

**Standard Summary Project Fiche – IPA centralised programmes**  
**Project Fiche: 2**

**1. Basic information**

- 1.1 CRIS Number: 2009/021-170
- 1.2 Title: **Strengthening the capacities of police administration**
- 1.3 ELARG Statistical code: 01.24
- 1.4 Location: Montenegro

**Implementing arrangements:**

- 1.5 Contracting Authority: Delegation of the European Commission to Montenegro
- 1.6 Implementing Agency: N/A
- 1.7 Beneficiary (including details of project manager):

Police Directorate  
Svetog Petra Cetinjskog, 22  
81000 Podgorica, Montenegro

Unit for fight against organized crime and corruption  
Mr Rajko Malovic, Head of the unit  
+382 67 284 588

IT Unit  
Mrs Tatjana Drobnjak, Head of the unit  
+382 20 241 833  
E.mail- tatjanadrobnjak@cg.yu

Two project leaders are nominated as the direct beneficiaries are to different sectors of the Police Directorate.

**Financing:**

- 1.8 Overall cost: 2,400,000 EUR
- 1.9 EU contribution: 2,000,000 EUR
- 1.10 Final date for contracting: Two years from the date of the conclusion of the Financing Agreement
- 1.11 Final date for execution of contracts: Two years from the final date for contracting
- 1.12 Final date for disbursements: One year from the final date for execution of contracts.

## **2. Overall Objective and Project Purpose**

### **2.1 Overall Objective:**

Strengthening the consolidation of the rule of law through the reinforcement of the institutional capacity in accordance with the Stabilization and Association process.

### **2.2 Project purpose:**

Strengthening the police administration capacities to combat organized crime and corruption, as well as implementing the Strategy for Integrated Border Management (IBM).

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

All strategic programming documents highlight the need to strengthen the efficiency of the police capacities to fully play its role as a guarantor of the rule of law (for further details see Annex IV).

The **European Partnership** was adopted following the independence of Montenegro in June 2006. The EP stresses the need to strengthen police capacities. The priorities of EP indicated the need to reinforce existing police capacities in the fight against organized crime. (For further details see Annex IV)

Montenegro has to adopt an Action Plan with a view to achieving the objectives identified in the European Partnership, in which it presents the detailed arrangements and a timetable for the implementation of the priorities of the partnership. (For further details see Annex IV)

The **SAA** states under art 80 that in their co-operation on justice, freedom and security, the Parties shall attach particular importance to the consolidation of the rule of law, law enforcement.

### **2.4 Link with Multi-Annual Indicative Planning Document (MIPD)**

The project supports key objectives of **the MIPD (2009-2011)** that are reforms in the area of the rule of law through judicial reform, police reform, fight against corruption and organized crime and all other forms of criminal activities, with special accent put on strengthening organizational, human and technical potentials. It aims at increasing the capacity of the police organization to deal with the challenges set by the rule of law and the fight against criminality. It will also support police reform to fight terrorism, drugs, organized crime, trafficking of human beings and to ensure adequate assistance to and protection of victims. (See annex IV)

### **2.5 Link with National Development Plan**

N.A.

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

**National Program for Integration (May 2008-2012)** stipulates that at the organizational unit's district level, the Department for organized crime and corruption shall appoint officers who will be responsible to deal with the issues of organized crime. (See Annex IV).

**Innovated Action Plan for implementation of the Program for fight against organized crime and corruption (2008-2009).** This plan stipulates the need for defining working posts in the Regional Units for fight against organized crime and corruption. It also focuses on need to strengthen police capacities for the fight against organized crime. According to Innovated Action Plan for implementation of the Program for fight against organized crime and corruption it is stipulated to improve material preconditions for proper functioning of the law enforcement agencies. (See Annex IV).

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

The project will improve and elaborate procedures for the obtaining of information on organized crime, improve the detection of individual forms of organized crime, improve technical equipment, improve the international police co-operation, fight against the drug trafficking, corruption and organized crime by specialized training in exchanging information and best practices in this field.

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

The organizational structure of the Montenegrin police service changed as a result of the adoption of the Law on Police (see Annex IV). The Law called for the separation of the Police Administration and the Ministry of Interior, and executive power over the police service now belongs to the Police Directorate. The reform of the police service is essential to enable the incorporation of modern aspects of policing such as transparency, accountability, a representative composition, respect and protection of human rights, and the notion of being a 'service to the people'. Sustainable police reform not only requires the commitment of those inside the police service, but from all segments of society. Government and social leaders must acknowledge the importance of police reform in order to secure the above mentioned achievements in the long term. Taking into consideration the importance of changes and necessity of reforms in all segments of police work, Police Administration, in accordance with the best police practices and standards, continued with reform processes by strengthening educational, operative, operative-technical and tactical capacities.

In regards to the Police Directorate it has been assessed that further development of criminal intelligence capacities and equipment is needed.

Following draft of the new amended Rulebook on internal organization of Police the capacities of Department for fight against organized crime and corruption will be strengthened by creation of eight teams at the Regional Units level. Combating organized crime and corruption also, requires advanced equipment which needed to be acquired. In that regard Forensic Center of the Police Directorate performs great deal of crime scene examination, in service of crime suppression, and especially in service of organized crime suppression. Without verified forensic evidence a complete criminal charge cannot be pressed. Forensic Science is also important in crime prevention. Montenegro has applied for the membership to ENFSI (European Network Forensic Science Institute). Practice showed that the best crime prevention is efficient identification of perpetrators of crime. In order to achieve this, Police Directorate has to be very well professionally and technically trained and equipped. By the provision of new equipment and by training of the staff that would work with it, Police Directorate will be technically equipped and will also have trained staff for performing the analysis of all types of (micro) traces, in service of crime suppression, and especially organized crime prevention and suppression of cross border smuggling.

The Government's strategy on IBM (Annex IV) was adopted in February 2006 and an action plan for its implementation was adopted in December 2006. Relating to the existing physical facilities constructed with the international community's assistance there is still a need for further development of international border crossing points (BCPs). Current deficiency directly inhibits the introduction and implementation of effective and efficient border control procedures. The fact is that the border crossing points are in lack of IT equipment and it has poor communication links. Some border crossing points are not equipped with passport optical readers, license plate readers, lifesceen fingerprint reader, video surveillance and travel document examples database. When the above mentioned equipment is provided it is necessary to upgrade the national IT system (software) that will meet the IT European standards (Schengen Information System) on border crossing points. It is expected that national IT network will be advanced and it will support the process of information exchange between border crossing points, other organizational units of the Police Directorate and Interpol.

The necessary training will be delivered through seminars and training for trainers. Concerning the equipment and its maintenance it is expected that the basic training will be provided by the supplier of the equipment. Part of the delivered equipment will be used for equipping the training simulation centre located at the Police Academy, Danilovgrad where training of police officers will be performed.

According to the Progress Report on Montenegro for 2008 issued by the European Commission modest progress has been made in the area of policing. The internal reorganization process has continued. Staff received extensive training, both general and specific, as along with English language lessons to facilitate international cooperation. However, the professional capacity of the police - particularly as regards use of modern investigation and analysis techniques - should be improved. Equipment and facilities, in particular for the organized crime department, need upgrading. The Progress Report also mentions that the Department for Fight against Organized Crime and Corruption has no staff at local level. Furthermore, "upgrading of professional skills is needed, especially with respect to modern investigation techniques, including financial investigations."

Having in mind that combating organized crime and corruption requires strong capacities of the police not only on central level but also on the spot, particularly in places where the risk of organized criminal activities and corruption is high, the government has planned the establishment of regional units of the Department for fighting Organised Crime and Corruption. In that regard the project will enable police officers from eight teams which will be created at the Regional Units level (Bar, Podgorica, Niksic, Bijelo Polje, Pljevlja, Berane, Herceg Novi, Budva,) to efficiently combat organized crime, corruption, trafficking in human beings, money laundering, smuggling of vehicles, commissioned murders, and international terrorism. Through trainings in Montenegro and study visits to the institutions dealing with similar topics within the EU Member States, the project will ensure transfer of know how in line with the EU standards.

In case certain related activities foreseen by project IPA 2007 -Fight against organized crime and corruption- are fulfilled, the activity plan of this project will be modified accordingly.

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

The project's main **impacts** will be directed to strengthening of fight against organized crime capacities as well as it will improve quality of control and security at the Montenegrin border crossing points.

Equipping of border crossings and enhancement of IT system will contribute to simplification of border control procedures, as well as better conditions for implementation of Schengen code and Schengen catalogue of recommendations and best practices will be introduced.

Reduced average time waiting at the Border crossings points, increased detection of stolen, false and lost travel documents and increased number of stolen vehicle, will increase the efficiency of processing at the border crossing points. A **catalytic effect** for foreign investment, having in mind that stable security ambience will provide that Montenegro will become attractive and safe tourist destination. The benefits of more effective and efficient border control procedures will have an inherent cross-border **impact**. Cross-border marketing of agricultural produce will also be facilitated.

**Sustainability** of the results of the project will be enhanced by securing Government commitments to provide the necessary financial and human resources to develop the new regional units for fight against organized crime and corruption as well as operate and maintain new equipment . The project will provide training of trainers which will have multiplication effect.

Finally the improved functionality of the BCPs, IT system and forensic unit will have significant contribution to prevention and fight against cross border crime as well as it will support the department for combat organized crime.

### 3.3 Results and measurable indicators:

The project will achieve the following results:

***Result 1: Police administration capacities at regional level strengthened by establishing teams for fight against organized crime, conducting investigations and applying secret surveillance measures and financial analysis.***

Measurable indicators:

- Increased number of criminal cases investigated with modern investigation techniques
- Newly established teams in the regions capable of undertaking organised crime and corruption-related investigations independently and in cooperation with the Centre
- At least 100 police officers trained

***Result 2: Technical and human resources developed to investigate organized crime by applying forensic techniques***

Measurable indicators:

- Increased number of expert's reports on criminal acts with elements of organized crime and corruption.
- Increased number of identified criminals acts involving organized crime activities

***Result 3: Improved effectiveness and efficiency of the border control and processing procedures at the border crossing points in order to reach IT European standards (Schengen Information System)***

Measurable indicators:

- Number of detected stolen, false and lost travel documents will increase by about 10%
- Number of detected stolen vehicle will increase by about 50 %
- Number of documents checks in national and Interpol database will increase by about 20%.
- Faster migration of data from existing to new database
- Increase in the exchange of information between the border police sector and other organizational units within Police.
- Time frame for exchange of necessary information will be reduced by about 10%

***Result 4: Improved procedures and skills of staff for use of IT system at the border crossing points***

Measurable indicators:

- At least 10 trained trainers
- Up to 100 trained users of IT system and Special operation procedures

The baseline for the relevant indicators will be specified later, but prior to the implementation of the project, in order to ensure adequate monitoring and evaluation of the project.

### **3.4 Activities:**

The project will be implemented through the following activities, corresponding to the specified results:

**Activity 1: Further development of the department for fight against organized crime**

1.1. Based on security assessment, conduct an analysis for the creation of up to eight teams within the Regional Units (Bar, Podgorica, Niksic, Bijelo Polje, Pljevlja, Berane, Herceg Novi, Budva,) to combat organized crime

1.2. Carrying out of an early needs assessment for the purchase of equipment for the future teams within the regional units

- 1.3. Carrying out of training activities on combating organized crime, corruption, trafficking in human beings, money laundering, smuggling of vehicles, serious murders, and international terrorism for existing teams, including through conducting of financial investigations,
- 1.4. Carrying out of training activities and regional events for exchange of experiences on combating organized crime and corruption through regional approach (SEE)
- 1.5. Study visits to the institutions dealing with similar topics within the EU member states
- 1.6. Carrying out of training activities for using special investigation measures and secret surveillance measures

### **Activity 2: Further strengthening of the capacity to apply forensic techniques**

- 2.1. Purchase of technical equipment in order to perform analysis of traces of fire arms, explosive, drugs and unknown substances.
- 2.2. Training of employees to use the forensic equipment.
- 2.3. Training of employees for DNA analysis on current inventory equipment.

### **Activity 3: Improvement of the IT system**

- 3.1. Providing equipment to reach IT European standards (Schengen Information System) on border crossing points
  - 3.1.1. Purchase of hardware
  - 3.1.2. Purchase of software
  - 3.1.3. Migration data from existing to new database
  - 3.1.4. Equipment for training centre for simulation of BCP (Border Crossing Point) within Police Academy, Danilovgrad
- 3.2. Specialized training for the IT staff

### **Activity 4 – Training on IT and Special operational procedures**

- 4.1. Preparation of a basic training manual on Special Operation Procedures.
- 4.2. Training for local trainers (gaining effective presentation skills), preparation of training module for the Police Academy
- 4.3 Providing training space and necessary services in Police Academy ( Police Directorate will need to pay to Police Academy for training space, accommodation, interpretation, transportation, provided expertise, etc )
- 4.4. Training of end users on IT and special operational procedures.

The project will be implemented through one Twinning contract, one Service contract and two Supply contracts:

Contract number	Type of contract	Amount in EUR	Activities to be covered	Funding source
Contract 1	Twinning	1.250.000	Activity 1.1, 1.3., 1.4, 1.5, 1.6, 2.2, 2.3, 4.1., 4.2. and 4.4	IPA

Contract 2	Service	150.000	1.2 and 4.3	National funds
Contract 3	Supply	750.000	2.1; 3.1.1 (part); 3.1.2 and 3.1.4	IPA
Contract 4	Supply	250.000	3.1.1 (part); 3.1.3	National funds

### **3.5 Conditionality and sequencing:**

The beneficiary must provide a written commitment regarding its co-financing obligation. The beneficiary should establish an action plan for assuring the provision of adequate funding for physical and human resources necessary to ensure the continued operation and maintenance of the equipment. Participation by the beneficiary in the tender processes will be according to EU procedures. Staff and operators should be adequately trained to implement the programme.

Steering committee consisting of key stakeholders will be established before implementation. Steering committee will be supervising implementation of the project.

In terms of sequencing, it is planned that the Twinning Contract is signed first in order to provide for the Twinning MS Partner assessing the provision of equipment and software and advising on the Technical Specifications for the supply.

### **3.6 Linked activities**

This project will take in consideration experiences gained during implementation stage of EU funded projects.

#### **EU funded projects:**

- Support to development of Integrated border management, IPA 2008 (2,450,000 EUR),
- Fight against organized crime and corruption, IPA 2007, (3,000,000 EUR).
- Construction of the border crossing point – Bozaj, CARDS 2006 (800,000 EUR), the project successfully completed.
- Construction of the border crossing point -Debeli brijeg, CARDS 2004 (2,816,273 EUR). The project successfully completed.
- Construction of the border crossing point - Scepan polje, CARDS 2004 (1,141,444 EUR) the project successfully completed.
- EU donation (with USAID, IOM and OSCE) for border crossings equipment (500,000 EUR). The project successfully completed.

#### **Other donor's activities:**

- Modernization and standardization of Forensic Centre Lab, police capacity building guided by intelligence activities in Montenegro (in cooperation with Swedish

Assistance (SIDA)) focusing on two key areas of strengthening of criminal intelligence activities - implementation of Model »Police guided by intelligence activities and formation of unique operations database and equipment

- Police activities in the community, with objective of improvement and encouragement of partnership between police and citizens as vital link in accomplishing positive security ambient (successfully realized projects in Podgorica, Niksic and Ulcinj, in 2008 planned implementation of project on whole territory of Montenegro).
- Two projects submitted to the Netherlands Police by the Criminal Police Sector with the aim of providing external resources of financing for the area of the fight against drugs and terrorism.
- Project “Capacity Building of the Department for the Suppression of Commercial Crime” in collaboration with IOM (technical equipment procurement).
- Project for the procurement of equipment for activities of crime scene investigation and equipment for photo color processor (with Government of Norway).
- Project for equipment procurement and infrastructure for electronic data submission and managing and archiving of INTERPOL cases.
- In cooperation with the Police Directorate and UNODC (United Nation Office on Drugs and Crime) the project “Criminal Intelligence Analytics in the Criminal Police Sector” has been realized, and the sequel of this project is being prepared. This organization has also announced a donation in equipment: bullet proof vests, lap tops, radio-Motorola, and battery lamps for the end of month.
- The Police Directorate in cooperation with other public bodies participates in the project of OSCE called “Anticorruption Initiative in Montenegro” which started on 11 April 2008.
- Stability Pact- Interpol project. “National Plan for deployment of Interpol’s services in Montenegro”, 71,019 (for hardware) and (18,500 EUR for software). Project was realized in January 2008.

During implementation stage it is planned to organise regular meetings with other donor organizations.

### **3.7 Lessons learned**

Improvement of efficiency of the police administration is identified as a top priority within the Government’s strategic documents. In order to achieve defined objective for full effectiveness, it must be supported by complementary development of institutional organization, upgrading of security equipment and a comprehensive training programmes. These elements have been addressed through previous EU and other donor’s activities. The simultaneous presence of several donors (in particular non-EU donors) with sometime different agendas did not always lead to the necessary synergies.

Up to today, enhancement of capacities for border personnel, department for fight against organized crime and forensic unit could not be effectively performed without adequate equipment.

Bearing in mind that so far there was no interaction between central and regional organizational units, it is necessary to establish a network that would provided better communication aiming to reinforce capacities for fight against all types' criminal activities.

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

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB	INV	EUR (a)=(b)+(c)+(d)	EUR (b)	%	Total EUR (c)=(x)+(y)+(z)	%	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	%
Activity 1.1, 1.3., 1.4, 1.5, 1.6, 2.2, 2.3, 4.1., 4.2. and 4.4												
contract 1 (twinning)	X		1.250.000	1.250.000	100%							–
Activity 1.2, 4.3												
contract 2 (service)	X		150.000			150.000	100%	150.000				–
Activity 2.1; 3.1.1 (part), 3.1.2., 3.1.4.												
contract 3 (supply)		X	750.000	750.000	100%							
Activity 3.1.1, 3.1.3												
contract 4 (supply)		X	250.000			250.000	100%	250.000				
TOTAL IB			1.400.000	1.250.000	89.29%	150.000	10.71%	150.000				
TOTAL INV			1.000.000	750.000	75%	250.000	25%	250.000				
<b>TOTAL PROJECT</b>			<b>2.400.000</b>	<b>2.000.000</b>	<b>83.33%</b>	<b>400.000</b>	<b>16.67%</b>	<b>400.000</b>				

Amounts net of VAT

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1(Twinning)	Q3 2009	Q1 2010	Q1 2012
Contract 3 (Supply)	Q3 2010	Q1 2011	Q1 2012

Contracts 2 and 4 are responsibility of the national authority. The indicative implementation schedule for them is below:

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 2 (Service)	Q1 2010	Q3 2010	Q3 2012
Contract 4 (Supply)	Q4 2010	Q2 2011	Q3 2012

## 6. Cross cutting issues

### 6.1 Equal Opportunity

Montenegro is determined to apply the principle of equal opportunities and gender equity. This approach is already recognizable in existing laws. Considering the fact that a significant part of the activities on the project will be devoted to training and capacity building, women should be encouraged to be equally involved in the education process and to participate in the process that will be supported during the project implementation. The international adopted and nationally stated principles of equal treatment linked to the gender, age, disabilities etc will be respected.

### 6.2 Environment

Environmental issues will be mainstreamed through the whole project cycle. Based on equipment that will be purchased, it is assessed that there will be no implications on the environment. We are speaking about the standard equipment that meets all required standards in the field of environment protection.

### 6.3 Minorities

The project will address minorities' issues as an integral part of its overall objectives and project purpose to introduce strengthening capacities of police administration. Montenegro has legislation pertaining to protection of minority rights. The proposed project will ensure that internal policy, structures and operative procedures are in compliance with and are promoting minority rights. While implementing the project all minority related topics will be respected in raising awareness and trainings.

## **ANNEXES**

**Annex 1- Log frame in Standard Format**

**Annex 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme**

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

**Annex 4- Description of the Institutional framework**

**Annex 5- Details per EU funded contract**

**Annex 1- Log frame in Standard Format**

<b>Project Logframe</b>	<b>Project name and number : Strengthening the capacities of the police administration (2009/021-170)</b>		
	<b>Contracting period expires:</b> Two years after conclusion of the Financial Agreement	<b>Disbursement period expires:</b> One year after the final date for the execution of contracts	
	<b>Total Budget:</b> 2,400,000 €	<b>IPA budget :</b> 2,000,000 €	
<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	
Strengthening the consolidation of the rule of law through the reinforcement of the institutional capacity in accordance with the Stabilization and Association process.	<ul style="list-style-type: none"> <li>▪ An improved assessment by European Commission's and Council of Europe annual Reports of the rule of law in Montenegro</li> <li>▪ Fulfilment of at least 80% of the related measures planned under the Action Plans for the Reform of the Judiciary and Fight against Organised Crime and Corruption</li> </ul>	<ul style="list-style-type: none"> <li>▪ EC Progress Reports in 2011 and 2012; Council of Europe Reports</li> <li>▪ Reports of the government on the implementation of the Action Plans on the reform of the Judiciary and on Fight against Organised Crime and Corruption</li> </ul>	
<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Strengthening the police administration capacities to combat organized crime and corruption as well as implementing the Strategy for Integrated Border Management (IBM).	<ul style="list-style-type: none"> <li>▪ Increased number of investigations of criminal acts with elements of organized crime and corruption</li> <li>▪ Reduced time frame for exchange of necessary information between the border police sector and other organizational units within Police.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report on the fulfilment of the measures envisaged under the Action Plan for the Implementation of the IBM Strategy</li> <li>▪ Annual Reports of the Police Directorate</li> <li>▪ Periodical reports from the Department for Strategic planning and analysis within Police Directorate.</li> </ul> <p>Statistical data from the Department for Criminology, Law faculty (of the University of Montenegro)</p> <p>Project report.</p>	Police Directorate remains committed to implementation of the Action plan of the Strategy for Integrated Border Management and Action Plan on fight against organized crime and corruption

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>Result 1 :</b> Police administration capacities at the regional level strengthened by establishing teams for fight against organised crime and conducting investigations by applying secret surveillance measures and financial analysis.</p>	<ul style="list-style-type: none"> <li>-Increased number of criminal cases investigated with modern investigation techniques</li> <li>-Newly established teams in the regions capable of undertaking organised crime and corruption-related investigations independently and in cooperation with the Centre.</li> <li>-At least 100 police officers trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Report of the Police Directorate.</li> <li>▪ Government statistics on successful investigations of organised crime and corruption provided in the Reports on the National Action plan for implementation of measures for fight against organized crime and corruption</li> </ul>	<ul style="list-style-type: none"> <li>▪ Police Directorate annual budget allocated</li> <li>▪ Rule-book on systematization of working posts adopted.</li> </ul>
<p><b>Result 2:</b> Technical and human resources developed to investigate organized crime by applying forensic techniques</p>	<ul style="list-style-type: none"> <li>-Increased number of expert's reports on criminal acts with elements of organized crime and corruption.</li> <li>-Increased number of identified criminals acts involving organized crime activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Reports of the Police Directorate</li> <li>▪ Periodical reports from the Department for Strategic planning and analysis within Police Directorate</li> <li>▪ Statistical data from the Sector of Crime Police and from the Law faculty, University of Montenegro, Department for criminology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competent forensic experts available and trained.</li> <li>▪ Forensic equipment available and adequately used.</li> </ul>
<p><b>Result 3:</b> Improved effectiveness and efficiency of the border control and processing procedures at the border crossing points in order to reach IT European standards (Schengen Information System)</p>	<ul style="list-style-type: none"> <li>-Number of detected stolen, false and lost travel documents will increase for about 10%</li> <li>-Number of detected stolen vehicle will increase for about 50%</li> <li>-Number of documents checks in the national and Interpol database will increase for about 20%</li> <li>-Faster migration of data from existing to new database will be improved.</li> <li>-Increased number of exchanged information between the border police sector and other organizational units within Police.</li> <li>-Time frame for exchange of necessary information will be reduced for about 10%.</li> </ul>	<ul style="list-style-type: none"> <li>• Statistical Reports of the Border Police Sector.</li> <li>• Statistical data prepared by the Department for Strategic planning and analysis.</li> <li>▪ Report published by General Secretariat of Interpol, Lyon</li> <li>▪ Statistical data prepared by the Department for Strategic planning and analysis</li> <li>▪ Statistical report of the Border police Sector.</li> <li>• Interpol statistical data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of professional personnel having the necessary skills, qualifications skill in order to fulfil requirements of the border control procedures.</li> <li>▪ Border crossing points equipped (with necessary equipment adequately used).</li> <li>▪ Established efficient and secure information flow through police IT network</li> </ul>
<p><b>Result 4:</b> Improved procedures and skills of staff for use of IT system at the border crossing points</p>	<ul style="list-style-type: none"> <li>-At least 10 trained trainers</li> <li>-Up to 100 trained users of IT system and Special operation procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of professional personnel having the necessary skills for use of IT system</li> </ul>

Activities	Means	Costs	Assumptions
<p><b>Activity 1: Further development of the department for fight against organized crime</b></p> <p>1.1. Based on security assessment, analysis for the creation of up to 8 teams within the Regional Units to combat organized crime</p> <p>1.2. Needs assessment for purchase of equipment</p> <p>1.3. Training on combating organized crime, corruption, trafficking in human beings, money laundering, smuggling of vehicles, serious murders, and international terrorism for existing teams,</p> <p>1.4. Training and regional events for exchange of experiences on combating organized crime and corruption through regional approach (SEE)</p> <p>1.5. Study visits to the institutions dealing with similar topics within the EU member states</p> <p>1.6. Training for using special investigation measures and secret surveillance measures</p> <p><b>Activity 2: Further strengthening of the capacity to apply forensic techniques</b></p> <p>2.1. Purchase of technical equipment in order to perform analysis of traces of fire arms, explosive, drugs and unknown substances.</p> <p>2.2. Training of employees to use the forensic equipment.</p> <p>2.3. Training of employees for DNA analysis on current inventory equipment.</p> <p><b>Activity 3: Improvement of the IT system</b></p> <p>3.1. Providing equipment to reach IT European standards (Schengen Information System) on border crossing points, incl. purchase of hardware and software, migration of data from existing to new database and equipment of a training centre for simulation of BCP (Border Crossing Point) within Police Academy, Danilovgrad</p> <p>3.2. Specialized training for the IT staff</p>	<p>1 Twinning contract</p> <p>1 Service contract</p> <p>2 Supply contracts</p> <p>Human resources</p> <p>Technical resources</p> <p>Matreial resources</p>	<p>IPA – 2 MEUR</p> <p>- Contract 1 Twinning- 1.25</p> <p>- Contract 3 Supply- 0.75</p> <p>National co-funding – 0.4 MEUR</p> <p>- Contract 2 Service- 0.15</p> <p>- Contract 4 Supply- 0.25</p> <p>In kind:</p> <p>- training space provided by beneficiary</p> <p>- Translation services provided by beneficiary</p> <p>- Office for RTA and Project assistant provided by beneficiary</p>	<ul style="list-style-type: none"> <li>▪ Commitment on behalf of senior level officials and experts of Police Directorate services involved in project implementation</li> <li>▪ Commitment on behalf of Implementing Agency in tendering and contracting</li> <li>▪ Adopted Rule-book on systematization of working posts.</li> <li>▪ Availability of technical documentation at the disposal of staff.</li> <li>▪ Qualified staff available and actively participating to the project activities.</li> <li>▪ Available technical documentation</li> <li>▪ Available premises and infrastructure</li> <li>▪ Qualified staff available and actively participating to the project activities</li> </ul> <p><b>Preconditions</b></p> <p>Allocation of sufficient and stable financial, technical and human resources to the Police administration</p>

<p><b>Activity 4 – Training on IT and Special operational procedures</b></p> <p>4.1. Preparation of a training manual on Special Operation Procedures.</p> <p>4.2. Training for local trainers, preparation of training module for the Police Academy</p> <p>4.3 Providing training space and necessary services in Police Academy</p> <p>4.4. Training of end users on IT and special operational procedures.</p>			
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**Annex 2- Amounts contracted and disbursed in EUR per Quarter over the full duration of Programme**

<b>Contracted</b>	<b>Q1 2010</b>	<b>Q2 2010</b>	<b>Q3 2010</b>	<b>Q4 2010</b>	<b>Q1 2011</b>	<b>Q2 2011</b>	<b>Q3 2011</b>	<b>Q4 2011</b>	<b>Q1 2012</b>
Contract 1	1,250,000								
Contract 3					750,000				
<b>Cumulated</b>	<b>1,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Disbursed</b>	<b>Q1 2010</b>	<b>Q2 2010</b>	<b>Q3 2010</b>	<b>Q4 2010</b>	<b>Q1 2011</b>	<b>Q2 2011</b>	<b>Q3 2011</b>	<b>Q4 2011</b>	<b>Q1 2012</b>
Contract 1	500,000		250,000		250,000		125,000		125,000
Contract 3					450,000				300,000
<b>Cumulated</b>	<b>500,000</b>	<b>500,000</b>	<b>750,000</b>	<b>750,000</b>	<b>1,450,000</b>	<b>1,450,000</b>	<b>1,575,000</b>	<b>1,575,000</b>	<b>2,000,000</b>

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

- **Reference to laws and regulations**

Law on Police

Law on protection of persons and property

Criminal Procedure Code

Law on Ratification of Police Cooperation Convention for South-East Europe, 2007

Law on Ratification of the Council of Europe Convention on the Prevention of Terrorism

Law on Ratification of Convention on Fight against Trafficking in Human Beings

Amendments to the Law on Weapons

- **Reference to strategic documents:**

National Strategy for combating the abuse of drugs and prevention of drug addiction and the Action Plan for its implementation /2008-12/.

National Strategy on Integrated Border Management, 2006

Innovated Action Plan for implementation of the Program for fight against organized crime and corruption (2008-2009). This plan stipulates the need for defining working posts in the Regional Units for fight against organized crime and corruption. It also focuses on need to strengthen police capacities for the fight against organized crime.

- **Reference to AP /NPAA / EP / SAA**

**The European Partnership (January 2007)** identifies following priorities:

- Further strengthening of professional police capacities through specialized trainings and development of intelligence instruments for risk analysis
- Enhance capacities for use of specialized investigation instruments in accordance with appropriate guarantees as well as strengthening of criminal intelligence service
- Increase efficiency of international cooperation and implementation of relevant international conventions linked to terrorism and fight against organized crime.
- Improve cooperation and information exchange between all security services as well as with other states.

**The Action Plan for the implementation of the European Partnership (March 2007) recommendations:**

- Further strengthening of the Department for fight against organized crime within the Ministry of Interior and provide coordination among all law enforcement agencies including further development of capacities of intelligence services in the field of crime.
- Improve facilities at the border crossing points by constructing new. Training for use of modern forensic techniques and methods.
- Specialized training for suppression and detection of misuse of drugs
- Training in the processes of collecting and analyzing data on organized crime as well as training for using methods and means for fight against organized crime,
- Creation of criminal-intelligence units at central and regional level.

**The Stabilization and Association Agreement (October 2007)** highlights the need to continue to foster co-operation with the other countries of the region including the development of projects of common interest, notably those related to border management and combating organized crime.

**National Program for Integration (May 2008-2012)**

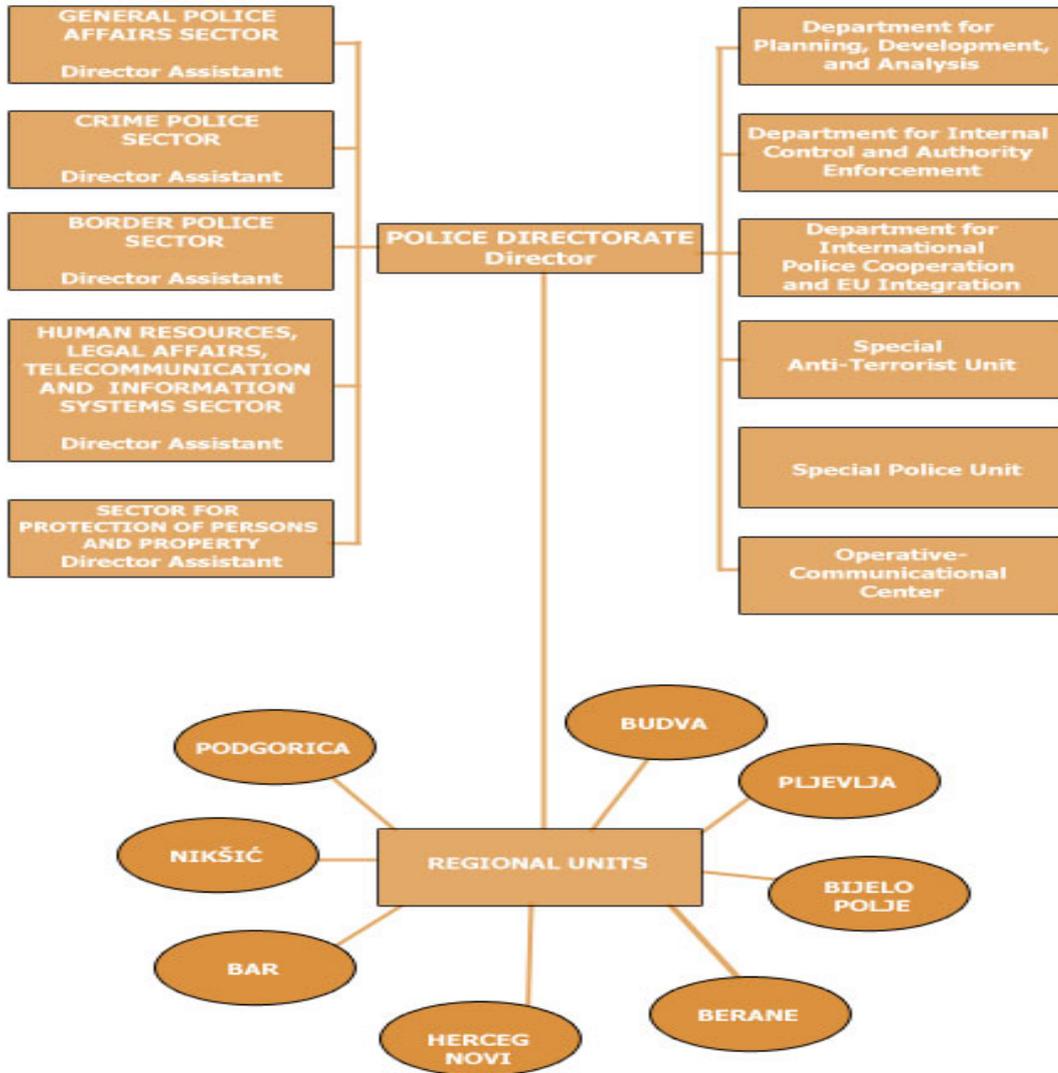
At the organizational unit's district level, the Department for organized crime and corruption doesn't have its officers. Work in the organizational district units is being organized through involvement of certain segments of criminology police at the local level, depending on the kind of felony. Officers of the Department for organized crime and corruption attended a number of seminars with different topics, out of which the most significant are; organized crime investigation, corruption in public administration, key of success in the criminal prosecution of corruption, fight against money laundering and financing terrorism prevention, negotiation team in kidnapping cases, operational capacity building in investigation activities and preventing activities on human trafficking in Western Balkan, international and domestic terrorism suppression. (Page 499).

● **Reference to MIPD**

**The project supports key objectives of the MIPD**

The MIPD stipulates the newly fully fledged new organization of police, functioning according to EU standards including: upgraded capacity of the departments fighting drugs and organized crime; a functioning system of regional and international cooperation including with EUROPOL; upgraded capacity of the Police Academy; developed witness protection and criminal intelligence; active regional and international cooperation. Support to the implementation of the governmental strategy and action plan for the fight against corruption and organized crime; capacity building to the, Police Directorate including provision of equipment. Existence of a functioning border police and a functioning coordination structure for the implementation of the Integrated Border Management strategy.

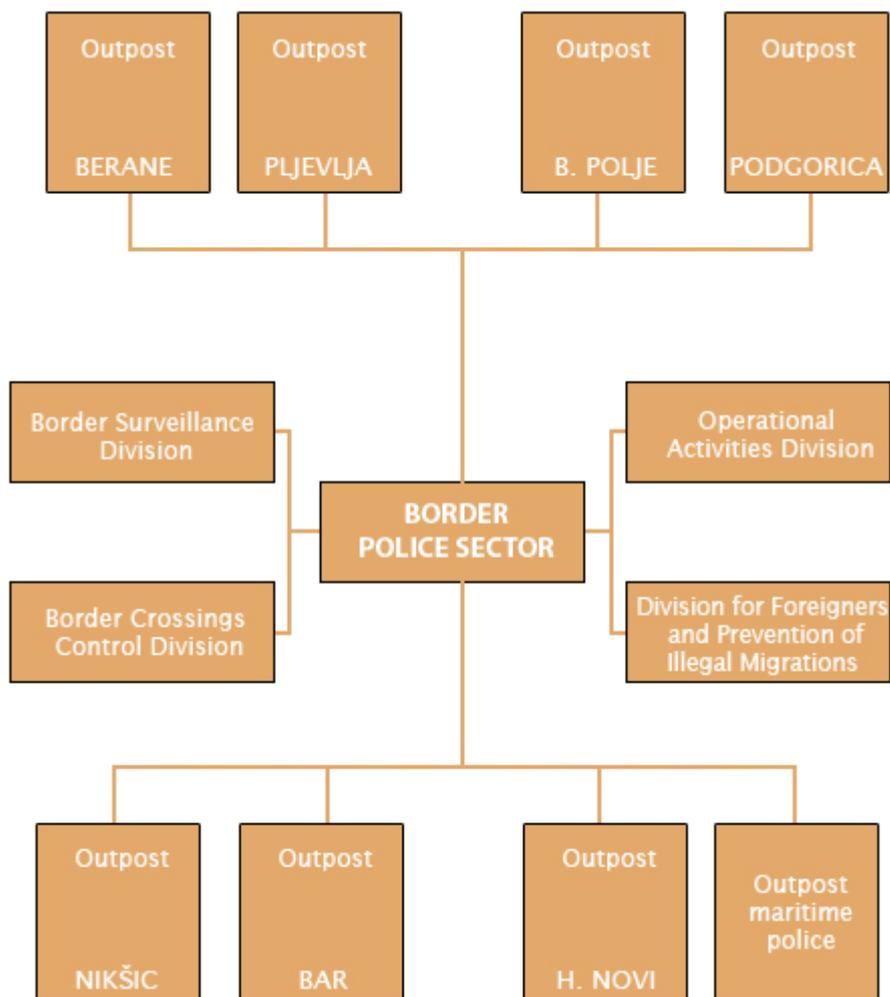
**Annex 4- Description of the Institutional framework**



## Organizational Scheme of the Criminal Police Sector



## Organizational Scheme of the Boder Police Sector



## Annex 5- Details per EU funded contract

Overall contribution of IPA funds is EUR 2,000.000 which represents 83.33%, while national contribution is EUR 400,000 which represents 16.67%.

It is expected that the Twinning Partner under Contract 1 will contribute to the preparation of some technical aspects in the procurement of equipment to be carried out under the Contract 3 and 4.

The activities under this project might be modified as a consequence of results achieved by IPA 2007 project -Fight against organized crime and corruption.

### **A. SUPPLY CONTRACT**

#### **Specification of equipment**

Provision of the Scanning Electron Microscope (SEM/EDX), for analysis of evidence of firearms, explosives evidence, traces, auto color, glass evidence and similar, price of the mentioned piece of equipment is approximately EUR 250,000.

LC/MS (Liquid Chromatography-Mass Spectroscopy) instrument for detection of thermo labile compounds firstly explosives and drugs. Compared to the present situation we would be able to analyze much larger number of samples with higher sensitivity (it relates to drugs, explosives and not known substances traces). Price of this system is approximately EUR 110,000.

Total cost EUR 360.000 related to activity 2.1.

Mentioned equipment would be placed at the newly built Forensic Centre of the Police Directorate of Montenegro, located in Danilovgrad.

The table below explains estimated cost for hardware equipment, installation and maintenance on two port border crossing points, activities 3.1.1.

Border Crossing point	Traffic lane	Walking lane	Necessary Components	Quantity	To purchase	Model	Unit cost	Estimated Cost
<b>Bar</b>	2	2	Camera	6	6	AXIS 223M Outdoor Verso Kit	1500	9000
			Passport reader			Cross match		
			License plates reader	2	2	NPR/Car Reader	1500	3000
			Simple Net AVIS communication Protocole	1	1		1500	1500
			IR Illuminator	2	2	Axis	500	1000

						850NM 60 DEG		
			Video server	1	1	Net eye P200R	1600	1600
			License for camera	6	6	Net avis Camera license Unlimited	200	1200
			Rack I UPS for server	1	1		1000	1000
			LAN switch, UTP cables connecting	1	1		1000	1000
			Local database server	1	1		3000	3000
			Cisco PIX 501	1	1		800	800
			Client work station	4	4		1000	4000
			LiveScan fingerprints reader, complete	1	1	Not decided		4000
			Database with security features in passports			Not decided		3600
Total								34700

Border Crossing point	Traffic lane	Walking lane	Necessary Components	Quantity	To purchase	Model	Unit cost	Estimated Cost
<b>Kotor</b>	2	2	Camera	4	4	AXIS 223M Outdoor Verso Kit	1500	6000
			Passport reader	4	4	Cross match	6800	27200
			License plates reader	2	2	NPR/Car Reader	1500	3000
			Simple Net AVIS communication Protocole	1	1		1500	1500
			IR Illuminator	2	2	Axis 850NM 60 DEG	500	1000
			Video server	1	1	Net eye P200R	1600	1600
			License for camera	6	6	Net avis Camera license Unlimited	200	1200
			Rack I UPS for server	1	1		1000	1000
			LAN switch, UTP cables connecting	1	1		1000	1000
			Local database server	1	1		3000	3000
			Cisco PIX 501	1	1		800	800
			Client work station	4	4		1000	4000
			LiveScan fingerprints reader, complete	1	1	Not decided		4000
<b>Total</b>								<b>55300</b>

Total estimated coasts for border crossing points Bar and Kotor is EUR 90.000.

The table below explains estimated cost for hardware equipment, installation and maintenance in training center in Police Academy at Danilovgrad, activities 3.1.4.:

Border Crossing point	Traffic lane	Walking lane	Necessary Components	Quantity	To purchase	Model	Unit cost	Estimated Cost
Training center	2	2	Camera	5	5	AXIS 223M Outdoor Verso Kit	1500	7500
			Passport reader	3	3	Cross match	6800	20400
			License plates reader	2	2	NPR/Car Reader	1500	3000
			Simple Net AVIS communication Protocole	1	1		1500	1500
			IR Illuminator	2	2	Axis 850NM 60 DEG	500	1000
			Video server	1	1	Net eye P200R	1600	1600
			License for camera	6	6	Net avis Camera license Unlimited	200	1200
			Rack I UPS for server	1	1		1000	1000
			LAN switch, UTP cables connecting	1	1		1000	1000
			Local database server	1	1		3000	3000
			Cisco PIX 501	1	1		800	800
			Client work station	4	4		1000	4000
			LiveScan fingerprints reader, complete	1	1	Not decided		4000
Total								50000

Total estimated costs for training center in Policy Academy is EUR 50.000.

Equipment model and costs are connected with National plan for Deployment of Interpol's services in Montenegro, Interpol project, issued on January 2008 in Podgorica. This project is implemented at border crossing points in Montenegro. For example, passport readers will be used in Port of Bar.

Total cost all above specified equipment funded by IPA funds is EUR 750.000.

## **B. TWINNING CONTRACT:**

### **Profile of the MS Partner Institution**

- Experience in carrying out of Twinning projects,
- Ability to establish adequate partnership between Member State (MS) and Beneficiary Country (BC) administration,
- Multi-sectoral experience in the field of legislation,
- Experience of carrying out projects, with special focus on demand of comparative knowledge of legal system of Member State in the respective field,

### **Profile and tasks of the Project Leader**

- Senior expert in law, public administration or technical science, with excellent understanding of the twinning project practice in European Union,
- Previous experience in the Western Balkans or in transition countries of Central and Eastern Europe,
- Proven capacity to lead a multinational team, and proven capacity to manage contacts with national and international public institutions,
- Excellent command of written and spoken English,
- Knowledge of Montenegrin language will be considered an asset,
- Previous work on Twinning projects and knowledge of its contractual and financial procedures and EU Cycle Project management tools
- Capacity to lead a multinational team and capacity to manage contacts with public institutions ( national and international ) and build consensus at the highest level,
- Computer literacy (MS Office applications, Excel. E-mail, internet).

### **Profile and tasks of the resident twinning advisor (RTA) – 24 months**

#### ***Qualifications and skills***

- University degree in law police academy or other relevant field.
- Excellent understanding of policing issues
- Excellent command of English, both spoken and written,
- Knowledge of local language will be considered an important asset,
- Excellent analytical, evaluation and planning skills,
- Excellent communication skills in terms of interpersonal communications, mediation and report writing,

- Computer literacy (MS Office applications, Excel, e-mail, internet)
- Ability to adapt quickly to the local environment and understand constraints and opportunities of it,

***General Professional Experience***

- A senior police officer with at least 10 years of professional experience in poplices services
- Solid track record as a project manager of complex and multi-disciplinary public or private funded actions either in public or private sector.

***Specific Professional Experience***

- At least 8 years of experience in at least one of the areas covered by the two components of the project
- Experience with the related EU standards and best practices

**Short term experts** will have to cover relevant activities, but the exact profile will be decide at the level of detailed work programme

**The beneficiary will provide as well in kind support** Training space, office for RTA and project assistant, translation services provided by beneficiary.  
The Twinning contract will be financed by IPA funds.