion of the Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the former Yugoslav Republic of Macedonia, of the other part - Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the former Yugoslav Republic of Macedonia, of the other part

Council and Commission Decision of 22 May 2006 concerning the conclusion of the Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the Republic of Albania, of the other part - Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the Republic of Albania, of the other part