

**Standard Summary Project Fiche – IPA centralised programmes**  
**Project fiche: 1**

**1. Basic information**

- 1.1 CRIS Number: 2010/022-154**
- 1.2 Title:** Strengthening the police Directorate in integrated border management, criminal intelligence and the fight against drugs
- 1.3 ELARG Statistical code:** 01.24 – justice, freedom and security
- 1.4 Location:** Montenegro

**Implementing arrangements:**

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

**Project Manager**

**Milan Tomić**

**Assistant Director, Criminal Police Department**

**Sv.Petra Cetinjskog no.22**

**81000 Podgorica, 2Montenegro**

**+382 67 289 227**

**e-mail:zlasica@t-com.me**

**Police Directorate**

**Component 1 Project leader**

**Nikola Rogosic,**

**First rank senior police commissioner**

**CPD, Sv.Petra Cetinjskog no.22**

**81000 Podgorica, Montenegro**

**+382 67 284 107**

**e-mail: ipaprojekatcg@gmail.com**

**Component 2 Project leader**

**Zoran Lasica,**

**First rank senior police commissioner**

**Border Police, Sv.Petra Cetinjskog no.22**

**81000 Podgorica, Montenegro**

**+382 67 284 567**

**e-mail:zlasica@t-com.me**

**Component 3 Project leader**

**Gordana Krivokapic,**

**Senior police commissioner**

**CPD, Sv.Petra Cetinjskog no.22**

**81000 Podgorica, 2Montenegro**

**+382 67 289 227**

**e-mail:droga.ukp@t-com.me**

### **Financing:**

- 1.8 Overall cost (VAT excluded):** € 2,650, 000
- 1.9 EU contribution:** € 1,800,000
- 1.10 Final date for contracting:** two years from the date of conclusion of the financing agreement
- 1.11 Final date for execution of contracts:** two years from the final date of contracting
- 1.12 Final date for disbursements:** one year from the final date of execution of contracts

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

**2.1 Overall Objective:** Improving the safety and security of the citizens of Montenegro in accordance with EU standards

**2.2 Project purpose:** Strengthening of the administrative, technical and infrastructure capacities of the Police Directorate of Montenegro in the area of integrated border management, criminal intelligence and the fight against drugs.

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

Under the mid-term priorities related to Justice, Freedom and Security the European partnership stresses the importance of:

- Further strengthening the professional capacity of the police, by specialised training, development of intelligence and risk analysis tools.
- Establishing efficient institutional mechanisms for inter-agency cooperation in the area of the fight against organised crime and upgrade the capacity of the police department on the fight against organised crime.
- Upgrading the capacity to use special investigative means in line with appropriate guarantees and strengthen criminal intelligence.

According to Article 6 of SAA Montenegro commits itself to continue to foster cooperation and good neighbourly relations with the other countries of the region including an appropriate level of mutual concessions concerning the movement of persons, goods, capital and services as well as the development of projects of common interest, notably those related to border management and combating organized crime, corruption, money laundering, illegal migration and trafficking, including in particular the traffic in human beings, small arms and light weapons, as well as illicit drugs. This commitment constitutes a key factor in the development of the relations and cooperation between the Parties and thus contributes to regional stability.

### **2.4 Link with MIPD**

The main priorities, goals and possible areas of support in the MIPD 2009-2011 are:

- Implementing of the National Strategy and Action plan for the fight against organized crime at national and local level, upgrading administrative capacity in the areas covered by the SAA with particular attention to collaboration between law enforcement agencies, other units and the civil sector. A balance has to be struck between preventive measures and actions for Law enforcement.

- Supporting police reform and the fight against terrorism, illicit drug trafficking, smuggling, organised crime, money laundering, trafficking of human beings; and to ensure adequate assistance to and protection of victims;
- Implementing the Integrated Border Management Strategy (IBM) and related action plans, visa policy, asylum and migration;

The expected result according to the MIPD is:

Police functioning in accordance with EU standards. This would include an upgraded capacity of the departments fighting illicit drug trafficking, organised crime and trafficking of human beings (including in locations where the risk of organised crime and corruption is higher); a functioning system of regional and international law enforcement cooperation including with EUROPOL; developed witness protection system and criminal intelligence capacity; active cooperation between law enforcement bodies; improved detention premises; implementation of a strategy on small arms and light weapons control and reduction.

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

N/A

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

According to the short-term and mid-term priorities of the National Programme for Integration (NPI) for the period 2008-2012, it is planned to procure technical equipment for the Department for special investigations (Special Verification Unit) with the aim of applying secret surveillance measures and to establish Intelligence system of Police Directorate.

Coordination and co-operation of the units for fight against organized crime and terrorism comprises collection, analysis, and accurate intelligence information exchange and intelligence information assessment.

The project is directly linked to the Strategy and Action plan for the fight against organized crime as well as with the Innovated Action plan for implementation of the Program for the fight against organized crime and corruption 2008-2009. The plan is focused on the need to strengthen police capacities for the fight against organized crime.

The project is also associated with

- The Integrated border management strategy , and,
- The National strategic response to drugs and Action plan for its implementation 2008-2010.

## **3. Description of project**

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

In general, the overall security situation is relatively well controlled. However, current systems in the area of the fight against drugs, crime intelligence work and border security,

especially in segments of the state border control of blue borders and illegal crossing at certain border crossing points, are still not at the correct level, according to EU standards. The reason for this is that the organizational units of the Police Directorate in charge of performing this type of work are not fully equipped with appropriate technology and staffed with personnel trained to perform the duties and tasks required to a high standard and in an efficient way.

Since the end of 2007 various reforms regarding working processes within the Police Directorate have been realised through the implementation of the **“Intelligence-led policing” model**.

In 2009 the Police Directorate of Montenegro intensified its activities on the improvement of its infrastructure and IT capacities and on strengthening of the operative police work supported by intelligence. There has been special attention given to the development of IT and formation of the central intelligence database. Further investments are required in order to continue these activities in 2010 and 2011 and to be able to completely set up the criminal intelligence system (CrIS) and standardise police work in the territory of Montenegro.

The “Intelligence-led policing,, model implies certain changes not only in the intelligence process but also in strategic and operational police activities, and at the level of management /decision-making. The Police Directorate of Montenegro in the period ahead needs expert support from EU member States in further strengthening its administrative capacities and in the development of strategic documents. All steps in the working process demand an adequate working space, equipped and secured according to existing rules and standards. Although the Police Directorate invests significant resources in increasing the quantity and quality of working space and that trend will continue in the future, additional investments are needed for adaptation of working space for criminal intelligence and other related works in the process „Intelligence-led policing“.

By setting up the “Intelligence-led policing,, model the Police Directorate will be able to fight against criminals, protect human rights and strengthen citizens confidence in the police through operational and strategic police activity, planned and focused predominantly on proactive work, and on the prevention and investigation of current problems and threats. With the implementation of this project, the Police Directorate of Montenegro will be able to overcome many obstacles and enhance its own capacities.

The issue of **supervision and control of crossing the state border** is regulated by the Law on Supervision of the state border (Official Gazette of Montenegro no.72/05).

The length of the state border of Montenegro is 840.4 km, of which 571.6 km is on land and 268.8 km on water, of which 137 km is a sea border, 50.5 km on lakes and 81.3 km on rivers. In addition, the border police performs state border crossing control at 28 border crossing points out of which 19 are for road transport, 5 for maritime transport, 2 for air transport and 2 for railway transport.

The Agencies responsible for safety and security in Montenegrin coastal waters are: Police Directorate (Border Police), Maritime Safety Administration, Port of Bar and Kotor-harbour master offices, Navy of Montenegro, Fishery inspection, the Regional Centre for Underwater activities and training on Sea, Customs Administration and the Institute of Marine Biology. According to the national safety strategy of Montenegro with the aim of implementing and establishing European standards in the functioning of the security and safety system of Montenegrin coastal waters, the key problems were defined as follows:

- A lack of intervention patrol boats for responding to specific problems in real time and in all hydro-navigational conditions
- A lack of adequate infrastructure and the components of an electronic surveillance system, and outdated existing components (which do not meet the required standards) in the framework of Maritime safety administration and the Police Directorate.

In order to establish European standards in the safety system on the water and to enhance the maintenance of a stable security and safety situation in Montenegrin coastal waters and on the coast, it is necessary to improve the system of electronic surveillance of maritime traffic in Montenegro and to procure and equip the Border police with 2 intervention patrol boats operational in all hydro navigational conditions.

In addition, the border crossing points need to be adequately equipped with devices, which make it possible to undertake automatic reading of car registration plates and to detect drugs and explosives at the border crossing points.

Within the Criminal Sector of the Police Directorate, activities aimed at combating crime associated with drugs are carried out by the Department for the Fight against drugs and smuggling, which deals with organized crime related to drugs, international cooperation, exchange of information and operations of international importance, and work on important cases when it comes to smuggling and distribution of drugs at national level.

In the future changes are planned in the organisation of this segment of service that will create a simpler and more efficient structure, and define the line of work through improved organisation. The improved organisation will contribute to better quality of the work, achievement of better results, especially those related to organized criminal groups, faster and more efficient information flow, and better management of personnel training and technical equipment.

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

The project's main impacts will be on strengthening criminal intelligence and the fight against drugs, as well as improving border safety and security system in the coastal area of the Adriatic Sea relating to the control of the state border crossing.

The implementation of the project will provide a catalytic effect in the area of border control and surveillance as follows:

- Combating cross-border crime on Blue and partially Green borders through increasing the number of successfully solved cases of cross border crime and decreasing the number of cross-border crime attempts.
- Maritime safety and ecology improved through an increased number of successfully conducted searches and rescues, and joint controls of safe navigation, fishery inspection and control of underwater activities.

In the budget of the Police Directorate for the year of the start of the implementation of the project and in the following year, the necessary funds will be provided for the smooth operational use, maintenance and servicing of procured material and technical equipment. The Police Directorate has at its disposal adequate personnel who will continue performing these tasks in a high quality way also beyond the completion of the project.

The project will also improve existing cross-border cooperation in the following way:

- with intervention patrol boats combined maritime operations and joint border patrols will be run together with the services of Italy, Croatia and Albania;
- there will be an improvement of the quality and efficiency of border control at 4 border crossing points.

As regards the fight against drugs, by strengthening organizational units, and improving the capacity (both in terms of human resources and technical equipment) the Police Directorate will further improve the efficiency of fight against drugs at national, regional and international levels and prevent the abuse of drugs in Montenegro, with the ultimate goal of reducing crime and increasing safety.

Implementation of the intelligence-led policing model will contribute to the overall efficiency of the fight against crime, provide protection of human rights and strengthen citizens' confidence in the police as a result of the operational and strategic activities of the police, planned and focussed predominantly on proactive work such as the prevention and investigation of current problems and threats.

Implementation of this project will create the preconditions for better inter-agency and international cooperation through the development of a Criminal Intelligence System in the Police Directorate, and will further strengthen capacity and the standards for the exchange of intelligence.

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

**The Project consists of three components:**

1. Intelligence-led policing
2. Improving the capacity of the state border control at sea and INTERPOL's services at border crossing points
3. Fight against drugs

#### **Result 1**

Criminal Intelligence System implemented and strategic documents developed

##### **Measurable indicators related to result 1**

- Software modules for Criminal Intelligence System built and implemented
- National Strategic Assessment and Control Strategy of the Police Directorate completed and approved
- A process for conducting local tactical assessments designed and implemented
- At least 1 training programme on operational management groups and preparation of tactical documents conducted in each region and a minimum of 30 officers trained
- Equipment procured, installed and functioning.

#### **Result 2**

Improved system of Blue and Green border security in the territory of Montenegro, territorial waters and coastal areas established.

##### **Measurable indicators related to result 2**

- Two patrol boats with necessary navigation and maritime equipment procured

- Equipment for 4 border crossing points procured and installed

### **Result 3**

Capacities of the Police Directorate in the investigation and prevention of drugs trafficking in the area of surveillance, controlled deliveries, proper collection and documentation of evidence and crime scene procedures improved.

#### **Measurable indicators related to result 3**

- Review of anti-drug investigation resources conducted and a report with recommendations produced and approved
- At least 2 specialist training courses realised for a minimum of 10 officers
- Modern technical equipment acquired and in use

### **3.4 Activities:**

#### Activities of Component 1: Intelligence Led policing

(Related to result 1) - Criminal Intelligence System implemented and strategic documents developed

- 1.1 Development of software modules for Criminal intelligence system –CriS (Entity management system, Case management system, Security system)
- 1.2. Assistance to conduct a National Strategic Assessment, a Control Strategy and completion of the strategic documents of the Police Directorate
- 1.3. Assistance for the preparation of local tactical assessments and managing the response to crime through the intelligence-led policing model
- 1.4. Elaboration and delivery of training programmes for the implementation of the Intelligence led policing model, including the development of the Operational Management Groups and tactical documents
- 1.5. Logistic support for training programmes
- 1.6. Improve the existing computer network of the Police Directorate, including:
  - Active and passive computer network equipment necessary for local area networks (LAN) inside police building in regional centres Podgorica, Nikšić, Herceg Novi, Berane, Bijelo Polje and Pljevlja
  - minimum 60 Personal computers, 20 scanners, 12 network printers, 10 projectors
- 1.7. Supply of technical equipment necessary for the fulfilment of secure access and control conditions for official premises of the Police Directorate's departments which deal with classified data.

#### Activities of Component 2: Improving capacities of state border control at sea and INTERPOL's services at border crossing points

(Related to result 2) - Improved system of Blue and Green border security in the territory of Montenegro, territorial waters and coastal areas established.

- 2.1 Provision of two special patrol boats, which will be operational under all hydro-navigation conditions in the waters of the Adriatic Sea.
- 2.2 Procurement of navigational (radar, GPS, sonar, radio goniometric, aggregate, air condition, day- night camera) and maritime equipment for two patrol boats

2.3 Provision of specific equipment, which will ensure direct access to the Interpol database at four border crossing points. The provision of the equipment includes the delivery of training on the use of the equipment (which will be part of the ancillary services of the supply contract).

2.4. Equipment for border crossing points Ilino Brdo, Dobrakovo, Kula and Ranče (optical readers for vehicles registration plates and documents, detector for drugs and explosives, cctv, etc.)

### Activities of Component 3: Fight against drugs

(Related to result 3) - Capacities of the Police Directorate in the investigation and prevention of drugs trafficking in the area of surveillance, controlled deliveries, proper collection and documentation of evidence and crime scene procedures improved

3.1 Review of the organisation of the anti-drug investigation resources with a view to improving skills in the area of surveillance, controlled deliveries, proper collection and documentation of evidence and crime scene procedures

3.2 Implementation of a training programme for police officers dealing with drugs trafficking

3.3 Preparation of technical specifications for equipment from national co-financing

3.4 Procurement of modern technical equipment for surveillance, controlled deliveries and documenting evidence

3.5 Procurement of equipment for the safety of police officers (border police vest's, clothing and footwear, warning police marks)

3.6 Procurement of equipment for conducting crime scene investigation.

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

The Police Directorate will provide adequate human resources to take part in the project activities.

The Steering committee consisting of key stakeholders will be established before implementation. The Steering committee will supervise implementation of the project and carefully coordinate the activities conducted under IPA and the nationally-financed activities, with a view of ensuring the proper sequence between the drafting of the Technical Specifications under Activity 3.3 (IPA) and the procurement of the equipment under Activities 3.4, 3.5 and 3.6 (national co-financing).

The Criminal Police Department has adequate human resources for the implementation of planned training in intelligence work and the fight against drugs.

The Border police of Montenegro in maritime bases will provide the necessary berthing facilities for patrol boats.

The Border crossing points at Ilino Brdo, Dobrakovo, Kula and Ranče will have the necessary infrastructure for installation of the technical equipment.

### **3.6 Linked activities**



Reconstruction and improvement of existing border crossing points has been completed together with the improvement of the infrastructure of existing border crossing points through projects funded from the budget of the Government of Montenegro and donor support within the CARDS program, USAID, US, OSCE, EAR and IPA:

- Strengthening capacities of police administration, IPA 2009 (2,400,000 EUR)

Construction of the border crossing points Dobrakovo, Dračnovac and Sitnica.

- Support to the development of Integrated border management, IPA 2008(2,450,000 EUR),
- Fight against organized crime and corruption, IPA 2007, (3,600,000 EUR).
- Construction of the border crossing point – Sukobin, EAR 2008 (1 200,000 \$), project successfully completed.
- Construction of the border crossing point – Božaj, CARDS 2006 (800,000 EUR), project successfully completed.
- Construction of the border crossing point -Debeli brijeg, CARDS 2004 (2,816,273 EUR), project successfully completed.
- Construction of the border crossing point - Scepan polje, CARDS 2004 (1,141,444 EUR) project successfully completed.
- Construction of the border crossing points – Dobrakovo, Dračnovac, Ranče, Ilino brdo, Kobila, Metaljka, Sitnica and Vračnovići 2003 - 2004 US donation through USAID.
- EU donation (with USAID, IOM and OSCE) for border crossings equipment (500,000 EUR). Project successfully completed.
- International Law Enforcement Co-ordination Units ILECU, Regional Action Plan CARDS 2005 (2,000,000 EUR).
- 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, Multi-Beneficiary IPA 2007 (1,500,000 EUR).
- Police Cooperation: Fight against organised crime, in particular illicit drug trafficking, and the prevention of terrorism, Multi-Beneficiary IPA 2008 (2,500,000 EUR).
- Assessment of Corruption in the Western Balkans, Regional Action Plan CARDS 2006 (428,771 EUR).
- Cooperation in Criminal Justice: Witness Protection in the Fight against Serious Crime and Terrorism (WINPRO), Multi-Beneficiary IPA 2009 (4,000,000 EUR).

Particularly important are the following major projects currently under implementation:

1. Project “Intelligence led policing” financed by the Swedish national police board and SIDA.

The Police Directorate of Montenegro towards the end of 2007 entered into a strategic partnership with the Royal Swedish Police for the realisation of a development program “Intelligence led policing in Montenegro”. This project in accordance with the contract will end in the middle of 2010. The Project is focused on:

- Establishment of the new intelligence led policing model of work at the central level and in two pilot regions (Bar and Budva)
- Strengthening the administrative capacities of the Police Directorate
- Development of information technology as a support to the intelligence system.

Training programs in all key areas of intelligence work were carried out during the project, a manual was written and activities to develop IT resources were commenced. It is intended to continue this work through this project.

## 2. IPA project “Fight against organized crime and corruption“

In March 2009, the Police Directorate commenced work on the project `Fight against organized crime and corruption` which was financed by the IPA 2007.

One part of the project IPA 2007 is being carried out as a twinning with partners from Northern Ireland with a focus on training police officers, including officers from the drugs unit, for surveillance and undercover work, as well as training in financial investigations whilst the other part relates to investment and procurement of equipment necessary for carrying out investigations and surveillance (equipment for audio and video surveillance, tracking devices). For the procurement of equipment the Police Directorate received 300.000 euro from IPA 2007 fund and 100.000 euro from the Police Directorate budget. It is expected that the Police Directorate will receive the necessary equipment by the end of 2009 or early 2010.

In 2007 The Police Directorate/Border Police, in cooperation with the Department for telecommunications and electronic technologies and other organizational units of the Police Directorate began implementation of the project “The system of electronic surveillance of the state border on the water-Blue Border”. The objective is to improve border security systems on the water, efficiency in performing control of the state border, rationalisation of personnel and technical resources.

### **Lessons learned**

With the installation of the first module for intelligence flow and using the results of two regional area pilot schemes, the Police Directorate achieved:

- An increased quality and quantity of information;
- Coordination of activities in relation to the same persons;
- A higher level of security;
- Better quality data in the database (all amendments are stored), and
- Daily police activities are integrated into a central database that is used primarily for preventive activities.

It was found that the coordination of activities regarding the development of information systems and equipment procurement with training for officers achieved the desired results.

Operational use of electronic surveillance of the blue border, through thermal vision, television and radar observations, in real time provides for better quality risk analysis and complete insight into the safety and security of Montenegrin territorial waters and coastal zone.

To ensure an effective response in real-time to all security threats, the deployment of at least two intervention patrol boats capable of operating in all hydro-navigation conditions is

needed. After analysis of the current position and role of the existing patrol boats of the Border police and other security entities on water, it was concluded that the existing patrol boats could not adequately respond to all security challenges and dedicated tasks.

On the basis of previous experience in performing border control, linking border crossing points into the Interpol database, border control was significantly improved, which is directly reflected in the increasing number of persons arrested at the border crossing points as a result of Interpol's warrants, as follows:

- 2007, 11 persons;
- 2008 , 23 persons, and
- 2009 (for the first 7 months) 21 persons.

Therefore, the continuation of building up of the network of all BCPs and equipping them with all devices needed for checking of documents and detection of crimes is a key project for achieving full compliance of Montenegro with the relevant EU standards.

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

			TOTAL EXP.RE	SOURCES OF FUNDING								
				IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a) = (b) + (c) + (d)	EUR (b)	% (2)	Total EUR (c) = (x) + (y) + (z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Contract 1 Light twinning	X		250,000	250,000	100%							
<i>act. 1.2 , 1.3., 1.4</i>												
Contract 2 Supply		x	1,400,000	1,400,000	100%							
<i>act. 2.1, 2.3, 1.6, 1.7</i>												
Contract 3 Supply		x	600,000			600,000	100%	600,000				
<i>act. 2.2, 2.4, 3.4, 3.5, 3.6</i>												
Contract 4 Service	X		250,000			250,000	100%	250,000				
<i>act. 1.1, 1.5</i>												
Contract 5 Light twinning	X		150,000	150,000	100%							
<i>act.3.1, 3.2, 3.3</i>												
TOTAL IB			650,000	400,000	61.5%	250,000	38.5%	250,000				
TOTAL INV			2,000,000	1,400,000	70.0%	600,000	30.0%	600,000				
<b>TOTAL PROJECT</b>			<b>2,650,000</b>	<b>1,800,000</b>	<b>67.9 %</b>	<b>850,000</b>	<b>32.1 %</b>	<b>850,000</b>				

Amounts net of VAT

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

(2) 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
Contract 1 (IPA LTW)	Q4 2010	Q2 2011	Q4 2011
Contract 2 (IPA supply)	Q4 2010	Q2 2011	Q1 2012
Contract 3 (NC supply)	Q3 2011	Q4 2011	Q3 2012
Contract 4 (NC)	Q3 2010	Q1 2011	Q1 2012
Contract 5 (IPA)	Q4 2010	Q2 2011	Q4 2011

All projects will be ready for tendering in the 1<sup>ST</sup> Quarter following the signature of the FA. Since the Technical Specifications for part of the supply under Contract 3 (national co-financing) needs to be elaborated by the experts under the Twinning Contract 1, the tendering for Contract 3 is planned to start later.

Depending on the type, contracts may be split into more than 1 contract.

## **6. Cross cutting issues**

### **6.1 Equal Opportunity**

Montenegro is determined to apply the principle of equal opportunity and gender equality. This approach is already recognised in existing Laws.

Given the fact that part of the activities of the project will be devoted to training and capacity building, women should be encouraged to become equally involved in the education process and to participate in the process that will be supported during and after project implementation.

The internationally adopted and nationally stated principles of equal treatment linked to the gender, age, disability, sexual orientation, etc. will be respected.

### **6.2 Environment**

Environmental issues will be mainstreamed throughout the project cycle.

Based on the equipment that will be purchased, it is assessed that there will be no implications for the environment, particularly regarding boat engines as these will meet all of the required standards of environmental protection and noise suppression.

### **6.3 Minorities**

Montenegro has legislation pertaining to the protection of minority rights. The proposed project will ensure that internal policy, structures and operational procedures are in compliance with, and promote minority rights.

According to this, in all of the organisational structures of the Police Directorate this type of national policy is completely implemented. There is no religious, cultural or gender discrimination.

# ANNEX I: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number:	
Strengthening Border control, Intelligence and fight against drugs “		<b>Contracting period expires:</b> two years from the date of signing the Financial Agreement	<b>Disbursement period expires:</b> One year after the final date for execution of the contract
		Total budget: Eur <b>2. 650.000</b>	IPA budget: Euro <b>1.800.000</b>
1. OVERALL OBJECTIVE	Objectively verifiable indicators	Sources of Verification	
Improving the safety and security of the citizens of Montenegro in accordance with EU standards	<p>Increased detection of criminal acts by organised crime groups by 10% until end of 2013.</p> <p>Reduction in the number of cross border crimes at the state border through more efficient work within the Police Directorate</p>	<p>Annual EC Progress report. Police Directorate annual report.</p> <p>Police Directorate Annual Reports for 2012 and 2013.</p> <p>Reports by the National Commission on the Implementation of the Programme and Action Plan for Fight against Organised Crime and Corruption regarding realisation of measures from the Action plan for the fight against corruption and organized crime</p>	

<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Strengthening of the administrative, technical and infrastructure capacities of the Police Directorate of Montenegro in the area of integrated border management, criminal intelligence and the fight against drugs.	<p>Increased number by 10% of cases processed through the criminal intelligence system</p> <p>Decreased cross border crime as a result of better security at the Blue and Green borders and increased number of cases of illegal border crossing and smuggling detected compared to 2009-2010</p> <p>Positive assessment of EC progress report 2011 and 2012 in relation to the fight against drugs and smuggling</p>	<p>Annual EC Progress report</p> <p>Police Directorate annual report</p> <p>Police Directorate annual report regarding realisation of measures from the Action plan for fight against corruption and organised crime</p>	<p>Harmonisation of legislation with EU standards</p> <p>Government willingness to support projects from this area</p> <p>Qualitative and efficient performance of the tasks of the Police Directorate</p>

<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
1. Criminal Intelligence system implemented and strategic documents developed	Software modules for Criminal intelligence system built and implemented Strategic documents of the Police Directorate approved A process for conducting local tactical assessments designed and implemented At least 1 training programs conducted and minimum 30 officers trained Equipment procured and installed in 6 regions	Project implementation report  Tender documentation of the procurement	Putting the Criminal Intelligence system into use and applying the strategic documents developed.
2. Improved system of Blue and Green border security in the territory of Montenegro, territorial waters and coastal area established.	Two patrol boats with necessary navigation and maritime equipment procured Equipment for four border crossing points procured and installed	Tender documentation for the procurement and test drive report issued by Maritime border police Tender documentation of the procurement of necessary equipment and report issued by police stations on border crossing points	Putting into operation two patrol boats as part of the Maritime border police and readers for passports, registration plates, finger prints, INTERPOL database and video surveillance at 4 border crossing points



3. Capacities of the anti drug department officers in the area of the surveillance of controlled deliveries, proper collection and documentation of evidence and crime scene procedures improved	<p>Review of anti-drug investigation resources conducted and recommendations approved</p> <p>At least 2 specialist training courses completed for a minimum 10 officers</p> <p>Modern technical equipment procured and in use</p>	<p>Annual report of Criminal Police Directorate</p> <p>Project implementation report</p>	<p>Appliance of acquired knowledge and experience on behalf of Department for fight against drugs and smuggling throw training programs and study visits</p> <p>Appliance of modern technical means on behalf of Department for fight against drugs and smuggling</p>
<b>Activities:</b>	<b>Means:</b>	<b>Cost:</b>	<b>Assumptions</b>
All activities	<p>2 Light Twinning contracts (activities, 1.2; 1.3; 1.4, 3.1; 3.2; 3.3)</p> <p>Supply contract (activities, 1.6; 1.7; 2.1; 2.3)</p> <p>National supply contract (2.2; 2.4; 3.4; 3.5; 3.6)</p> <p>National service contract activity (1.1; 1.5)</p>	<p>IPA budget: 1,800,000 EUR</p> <p>National co-financing: 850.000 EUR</p> <p>Total budget: 2,650,000 EUR</p>	
1.1 Development of software modules			Completion of Document

for Criminal intelligence system CriS (Entity management system, Case management system, Security system upgraded)	Service (co financing BC)	Co financing 200,000 EUR	flow software module the realization of which is an ongoing process as part of the project with the Royal Swedish Police force and SIDA
1.2. Assistance to conduct a National Strategic Assessment, a Control Strategy and completion of the strategic documents of the Police Directorate	Light Twinning (IPA) (1.2;1.3,1.4)	EC 250,000 EUR	Having an adequate staff for the realisation of the training programs regarding the development of strategic documents
1.3. Assistance for the preparation of local tactical assessments and managing the response to crime through the intelligence-led policing model.		1.1.3. 1.1.4. 1.1.5. 1.1.6. 1.1.7. 1.1.8. 1.1.9. 1.1.10. 1.1.11. 1.1.12. 1.1.13. 1.1.14. 1.1.15. 1.1.16. 1.1.17. 1.1.18. 1.1.19. 1.1.20.	
1.4. Elaboration and delivery of training programmes for the implementation of the Intelligence-led policing model, including the development of the Operational Management Groups and tactical documents		Co financing 50,000 EUR	
1.5. Logistic support for training programmes	service-co financing (1.5)	1.1.21. 1.1.22. 1.1.23.	Presence of basic infrastructure
1.6. Improve the existing computer	Supply (IPA)	EC € 150,000	

network of the Police Directorate 1.7. Supply of technical equipment necessary for the fulfilment of secure access and control conditions for official premises of the Police Directorate's departments which deal with classified data.			
2.1 Provision of two special patrol boats, which will be operational under all hydro-navigation conditions in the waters of the Adriatic Sea.	Supply (IPA) Procurement of two patrol boats, length 12-15 m, with rib and cabin operative in all hydro-navigation conditions, maximum speed 50 knots or more without navigation and maritime equipment	€ 1,050,000	Having an adequate staff of Maritime border police for navigation of patrol boats
2.2 Procurement of navigational (radar, GPS, sonar, radio goniometric, aggregate, air condition, daily- night camera) and maritime equipment for two patrol boats	Supply (co financing BC)	€ 500,000	Having an adequate staff of Maritime border police for servicing navigation and maritime equipment
2.3 Provision of specific equipment which will ensure direct access to the Interpol database on four border crossing points.	Supply IPA (2.3) /	EC € 200,000	Having an adequate staff of Maritime border police for border crossing points Ilino brdo, Dobrakovo, Kula and Ranče.
		Co financing € 50,000	



vests, clothing and footwear, warning police marks) 3.6 Procurement of equipment for conducting crime scene investigation.			
			<b>Preconditions</b>

**ANNEX II: IPA amounts (in €) Contracted and disbursed by quarter for the project**

<b>Contracted</b>	<b>Q1 2011</b>	<b>Q2 2011</b>	<b>Q3 2011</b>	<b>Q4 2011</b>	<b>Q1 2012</b>	<b>Q2 2012</b>
Contract 1 (IPA)		250.000				
Contract 2 (IPA)		1.400.000				
Contract 5 (IPA)		150.000				
<b>Cumulated</b>		<b>1.800.000</b>		<b>1.800.000</b>		
<b>Disbursed</b>						
Contract 1		200.000		50.000		
Contract 2		840.000			560.000	
Contract 5		120.000		30.000		
<b>Cumulated</b>		<b>1.160.000</b>		<b>1.240.000</b>	<b>1.800.000</b>	

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

The Law on Police (Official Gazette of RMNE No. 28/05) and Regulation on organisation and working procedures of the public administration (Official Gazette of RMNE No. 61/05) determine the Police Directorate basic competencies, scope of work, organization, police authorities and duties, police officers status and police work control.

Within the framework of the public administration system reform, the Government of Montenegro, at a session held on 19. 10. 2005 passed the Decree on Amendments to the Decree on Public Administration, Organization and Manner of Work, in which the Police Directorate is organised as a separate body of the public administration, which also defines its scope of work and authorities.

According to the new Rule Book, tasks from the Police Directorate domain are undertaken in five departments (Criminal Police Department, General Police Duties Department, Border Police Department, and Department for Human Resources, Legal Matters, Telecommunications and Information Systems and Persons and Buildings Security Department).

Accession of the Montenegrin Police to the International Criminal Police Organization INTERPOL, with full membership, resulted in the establishment of an Interpol NCB Podgorica, which is organised within the Criminal Police Department.

International Police Co-operation and European Integration Department has been established, while the previous Department for analytical-informational and documentation affairs was reorganised to become the Department for Planning, Development and Analytics.

For the operational delivery of policing tasks, instead of the 7 security centres which previously existed eight new regional units have been formed at Podgorica, Niksic, Bar, Budva, Herceg Novi, Bijelo Polje, Pljevlja and Berane, and instead of 14 security departments, new 13 outposts have been established.

The Police Directorate is financed from the budget of Montenegro, and 86% of the total budget is devoted to gross salaries and other employee benefits, which does not allow for the implementation of necessary modernization.

#### **ANNEX IV    Reference to The Laws, regulations and strategic documents:**

- The Law on Police
- The Law on state border control
- Criminal Procedure Code
- Criminal Code
- The Law on Ratification of Police Cooperation Convention for South-East Europe, 2007
- The Law on Ratification of the ***Council of Europe Convention*** on the Prevention of ***Terrorism***
- National Strategy for combating the abuse of drugs and prevention of drug addiction and the Action Plan for its implementation /2008-12/.
- The Law on public procurement
- The Law on budget
- The Law on courts
- The Law on conflict of interests
- The Law on Business Companies
- The Law on billing and audit
- The Law on witness protection
- The Law on state prosecutor's office
- The Law on free access to information
- The Law on responsibility of legal persons in criminal matters
- The Law on civil servants and employees
- Ethical code's on civil servants and employees
- Action plan for fight against organized crime and corruption
- Innovated Action plan for fight against organized crime and corruption
- The Law on gender equality
- The Law on State administration
- The Law on the Protection of Human Rights and Freedoms / Ombudsman
- Integrated border management strategy
- Handbook Intelligence led policing in Montenegro
- Handbook Work with informants (CHIS)
- Convention for the Protection of individuals with regard to automatic processing of personal data



**ANNEX V: Details per EU-funded contract (\*) where applicable:**

<b>Contract number</b>	<b>Type of contract</b>	<b>Amount in EUR</b>	<b>Number of the activity or activities financed by the contract</b>	<b>Source of financing</b>
Contract 1	Light Twinning	250,000	1.2, 1.3, 1.4,	IPA
Contract 2	Supply	1,400,000	1.6, 1.7, 2.1, 2.3	IPA
Contract 3	Supply	600,000	2.2, 2.4 ,3.4, 3.5, and 3.6	National co-financing
Contract 4	Service	250,000	1.1, 1.4	National co-financing.
Contract 5	Light Twinning	150,000	3.1, 3.2 and 3.3	IPA

**Contract 1 Light Twinning contract (EUR 250,000) IPA**

**It includes the following activities:**

- 1.2. Assistance to conduct National Strategic Assessment, a Control Strategy and completion of the strategic documents of the Police Directorate
- 1.3. Assistance to for the preparation of local tactical assessments and managing the response to crime through the intelligence-led policing model
- 1.4. Elaboration and delivery of training programmes for the implementation of the Intelligence led policing model, including the development of the Operational Management Groups and tactical documents

**Profile of short term experts for Contract 1**

- a) Relevant university degree
- b) Minimum 5 years professional experience in the field of intelligence
- c) Relevant experience in at least one of the areas and topics within the activities 1.2, 1.3 and 1.4
- d) Proficiency in English language
- f) Experience in organizing and conducting training

**Contract 2 Supply (EUR 1,400,000 ) IPA**

This supply contract will cover the following activities:

**Activity 2.1 (€ 1,050,000)**

Procurement of two patrol boats, length 12-15 m, with rib and cabin operative in all hydro-navigation conditions, maximum speed 50 knots or more without navigation and maritime equipment.

**Activity 2.3 (€ 200,000)**

Provision of specific equipment which will ensure direct access to Interpol data base on four border crossing points, including procurement of 4 sets of readers for passports, registration plates, fingerprints, etc and video surveillance for the needs of the border crossing points Ilino brdo, Dobrakovo, Kula and Ranče.

**Activity 1.6 and 1.7 (€ 150,000)**

1.5. Improve the existing computer network of the Police Directorate

- Active and passive computer network equipment necessary for local area networks (LAN) inside police building in regional centers Podgorica, Nikšić, Herceg Novi, Berane, Bijelo Polje and Pljevlja

- minimum 60 Personal computers, 20 scanners, 12 network printers, 10 projectors

1.6. Supply of technical equipment necessary for the fulfilment of secure access and control conditions for official premises of the Police Directorate's departments which deal with classified data.

**Contract 3 Supply (€ 600,000) NATIONAL CONTRIBUTION**

This supply contract will cover the following activities:

**Activity 2.2 (€500,000)** Procurement of navigational (radar, GPS, sonar, radio goniometric, aggregate, air condition, daily- night camera) and maritime equipment for two patrol boats.

**Activity 2.4 (€ 50,000)** procurement of equipment for border crossing points Ilino Brdo, Dobrakovo, Kula i Ranče (optical readers for plates and documents, detector for drugs and explosives, cctv ...)

**Activity 3.4,3.5, and 3.6 (€ 50,000)**

3.4 Procurement of modern technical equipment for the surveillance of controlled deliveries and documenting evidence

3.5 Procurement of equipment for the safety of police officers (bulletproof vests, clothing and footwear, warning police marks)

3.6 Procurement of equipment for conducting crime scene investigation.

**Contract 4 Service (€ 250,000 ) NATIONAL CONTRIBUTION**

This service contract will cover the following activities:

**Activity 1.1 (EUR 200,000)** Development of software modules for Criminal intelligence system CriS (Entity management system, Case management system, Security system upgraded).

**Activity 1.5 (€ 50,000)** Logistics support for training programmes.

**Contract 5 Light Twinning contract (€ 150,000) including activities:**

3.1 Review of the organisation of the anti-drug investigation resources with a view to improving skills in the area of surveillance, controlled deliveries, proper collection and documentation of evidence and crime scene procedures.

3.2 Implementation of a training programme for police officers dealing with drugs trafficking.

3.3 Preparation of technical specifications for equipment from national co-financing.

Profile of short term experts for Contract 5

a) Relevant university degree

- b) Minimum 5 years professional experience in the field of anti-drug investigation
- c) Relevant experience in at least one of the areas and topics within the activities 3.1,3.2,3.3
- d) Proficiency in English language
- f) Experience in organizing and performing training