

Standard Summary Project Fiche

1. Basic Information

- 1.1 CRIS Number: **2003/004-979-07-02**
- 1.2 **Twinning numbers: LV/2003/IB/JH-03A**
LV/2003/IB/JH-03B
- 1.3 Title: **Police Training**
- 1.4 Sector: Justice and Home Affairs
- 1.5 Location: Latvia, State Police

2. Objectives

- 2.1 Overall Objective(s):

[Well trained Police Force.](#)

- 2.2 Project purpose:

Strengthening of the Police Training Capacity and Development of Police Training Performance Management System

- 2.3 Accession Partnership and NPAA priority

Accession Partnership priority:

“Strengthen law enforcement bodies and co-operation among them, including the judiciary, in the fight organised crime, in particular concerning money laundering, cyber crimes, trafficking in human beings and drugs.”

NPAA priority:

“To implement effective human resource policy in the State Police in order to successfully provide the public order and to strengthen the fight against crime”. (TA code – LA-058)

Strengthening of the qualified State police staff, provision of the planning and in-service training for the police staff (TA code – LA-058)

3. Description

- 3.1 Background and Justification

Latvia’s official Position Paper for Chapter 24 “Co-operation in the field of Justice and Home Affairs” states that a priority is the creation of an accountable, reliable and effective police organization. The 2002 Progress Report concludes: “Latvia needs to step up means to allow police forces to combat more effectively specific forms of organized crime, such as trafficking in human beings and trafficking in drugs, and new types of crime, such as financial crime, money laundering and “high-tech” crime.

A key part of the drive to improve the capability of the Latvian State Police is to improve the quality, breadth and volume of training available.

Currently state police training is delivered by two institutions managed by the Ministry of Interior:

- The Police School of State Police, which delivers vocational training to junior officers, and
- the Police Academy of Latvia, which delivers professional tertiary level education to specialists and senior officers

Although these two training organizations are separate entities with their own management and staff they share a series of problems. These include lack of trainers with the necessary teaching skills, poor strategic and resource planning links with the police forces and the Ministry, poorly equipped training facilities and poor performance management and quality control systems.

Both institutions recognize the need to address these problems if they are to meet the demands of government and the police. The Police School is currently developing a concept on its optimum organization and curriculum for the medium-term. However, it is now clear to both institutions that close co-operation and joint-working is required if they are to make the necessary step-change in performance. As a starting point they are seeking to develop a joint concept about their future and work on this is already underway.

Initial work on this joint concept has revealed two priority objectives. The first is to improve the link between the needs of the police and the training provided. Achieving the first objectives involves addressing a number of issues, such as:

- **A clearer and longer-term picture of the police's training needs:** Demand is growing need for training in new and complex crimes, as well as, career development, management and leadership skills. The two training institutions need to quantitatively identify the amount and focus of Police training required over the medium-term if they are to stand any chance of meeting these demands effectively.
- **Expansion and modernization of the curriculum:** To meet the demands for new training both organizations need to develop new training material and courses. They also need the modern equipment to deliver the training.
- **More and better quality trainers:** To deliver an expanded curriculum it is obvious that more trainers and lecturers will be required. In addition to deliver better quality training requires expert teachers. Both institutions are keen to explore new options for addressing these problems.
- **Better horizontal co-ordination and planning arrangements:** Continual, career-long development of police officers is a concept shared by both training institutions. To manage this effectively both institutions need to better co-ordinate the type and amount of training they deliver. Central to this is needed to develop route-maps of relevant training to match the variety of careers available within the State police. Development of such route-maps will require regular co-operation between the Ministry, police, personnel staff and training institutions. Advice on how to best set up and manage such a co-ordination and planning system is required.
- **Better focused and longer-term partnership arrangements with other police training institutions:** The emerging concepts identify that as a small country Latvia has difficulty in maintaining sufficient up to date teaching expertise in certain crimes, such as, organized business frauds, cyber crime and human trafficking. A way of tackling this problem is to build long-term strategic partnership with existing member state police training establishments, thus allowing the sharing and mutual development of specialist training resources. Twinning is seen as an ideal platform for testing and establishing such long-term partnerships.

The second priority objective is to improve overall performance and quality control of both institutions. This also involves addressing a number of issues.

- **Better management quality control of training activities and programs:** This covers the basic evaluation of training events to assessing how training has contributed to improving the overall quality of policing delivered.
- **Improving the system for managing the performance of both institutions :** The emerging concept seeks to identify the top level objectives for police training over the medium-term. It also seeks to set out the targets that will be used to measure progress against. Both institutions are keen for ownership of these targets and objectives to be strong throughout their organizations. They also see the need to regularly review progress and provide incentives for good performance. Implementing a system around these principles is difficult and practical advice and expertise is required to do so.

- **Benchmarking progress against International and European quality standards and frameworks:** To assess progress and ensure reform is not limited to training delivery but applied to the whole organization a method of organizational bench-marking is required. Both organizations are attracted to using the European Framework for Quality Management (EFQM) to identify areas for change and measure progress. Practical experience of applying the model is therefore required.
- **Better change management and leadership skills:** To implement the planned program of reform will require strong leadership. To achieve this leadership and change management skills of managers throughout the two training organizations needs to be enhanced.

A sustained improvement in the quality of policing in Latvia cannot be improved without significantly enhancing the training police officers receive. Assistance in implementing the necessary reforms set out above is vital to achieve this overall aim.

3.2 Linked activities:

Phare

- In the framework of Phare 2001 National programme project “Preventing, Combating and Reducing of Organised Crime” it is planned to elaborate the general and specific training programmes for law enforcement institutions, as well to conduct train-the-trainers courses;
- In the framework of Phare 2002 National programme project “State Police” it is planned to develop training programmes on strategic and operational analysis;
- In the framework of Phare 2003 National programme project “Intellectual Property Rights” it is planned to train the police staff on protection of intellectual property rights.

Bilateral

USA

- Regular training courses and seminars at the US International Law Enforcement Academy (ILEA) in Budapest.
- Frequent co-operation with the US Drug Enforcement Agency (DEA).
- Various seminars and study visits organised by US Federal Bureau of Investigation (FBI), including the annual participation in study session at the FBI National Academy.
- Technical assistance provided by the US Government (equipment for Criminal Police).

Nordic Countries

- Regular training seminars in the framework of Nordic – Baltic Police Academy.
- Several practical projects (Training program for future Latvian liaison officers; Protection of witness and victim; Illegal immigration; Crime scene investigation; Drug enforcement; Fight against economic crimes; Fight against organised crime) in the framework of Swedish – Latvian agreement.
- Annual United Nations Police Officer Courses for UN civil police missions (organised by Swedish Armed Forces).

Germany

- Frequent training courses, study visits and seminars at the Police Institutes of Neuss, Munster, Selma etc.
- Technical assistance (equipment).

The Netherlands

- Training courses for the experts of police forensic centre.
- Visit of the experts in the framework of NMCP (Netherlands Management Co-operation Programme). Basic issues: Quality Management, Overlap of functions in the Police, Public Relations in the Police, Staff Management.

France

- Training courses and seminars organised by French Ministry of Interior and Police.
- Technical assistance (equipment).

Belgium, Denmark, Estonia, Finland, Italy, Israel, The Republic of Ireland, United Kingdom, Lithuania, Norway, Poland, and Sweden: training courses, study visits and seminars.

Other

Range of the seminars and training courses organized by the foreign police institution with the help of the SOROS Foundation for the staff of Police Academy and State Police School.

3.3 Results:

The overall result will be to strengthen police training capacity.

Twinning guaranteed results:

Component 1

Police training system

- High level evaluation of Training organisations against European Framework for Quality Management (EFQM) model by senior managers to identify key areas for change.

This will include evaluation of existing organisational structures, human resource management and planning, customer orientation, personnel development and career development within the State Police;

- Elaboration of a comprehensive needs assessment and gap analysis of the type of training the police should receive at all levels - from probation training to specialist programmes for corruption, financial fraud and organised crime and crimes relating to new technology etc.;
- Development of a medium-term police training strategy for the years 2004 - 2009 together with top level targets and actions for implementation;
- Development of a modern and professional training programme based on the Police training strategy;
- Trainers for the new courses trained;
- Training materials elaborated and adapted in Latvian;
- Pilot training programmes implemented.

Component 2

Better management of quality and performance

- Implementation of a organisation wide performance management and quality control system (with EFQM system embedded as an integral part);
- Development of leadership programme for Senior Police Officers;
- Development and implementation of a system for measuring and assessing performance of training institutions against their top level targets.

This will include uniform application of quality management system;

- Development of accountability and reporting arrangements for training organisation;
- Analysis and recommendation for strengthening the incentives linked to improving performance.

3.4. Activities:

Component 1

Police training system

- Deliver familiarity training on the EFQM model to senior managers. Arrange and facilitate delivery of workshops to apply EFQM model to existing structure and agree actions for improvement;
- Consultation, workshops and focus groups with police training organisations, police, Ministry and customers to identify gaps in current training programme and identify needs and priorities;
- Production of draft strategy and action plan for the development of police training institutions. This will include options, scenarios objectives and targets. Organisation of workshops with police training senior management team and policy co-ordinators to discuss, develop and facilitate agreement;
- Production of five training programmes for career-long development of police (for each level of police education), including identification of appropriate formal qualifications and examinations, and preparation of training materials. This activity will pay special attention to developing skills in areas such as, organised crime, narcotics, financial, cyber fraud etc.;
- Assessment and selection of appropriate trainers and training managers.

This will include agreement of competencies framework and standards for police trainers, a study visit to a Member State at a professional and established police-training establishment to encourage skills transfer and training programme to train the trainers;

- Oversee monitor and evaluate the delivery of pilot training courses.
- Assistance in the drafting of the technical specifications for training equipment.

Means:

Contract 1

Twinning Covenant I

Long-term expert's (PAA) profile (12 m/m):

- at least ten-year experience in the field of Police education and training, especially in the field of police tactics and new types of crime;
- experience in the development of police training courses;
- experience in practical policing;
- experience of implementation and using of equipment for the training of police tactics and new types of crime;
- Fluency in English;
- Experience of planning and organisational development.

5 Short term experts' profile (6 m/m each) – elaboration and implementation of the training programmes (in all five levels):

- At least ten years experience in Police service;
- At least five years experience in the field of Police training;
- Experience of development of training materials;
- Experience in concrete police training level;
- Knowledge of practical implementation of training courses on new types of crime;
- Fluency in English.

Study visit: Project group and selected trainers (10-15 persons) of trainers of the respective police training institutions to MS police training institution to study on the spot their training programmes and techniques.

Contract 2

Supply Contract I:

Modernising the equipment for Police training:

- Purchase of training equipment for class in Police Academy
- Purchase of training equipment for class in Police School
- Purchase of equipment for computer class
- Purchase of equipment for situation simulation and performance evaluation
- Purchase of analysis and visualisation software for modern crime analysis
- Purchase and installation of software for situation simulation on police tactics and new types of crime training techniques.

During the drafting of the technical specifications the PAA has the possibility to evaluate and assess the actual needs of the training facility and will be closely involved in the drafting of the technical specifications. The training equipment will be used during the pilot training and other training activities of the project.

Component 2

Better management of quality and performance

- Workshops for senior managers and personnel professionals about the concept of performance management in modern police forces. In collaboration with personnel team to produce detailed proposal for a performance management system and a project plan for implementation – including workshops and training to launch the new system;
- Work with senior managers of training institute to identify competence framework and standards. Identify development programme, monitoring and competence assessment system. Deliver initial development programme courses and activities;
- Using top-level targets identified in part 1 to develop a system for communicating and embedding them throughout the organisation. This will include workshops on setting personal, team and unit

objectives. It will also include a sample assessment of the objectives set for individuals, teams and units. Study visit for senior police officials to gain experience with performance assessment with MS police institutions;

- Delivery of a workshop programme with top management team and ministry officials to identify ways of improving the transparency, accountability and performance reporting of training institutions so they are in line with international best practice. Set up a system for delivering new arrangements, including outline annual reports, draft internal regulation and audit arrangements;
- Analysis and evaluation of incentive structure of current system and to identify areas for improvement and make recommendations for improving fairness, alignment with top level targets and transparency.

Means:

Contract 3

Twinning Covenant II:

Long-term expert's (PAA) profile (12 m/m):

- At least ten-year experience in the field of Police education and training, especially in the field of performance quality management;
- Experience in practical policing;
- Experience of implementation and using of equipment for the training of police tactics and new types of crime;
- Fluency in English.

Short term expertise (6 m/m) for the different arrangements in the field of management tools and training.

Study visit: Project group and senior police officials (10-15 persons) of the respective police departments (including regions) to MS police departments to study on the spot their quality management

Contract 4

Supply contract II

Modernising the equipment for Police Quality management

- Purchase and installation of equipment for establishment of Quality management system in police:
 - Purchase of 40 PC workstations
 - Purchase of Software (incl. possible software of quality evaluation)
- Purchase and installation of equipment for establishment of Quality management system in police training institutions:
 - Purchase of 20 PC workstations
 - Purchase of Software (incl. possible software of quality evaluation)

3.5. Lessons learned:

The previous experience gained during implementation of Phare programs has shown that the project "ownership" needs to be increased – there should be a strong involvement of the beneficiary and responsible institutions in the management of the project activities and overall co-ordination and monitoring of the project. In particular project it will be ensured through the Steering committee involving all responsible institutions.

4. Institutional Framework:

The responsible institution for the implementation of this project is the Ministry of Interior.

For implementation of this project there will be established a Steering Committee including:
 Deputy State Secretary of the Ministry of Interior;
 Representatives from the Ministry of Education and Science;
 Deputy Chief of State Police;
 Rector of Police Academy of Latvia;
 Head of Police School;
 Chief of Personnel Board of State Police;
 Chief of Finance and planning board of State Police;
 Deputy Chief of Administrative Department of State Police.

5. Detailed Budget

| | Phare | Support | | | | |
|---|--------------------|----------------------|---------------------|----------------------|--------------------|----------------------|
| | Investment Support | Institution Building | Total Phare (=I+IB) | National Cofinancing | | TOTAL eligible costs |
| | | | | Eligible costs | Non-eligible costs | |
| Contract 1 Twinning Covenant I | | 622 500 | 622 500 | 62 250* | | 684 750 |
| Contract 2 Supply Contract I | 354 000 | | 354 000 | 118 000** | 21 240 | 472 000 |
| Contract 3 Twinning Covenant II | | 370 000 | 370 000 | 37 000* | | 407 000 |
| Contract 4 Supply Contract II | 303 750 | | 303 750 | 101 250** | 18 225 | 405 000 |
| Total | 657 750 | 992 500 | 1 650 250 | 318 500 | 39 465 | 1 968 750 |

* Parallel co-financing. Parallel co-financing will be applied for covering of office costs for experts, infrastructure facilities, travel costs for national counterparts.

**Joint co-financing, excluding all taxes and duties.

6. Implementation Arrangements

6.1. Implementing Agency:

Central Financing and Contracting Unit (CFCU),
 Director - Mr. Armands Eberhards
 Address: Smilšu str.1, Riga LV – 1919, Latvia
 Tel. + 371 7094344, Fax. +371 7094348

PAO - Ms. Valentina Andrejeva, State Secretary, Ministry of Finance,
 Address: Smilšu Str. 1, Riga, LV-1919, Latvia.
 Tel.: +371 7212726, fax: +371 7095413

The overall technical responsibility will be under:

Ministry of Interior:

SPO - Mr. Juris Labis, Deputy of State Secretary of Ministry of Interior,
 Address: Raina bulv.6, Riga LV-1009; Tel: + 371 7219399.

6.2. Twinning:

Responsible contact person for PAA and short term experts of Component 1 within the project will be:
 Head of Professional qualification division of Personnel Department of State Police
 Address: Brīvības 61, Riga, LV –1010;

Phone: + 371 7075040, e-mail: psn@vp.gov.lv.

Responsible contact person for PAA and short term experts of Component 2 within the project will be:
Deputy Chief of Personnel Department of State Police
Address: Brivibas 61, Riga, LV –1010;
Phone: + 371 7075032, fax: + 3717075052, e-mail: silvija.sture@vp.gov.lv.

Office of the PAA will be located at the premises of State Police (indicative).

6.3. Non-standard aspects

There will be no non-standard aspects regarding the implementation of the project. Standard procedures of the Commission in accordance with Practical Guide to PHARE, ISPA and SAPARD contract procedures will be followed under Extended Decentralised Implementation System (EDIS). Prior to EDIS accreditation, DIS will be followed. EDIS will apply from the date of accession at latest.

Ratio: if during project implementation the project cost for some reasons will decrease, the Phare financing will also decrease proportionally.

6.4. Contracts

Contract 1: Twinning Covenant I – 622 500 EUR (parallel co-financing);
Contract 2: Supply Contract I – 472 000 EUR (joint co-financing, excluding all taxes and duties);
Contract 3: Twinning Covenant II – 370 000 EUR (parallel co-financing);
Contract 4: Supply Contract II – 405 000 EUR (joint co-financing, excluding all taxes and duties).

7. Implementation Schedule

| | Start of tendering/call for proposals | Start of project activity | Project completion |
|---|---------------------------------------|---------------------------|---------------------|
| Contract 1 Twinning Covenant I | I Quarter of 2004 | III Quarter of 2004 | III Quarter of 2005 |
| Contract 2 Supply contract I | IV Quarter of 2003 | I Quarter of 2004 | II Quarter of 2005 |
| Contract 3 Twinning Covenant II | I Quarter of 2004 | III Quarter of 2004 | III Quarter of 2005 |
| Contract 4 Supply contract II | I Quarter of 2004 | II Quarter of 2004 | III Quarter of 2004 |

8. Equal Opportunity

Participation in the project will allow an equal opportunity for women and men to participate in implementation of the project.

9. Conditionality and sequencing:

The national co-financing is ensured.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format;

2. Detailed implementation chart;
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period);
4. Detailed description of beneficiaries of the project.

ANNEX No1**Phare log frame**

| LOGFRAME PLANNING MATRIX FOR PROJECT | Programme name and number | |
|---|--------------------------------|--------------------------------|
| Police Training | Contracting period expires | Disbursement period expires |
| | Total budget: 1 968 750 | Phare budget: 1 650 250 |

| Overall objective | Indicators of Achievement | Sources of Information | |
|---|---|---|---|
| Well trained Police Force | <ul style="list-style-type: none"> Increased level of crime prevention and detection | <ul style="list-style-type: none"> European Commission reports Annual Report on work of the State Police Respective statistics | |
| Project purpose | Indicators of Achievements | Sources of Information | Assumptions |
| Strengthening of the Police Training Capacity and Development of Police Training Performance Management System | <ul style="list-style-type: none"> The curricula of the Police School and Police Academy are appropriate and provide police organisation with necessary training to meet modern policing requirements at all levels Lower turnover of staff of State Police Attestation/ evaluation of the police officers is carried out following the results of the project | <ul style="list-style-type: none"> Annual Report on work of the State Police Regular reports on work of the State Police on specific types of crime Regular attestation/ evaluation Reports of the police officers | <ul style="list-style-type: none"> Allocated budgetary resources are sufficient for the successful Project outcome |
| Results | Indicators of Achievement | Sources of Information | Assumptions |
| Twinning guaranteed results: Twinning Covenant 1: <ul style="list-style-type: none"> High level evaluation of Training organisations against European | <ul style="list-style-type: none"> The training programs | <ul style="list-style-type: none"> Annual Report on work of the State Police Project Report | <ul style="list-style-type: none"> Adequate financial support |

| <p>Framework for Quality Management (EFQM) model by senior managers to identify key areas for change. This will include evaluation of existing organisational structures, human resource management and planning, customer orientation, personnel development and career development within the State Police;</p> <ul style="list-style-type: none"> • Elaboration of a comprehensive needs assessment and gap analysis of the type of training the police should receive at all levels - from probation training to specialist programmes for corruption, financial fraud and organised crime and crimes relating to new technology etc.; • Development of a medium-term police training strategy for the years 2004-2009 together with top level targets and actions for implementation; • Development of a modern and professional training programme based on the Police training strategy; • Trainers for the new courses trained; • Training materials elaborated and adapted in Latvian; • Pilot training programmes implemented. <p>Twinning Covenant 2:</p> <ul style="list-style-type: none"> • Implementation of a organisation wide performance management and quality control system • Development of leadership programme for Senior Police Officers • System for measuring and assessing performance of training institutions against top level targets (agreed as part of strategy) including uniform application of quality management system • Development of accountability and reporting arrangements for training organisation • Analysis and recommendation about improving the incentive system to improve performance. <p><u>Supply:</u></p> <ul style="list-style-type: none"> • Purchased training equipment • To purchase equipment for establishment of quality management system in police • Purchased and installed equipment for police personnel training quality management in the Headquarters of State Police • Purchased and installed software for police tactics and new types of crime training techniques | <p>approved by Ministry of Interior (State Police) and the Ministry of Education and Science</p> <ul style="list-style-type: none"> • Indicators of performance allow to measure the effectiveness of police work • The Police Academy of Latvia and Police School appropriately equipped for the new training courses | <ul style="list-style-type: none"> • Reports from Ministry of Education and Science • State Police curricula | <p>from state budget</p> <ul style="list-style-type: none"> • Necessary inputs are in time • Precise Technical Specifications and other Tender documentation • Contracting is timely |
|--|--|---|---|
| Activities | Means | | Assumptions |
| <p><u>Twinning Covenant 1:</u></p> <ul style="list-style-type: none"> • Deliver familiarity training on the EFQM model to senior managers. Arrange and facilitate delivery of workshops to apply EFQM model to existing structure and agree actions for improvement; • Consultation, workshops and focus groups with police training | <p><u>Twinning:</u></p> <p>Long term expert (PAA 12m/m) Short term expertise (6 m/m):</p> <ul style="list-style-type: none"> • Training materials | <ul style="list-style-type: none"> • Project reports • Annual report of the State Police • Developed training programs | <ul style="list-style-type: none"> • Performed activities are relevant and timely • Availability of adequate experts and funds • Turnover of employees of the |

| | | | |
|--|--|--|--------------|
| <p>organisations, police, Ministry and customers to identify gaps in current training programme and identify needs and priorities;</p> <ul style="list-style-type: none"> • Production of draft strategy and action plan for the development of police training institutions. <p>This will include options, scenarios objectives and targets. Organisation of workshops with police training senior management team and policy co-ordinators to discuss, develop and facilitate agreement;</p> <ul style="list-style-type: none"> • Production of five training programmes for career-long development of police (for each level of police education), including identification of appropriate formal qualifications and examinations, and preparation of training materials. <p>This activity will pay special attention to developing skills in areas such as, organised crime, narcotics, financial, cyber fraud etc.;</p> <ul style="list-style-type: none"> • Assessment and selection of appropriate trainers and training managers. This will include agreement of competencies framework and standards for police trainers, a study visit to a Member State at a professional and established police-training establishment to encourage skills transfer and training programme to train the trainers; • Oversee monitor and evaluate the delivery of pilot training courses. • Assistance in the drafting of the technical specifications for training equipment. <p><u>Twinning Covenant 2:</u></p> <ul style="list-style-type: none"> • Workshops to senior managers and personnel professionals about the concept of performance management in modern police forces. In collaboration with personnel to produce detailed proposal for a performance management system and an action plan for implementation – including workshops and training to launch the new system. • Work with senior managers to identify competence framework and standards for senior training management. Identify development programme, mentoring and competence assessment system. Deliver initial development programme courses and activities. • Using top-level targets identified in part 1 to develop a system for communicating and embedding them throughout the organisation. This will include workshops on setting personal, team and unit objectives, together with a sample evaluation of quality of objectives set. • Delivering workshop programme with top management team, ministry officials to identify ways of improving the transparency, accountability and performance reporting arrangement in line with international best practice. Set up a system for delivering new arrangements, including outline annual reports, draft internal regulation and audit arrangements. • Analysis and evaluation of incentive structure of current system and to identify areas for improvement and make recommendations for | <ul style="list-style-type: none"> • Study visit • Train the trainers course <p>Supply contracts</p> | | State Police |
|--|--|--|--------------|

| | | | |
|--|--|--|--|
| <p>improving fairness, alignment with top level targets and transparency.</p> <ul style="list-style-type: none"> To elaborate the Technical Specification and other Tender documentation. <p><u>Supply:</u></p> <ul style="list-style-type: none"> Purchase of training equipment for class in Police Academy Purchase of training equipment for class in Police School Purchase of equipment for computer class Purchase of equipment for situation simulation and performance evaluation Purchase of analysis and visualisation software for modern crime analysis Purchase and installation of software for situation simulation on police tactics and new types of crime training techniques. Purchase and installation of equipment for establishment of Quality management system in police: <ul style="list-style-type: none"> Purchase of 40 PC workstations Purchase of Software (incl. possible software of quality evaluation) Purchase and installation of equipment for establishment of Quality management system in police training institutions: <ul style="list-style-type: none"> Purchase of 20 PC workstations Purchase of Software (incl. possible software of quality evaluation) | | | |
| | <p>PRECONDITIONS</p> <ul style="list-style-type: none"> The national co-financing is ensured | | |

Annex 2 Detailed Implementation Chart

| | 2004 | | | | | | | | | | | | 2005 | | | | | | | | | | | |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D |
| Institutional Building | | | | | | | | | | | | | | | | | | | | | | | | |
| Twinning Covenant 1 | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| Long term expert PAA (12 m/m) | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| Evaluation of police training organisations | | | | | | | X | X | | | | | | | | | | | | | | | | |
| Identification of areas for change and the need for new training courses | | | | | | | | X | X | | | | | | | | | | | | | | | |
| Elaboration of need assessment and gap analysis at all levels | | | | | | | | | X | X | | | | | | | | | | | | | | |
| Development of medium term police training strategy | | | | | | | | | | X | X | | | | | | | | | | | | | |
| Development of modern police training programme | | | | | | | | | | | X | X | | | | | | | | | | | | |
| Elaboration and adaptation of training materials in Latvian | | | | | | | | | | | | X | X | | | | | | | | | | | |
| Organisation of train the trainers for implementation of new courses | | | | | | | | | | | | | X | X | X | | | | | | | | | |
| Organisation of implementation of pilot programmes | | | | | | | | | | | | | | | X | X | | | | | | | | |
| Supervision and co-ordination of the project and Twinning activities | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| 5 Short term experts (6 m/m each) | | | | | | | | | | | | | | | | | | | | | | | | |
| Development of training programs (5 level) | | | | | | | | X | X | X | X | | | | | | | | | | | | | |
| Elaboration and adaptation of training materials in Latvian | | | | | | | | | | | X | X | X | | | | | | | | | | | |
| Implementation of pilot programmes | | | | | | | | | | | | | X | X | X | | | | | | | | | |
| Twinning Covenant 2 | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| Long term expert PAA (12 m/m) | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| Implementation of a performance management and quality control system | | | | | | | | X | X | | | | | | | | | | | | | | | |
| Development of leadership programme | | | | | | | | | | X | X | X | X | | | | | | | | | | | |
| Development and implementation of a system for measuring and assessing performance in police training institutions | | | | | | | | | | | | X | X | X | | | | | | | | | | |
| Development of accountability and reporting arrangements for training organisation | | | | | | | | | | | | | | X | X | | | | | | | | | |
| Elaboration of recommendations for improving performance | | | | | | | | | | | | | | | X | X | X | | | | | | | |
| Supervision and co-ordination of the project and Twinning activities | | | | | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | | |
| Short term expertise (6m/m) | | | | | | | | X | X | X | X | X | X | | | | | | | | | | | |
| For the different arrangements in the field of management tools and training | | | | | | | | X | X | X | X | X | X | | | | | | | | | | | |

| Annex 3 Cumulative Contracting and Disbursement Schedule | | | | | | | | |
|--|----------------|----------------|----------------|----------------|--------|----------------|----------------|----|
| | 2004 | | | | 2005 | | | |
| | I | II | III | IV | I | II | III | IV |
| Contract 1 Twinning Covenant I | | | | | | | | |
| Contracted total: | | | 622 500 | | | | | |
| Phare: | | | 622 500 | | | | | |
| Disbursed total: | | | 498 000 | 560 250 | | | 622 500 | |
| Phare: | | | 498 000 | 560 250 | | | 622 500 | |
| National: | | | 12 450 | 24 900 | 37 350 | 49 800 | 62 250 | |
| Contract 2 Supply Contract I | | | | | | | | |
| Contracted total: | 472 000 | | | | | | | |
| Phare: | 354 000 | | | | | | | |
| National: | 118 000 | | | | | | | |
| Disbursed total: | 283 200 | 424 800 | | | | 472 000 | | |
| Phare: | 212 400 | 318 600 | | | | 354 000 | | |
| National: | 70 800 | 106 200 | | | | 118 000 | | |
| Contract 3 Twinning Covenant II | | | | | | | | |
| Contracted total: | | | 370 000 | | | | | |
| Phare: | | | 370 000 | | | | | |
| Disbursed total: | | | 296 000 | 333 000 | | | 370 000 | |
| Phare: | | | 296 000 | 333 000 | | | 370 000 | |
| National: | | | 7 400 | 14 800 | 22 200 | 29 600 | 37 000 | |
| Contract 4 Supply Contract II | | | | | | | | |
| Contracted total: | | 405 000 | | | | | | |
| Phare: | | 303 750 | | | | | | |
| National: | | 101 250 | | | | | | |
| Disbursed total: | | 243 000 | 364 500 | | | | 405 000 | |
| Phare: | | 182 250 | 273 375 | | | | 303 750 | |
| National: | | 60 750 | 91 125 | | | | 101 250 | |

ANNEX No.4

DETAILED DESCRIPTION OF BENEFICIARIES OF THE PROJECT

The State Police analyses complexly the work of the State Police institutions, evaluates and estimates operative situation; co-ordinates the work of the State Police duty offices throughout the country; in cases of operative necessity organises co-operation with other structures and services of the Ministry of Interior, Ministry of Defence, Customs, as well as police institutions of neighbouring countries.

The tasks of the police are:

- to guarantee the safety of persons and society;
- to prevent criminal offences and other violations of law;
- to disclose criminal offences and search for persons who have committed criminal offences;
- to provide assistance, in accordance with procedures prescribed by law, to persons, institutions, undertakings, and organisations in the protection of their rights and the carrying out of tasks prescribed by law; and
- to implement, within the scope of its competence, administrative sanctions and criminal sentences.

The main institutions involved in the project are:

The important role in training and further education is provided by the **Police Academy**. The objective of the activity of the Police Academy is ensuring of professionally orientated curricula and of academic studies in the field of the science of law, carrying out of scientific research for ensuring activities of the institutions of the Ministry of Interior, other law enforcement institutions, the improvement of professional skills of the officers of these institutions by the implementation of supplementary development courses. The Police Academy is under supervision of the Ministry of Interior.

The Police Academy provides two step professional higher education. The first level professional higher education is provided by the Police College, the qualification received – corresponds to the 4th level of qualification. The second level higher professional education, , the qualification received – corresponds to the 5th level of qualification.

The State Police is an armed public institution under the supervision of the Ministry of Interior and implements the tasks determined by Law “On the Police”: to protect the life, health, rights and freedoms of individuals and their property, and to defend the interests of the society and the state against criminal and other illegal threats.

Personnel and Recruitment Board is a unit of the State Police and is subordinated to the Chief of the State Police. The main tasks of the Personnel and Recruitment Board is to realise a unified organisational personnel policy, carry out the centralised registration of the police staff, organise and ensure the professional training of the staff of the State Police. Summarise the results of the carried out activities related to the personnel, carry out the analysis and present the suggestions for the improvement of the work to the higher level management of the State Police, carry out the psychological coverage of the police work and organise and ensure the physical development of the personnel in the State Police.

Police School is a unit of the State Police and the main task of the school is the implementation of the professional basic education for the police officers by carrying out the necessary legal and professional preparation for the police service. The basic functions of the school is to ensure the possibility to obtain professional education and qualification, as well as general

knowledge and skills; create an opportunity for the police officers to advance the professional level, obtain new qualification and practical skills. The Police School implements the licensed and accredited programs of the professional basic education and professional further education for the police officers, harmonising them with the State Police.