

## **Project fiche 1.4**      Integrated Border Management

### **1. Basic information**

- 1.1**      **CRIS Number:** 2008/20-311
- 1.2**      **Title:**            Integrated Border Management
- 1.3**      **ELARG Statistical code:** 1.29
- 1.4**      **Location:** The former Yugoslav Republic of Macedonia

### **Implementing arrangements**

#### **1.5**      **Contracting Authority (EC)**

European Commission, EC Delegation, on behalf of the beneficiary

#### **1.6**      **Implementing Agency**

European Commission, EC Delegation, on behalf of the beneficiary

#### **1.7**      **Beneficiary (including details of project manager)**

The primary beneficiary is the Ministry of Internal Affairs and the second beneficiary is the National Commission of Integrated Border Management.

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**1.8**      **Overall costs (VAT excluded)\* :** EUR 7.600.000

**1.9**      **EU contribution:**                    EUR 5.950.000

#### **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

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\* The total costs of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated.

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

### **2.1 Overall Objective**

The overall objective of the project is further strengthening of the integrated border management capacities in accordance with European/schengen standards.

### **2.2 Project purpose**

The Project purpose is to improve the existing radio communication system and improving the existing country's border police stations (sections of the border with Serbia, Kosovo<sup>†</sup> and Albania).

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

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** Article 11 on supporting projects having regional or cross border dimension, Article 74 on reinforcement of institutions in the area of law enforcement, Article 75 on cooperation in the area of border control, Article 78 on fighting and preventing criminal and illegal activities, Article 88 on the development of cross-border infrastructure and Article 101 on cross-border, trans-national and interregional cooperation.

The **Accession Partnership** underlines the importance of continuation with the implementation of the Strategy for Integrated border Management and its action plan and ensuring effective implementation of the Law on police. It calls for upgrade the equipment of border police and for fostering cooperation with neighbouring countries on border management. It also urges for upgrading equipment for border surveillance”.

The project address the priorities defined in the **National Programme for Adoption of the Acquis**, including setting-up of information and technological IBM structure and preparing an information system for integrated border management. The **Plan** highlights the need for procurement of equipment for state border surveillance as well as equipment for the border crossing points, for improvement of the infrastructure, construction and reconstruction of the border crossing points and for continuous training of the Border Police staff. It highlights that telecommunications link has been provided between the border crossing points and the Ministry of Interior, facilitating the transfer of data from the border crossing points to the Central Database and vice versa and stresses that activities related to establishing the TETRA System are currently ongoing.

### **2.4 Link with MIPD**

The **Multi-Annual Indicative Planning Document (MIPD)** stresses that IPA funds will assist the country to complete the implementation of the Integrated Border Management Strategy and Action Plan. It states the significance of completing the implementation of the Action Plan for the Reform of the Police, to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum.

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

The **National Development Plan** with regard to the programme area highlights the lack of border crossing points on the border of the country with northern neighbours.

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<sup>†</sup> Under UNSCR 1244 (1999)

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

The project directly links to the following key strategies and action plans in the sector (see for a more extensive list annex 3):

- National strategy for Integrated Border Management, 2003
- Action plan for Integrated Border Management, 2005
- National strategy for the Police reforms, 2003 (endorsed 2004)
- Action plan for implementation of the police reform process, 2005
- Strategic plan of the MOI 2008 - 2010, 2008
- Training strategy for the police, 2007

## **3. Description of project**

### **3.1 Background and justification**

The National strategy for Integrated Border Management (IBM) was adopted by the Government in December 2003. In accordance with this Strategy in May 2004 the Ministry of Interior started the process of phased deployment on the national borders taking over responsibilities for border management previously executed by the Army. This process ended in August 2005 and since then the Border Police as a specialized part of the Ministry of Interior has the responsibility for border checks and surveillance.

The Law on State Border Control was enacted in 2006 and entered into force in April 2007. The Law includes four articles related specifically to the concept of Integrated Border Management giving legal direction to the establishment, direction and operation of inter-agency co-operation in the field of Integrated Border Management. In accordance with this law, as well as in accordance with the Action Plan for IBM, during 2006 and 2007 numerous Memorandums of Understanding were concluded between the agencies involved in IBM (Ministry of Interior, Ministry of Finance- the Custom administration, Veterinary and Phytosanitary inspection, Ministry of Health, Radiological Directory). The implementation of the provisions of these documents requires adequate communication equipment which will allow direct (real time) exchange of information not only within one agency but also between the representatives from different agencies while executing joint operations.

In the light of the new requirements for the EU accession and taking into account the introduction of the Schengen Border Code, the main task of the Ministry of Interior is the gradual harmonization of legislation, as well as issuing standards and developing practices for border management in compliance with EU requirements and modernisation of the infrastructure in the field of border management.

Taking into account that timely exchange of information is of utmost importance, one of the main national priorities of the National strategy for IBM is to provide communications through which the command and the control will be implemented. Furthermore the Strategy stipulates that the personnel working in the field, especially the Border Police, must have communication at their base and be trained on the procedures for radio reporting in order to transfer the right information in the right way. For the successful and efficient performance of the tasks of the Border police, the Ministry of Interior needs to build a modern telecommunication system that meets the requirements and the standards of the EU and the Schengen Information System (SIS) for exchange of information and transmission of data. A contemporary, efficient and secure communication system is a precondition for reliable border management. The Action plan, which derives from the National Strategy for IBM, adopted by the Government in October 2005 therefore foresees the purchase of the communication systems.

Currently the Ministry of Interior does not have sufficient radio communications services for the entire national territory. The existing radio equipment is analogue with only local coverage. The various police forces use a number of different types of radio-communication systems, some of them over fifteen years old. In reference to the new operational obligations particularly, but not exclusively, in the field of border management operations, and in consideration of the new devolved structures and operational responsibilities throughout the national territory, there is a pressing operational requirement for reliable and high-security Private/professional Mobile radio-communications services. These services will become the technical base for exchange of information in real time not only within the territory of the country, but also allowing exchange of information with the neighbouring countries border services using compatible radio communication services based on the TETRA standard.

Under CARDS 2004, in 2006 a large-scale tender for procurement and installation of Police digital telecommunication system TETRA was launched, as one of the two leading worldwide digital land mobile radio standards. With this project currently underway approximately 40% of the state territory will be covered with digital radio signal. Additionally within the same project fixed, mobile and portable terminals are being provided. With this project the MoI sets the beginning of the transition from analogue to digital mobile radio communication system, which is an established standard by the European Institute of telecommunication standardisation. It is therefore desirable that under IPA 2008 Component 1, the second phase of the project will be supported significantly increasing the coverage of the country by the TETRA system up to some +/- 80% (approximately) of the territory. For full coverage (95%) of the country, a third phase of the project is foreseen under IPA 2009. It is also necessary to implement an indoor coverage system in the main metropolitan areas.

Next to the communications system, the second priority that will be addressed through the present project is the condition of the border posts. Almost all the border police surveillance stations in the country used to belong to the military and had living accommodation for the soldiers. These buildings were mainly constructed in 1960's, '70's and '80's. When the Border Police was established in 2004, these buildings were handed over from the army to the Border Police to be used as surveillance stations.

The regular monitoring reports of LIC teams (EU funded project managed by the EAR) observed that although the buildings are spacious enough, the buildings are not put to appropriate use. The stations were not originally designed with office space that would serve as police station offices and they are almost all in poor condition – still carrying the signs of military buildings - and need urgent renovation. The main deficiencies are the room allocations, heating systems, the thermal insulation, the electric installations, decoration, furniture and ergonomic conditions.

It will be necessary to develop a strategic plan for contemporary border policing, and develop infrastructure to meet the needs for operational implementation of the plan in accordance with the needs and priorities identified. The current conditions, and in many cases location, of the current premises are far from being adequate to serve as police facilities that enables the Border Police to work efficiently and in accordance with considerations of low-threshold policing and community policing advanced as essential components of the ongoing Police reforms. As a police service without appropriate material environment cannot function, renovation – or construction if/where appropriate - of a selected number of border stations will be supported under the present project, where the selected facilities are identified to be in accordance with the developed strategic plan.

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

The Project will significantly contribute to strengthening the operative capacities of the agencies involved in IBM especially to effective implementation of the measures in the field of border control set out in the National Strategy for IBM: in particular, combating cross-border crimes, smuggling and trafficking in people and illegal migration from and through the territory of the country; introduction of modern forms of intra agency, inter agency and international (cross border) cooperation, including the functionality of joint mobile units foreseen with the IBM concept (between different agencies and between agencies from different states). Trained technical staff from the MOI will have capacities to manage the communication system, deal with any failure and train the end users of the system. Every year the MOI budget foresees sufficient financial means for maintenance of the telecommunication network.

### **3.3 Results and measurable indicators<sup>‡</sup>**

The project will consist of two components:

- 1) Further support to the implementation of the TETRA standards
- 2) Improvement of Border Police Stations (sections of the border with Serbia, Kosovo\* and Albania)

#### **Component 1: Further support to the implementation of the TETRA standards**

The expected project results are:

- 1) Expanded territorial coverage with the radio signal (compared with the realization from the previous Cards 2004 project);
- 2) Reliable, protected and secure radio communications;
- 3) Establishment of the legal framework for system usage in the intra- and inter service and international cooperation; and
- 4) The personnel is able to appropriately use the system.

The measurable indicators are:

- Increased radio signal coverage – from 40% existing coverage to approximately 80% of the country's territory after project completion;
- Number of registered cases of unauthorized access to the system and information leakage;
- Legal framework is in place; and
- Number of staff members trained.

#### **Component 2: Improvement of Border Police Stations (sections of the border with Serbia, Kosovo\* and Albania)**

The expected project results are:

- Improved efficiency in border control operations

The measurable indicators are

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<sup>‡</sup> Please note that some of the indicators have not yet been quantified or been given a benchmark. This will be done during the development of the detailed Terms of Reference.

\* Under UNSCR 1244 (1999)

- Number of border stations that have been upgraded;
- Number of personnel allocated to new/renovated stations;
- Extent of integration of upgraded facilities within the overall command and communication structure.

### **3.4 Activities**

#### **Component 1:** Further support to the implementation of the TETRA system

- 1) Preparation and implementation of the supply tender dossier for the purchase of the TETRA communication system, including:
  - a) Field survey to identify the positioning of the communications infrastructure, and plan coverage and service levels;
  - b) The conceptual design for the PMR, including the functional specifications;
  - c) Management of the tender process;
  - d) Implementation of the installation of the communication system's infrastructure; and
  - e) Supervision of the installation process, performance analysis and optimization plan.
- 2) Developing a migration plan for existing radio/telecommunications;
- 3) Develop specifications for the algorithms to be used for encrypted transmission from the equipment producer and develop the amendments and alterations of the existing Rulebook for Crypto protection;
- 4) Conduct training needs assessment and implement training, including on network management and network maintenance, and specific training for dispatcher; and
- 5) Develop the (amendments to) the appropriate legal framework through a participatory manner (incl. working groups) as well as the cooperation protocols between the national institutions for mutual usage of the system capacities, and the bilateral and multilateral agreements with the neighboring countries on mutual communication regarding the system usage.

#### **Component 2:** Improvement of border police stations (sections of borders with Serbia, Kosovo\* and Albania)

- 1) Assessment of the current status of the Border Police Stations in the border area;
- 2) Prioritise the Border Police Stations to be upgraded;
- 3) Preparation of tender dossier for the works and supplies; and
- 4) Tender management and subsequent supervision of the implementation of the works, as well as the delivery and installation of the supplies.

### **Management and contracting arrangements**

Two project steering committees will be established to oversee the implementation process of the project activities, one for the TETRA project and the other one for the Border Stations.

The project Steering Committee for the TETRA will be chaired by the Minister of Interior and

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\* Under UNSCR 1244 (1999)

will include at least one representative of the primarily involved Beneficiary services (including not less than IT & Telecommunications Department, Sector for Border Affairs; Sector for Traffic Affairs; Department for Material-Technical Equipping) and the Ministry of finance. In the later stage the Team Leader of the Winner will be appointed as a voting member of the committee. The Delegation of the European Union, Sector for European affairs shall be invited to participate with Observer status. The Steering Committee shall meet not less than once per three months.

Advisory services will be provided to the beneficiary. The contracts to support the projects will contain next to a team leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, procedures and procedural compliance, training, digital radio communications, legal development and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other expertise will be placed within the MOI. The team leader will be responsible for the overall management, representation (co-ordination with the EU and other international bodies) as well as reporting. The co-ordination of activity development in the different components of the activity is significantly important. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed under the coordination of a Steering Committee in which each co-operating national institution will be represented to ensure appropriate inclusion.

### **The expected contracting arrangements are:**

#### Under IPA Funding:

- 1 Service contract will be concluded following an international restricted tender procedure to support the development of the TETRA project (including the development of specifications and supervision of installation) with a duration of 18 to 24 months. Implementation is expected in 2<sup>nd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.8 Million.
- 1 Service contract will be concluded following an international restricted tender procedure to support the development of the Border Police Stations project with a duration of 18 to 24 months. Implementation is expected in 2<sup>nd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.4 Million (100.000 for the preparation of the specifications and 300.000 Euro for supervision)
- 1 Supply contract for the delivery and installation, as well as associated training, of the TETRA system, with duration of 12 to 18 months plus 12 month warranty period bringing the total contract duration to 24 to 30 months. Implementation is expected to start in 2<sup>nd</sup> quarter 2011, one month after the signature of the contract and the contract value will be approx. EUR 4.0 Million. Although it is expected that only one supply contract will be sufficient, due to the complexity of the TETRA system, this contracting effort may lead to several different lots and hence several contracts.
- 1 or more works contracts to implement the renovation of the border police stations, depending on the number of station selected and the scope of works expected. The implementation of the works is expected to be 6 to 12 months, plus 12 month defects notification period bringing the total contract duration to 12 to 24 months. The

contract/s is/are expected to start in 2<sup>nd</sup> quarter 2011, one month after the signatory of the contract(s) and the total contract value will be approx. 0.75 Million.

#### Under National Funding:

- 1 Supply contract for the delivery and installation, as well as associated training, of equipment for assisting in the overall management of the Tetra system. The project is expected to have duration of 4 to 10 months plus 12 months warranty period, bring to the total contract duration to 16 to 22 months. Implementation is expected to start, the latest by 3<sup>rd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.4 Million. While the TETRA supply contract under IPA funding (above) will supply the system itself, under this contract equipment will be procured that will allow the MOI to optimise utilisation of the system.
- 1 or more works contracts to implement the renovation of the border police stations, depending on the number of station selected and the scope of works expected. The implementation of the works is expected to be 6 to 12 months, plus 12 month defects notification period bringing the total contract duration to 12 to 24 months. The contract is expected to start in 2<sup>nd</sup> quarter 2011, one month after the signatory of the contract(s) and the total contract value will be approx. 1.25 Million.

Please note that both under IPA funding and under National Funding Police Stations will be renovated. The service contract under IPA funding will provide the technical specifications, while subsequently some police stations will be renovated using IPA funds, while others will be renovated under national funding.

### **3.5 Conditionality and sequencing**

The project includes the following conditionalities:

- 1) Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- 2) Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- 3) Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- 4) Participation by the beneficiary in the tender process as per EU regulations;
- 5) Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per workplan of the project;
- 6) Necessary legislation in force;
- 7) Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the workplan;
- 8) The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the works and supplies (e.g. land and property ownership, building permits, import arrangements, etc.)

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

### **3.6 Linked activities**

In the area of Police and IBM Reform, EC assistance has been continuously provided since 2002. Under the 2001 – 2006 programmes, the EC has and is providing direct support with the development and implementation of the National Police Reform Strategy, and policing elements of the National Integrated Border Management Strategy. This assistance is targeted at



different levels: strategic, operational, institutional and educational. The EC assisted the Ministry of Interior to develop and take forward its Police Reform Strategy and Action Plan, which are the guiding documents of the police reform process in the country.

The EC has provided substantial support to development and implementation of Border Management reforms in the country. EU assistance to the area of Integrated Border Management began under the Phare 2000 Programme, with the supply of search and investigation equipment to the Police and Customs Administration. An important EU advisory support was the development and adoption of the National Integrated Border Management Strategy, and supporting legislative developments (€0.5 million) under the CARDS 2001 Programme. This advisory assistance also supported the constitution and initial function of the Inter-ministerial Commission for Border Management, the standing body responsible for the strategic co-ordination of Integrated Border Management actions. The assistance, managed by the Agency, was targeted at strategic, tactical and operational levels, through the development and practical implementation of the National Integrated Border Management Strategy and Action Plan and a significant investment was provided to implement a secure communications network linking international border crossing points. The newly formed Police Border Service has also received much-needed patrol vehicles (115 vehicles, worth €2.8 million). Further, the European Union funded the construction of the National Border Management Co-ordination Centre, the first such facility in the region and a physical manifestation of the Integrated Border management concept.

The present project enlarging the TETRA system, as well as the CARDS 2004 providing the initial investments, is closely connected with the CARDS project signed in December 2004 for the implementation of a fixed point to set digital microwave radio-communications system, linking the MoI with the twenty international border crossing points. It is envisaged for this microwave radio infrastructure to complement the facilities and services of the planned PMR services and existing infrastructure and components where feasible may be used to provide backbone connection for the repeaters.

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

- TA Police Digital Radio Communication System, tender No 04MAC01/11/009, Publication reference No: EuropeAid/121868/D/SV/MK
- National Digital Radio Communication System, supply tender No: 4MAC01/11/005, Publication Reference No: EuropeAid/123892/D/SUP/MK
- Terminals for the Police Digital Radio Communication System, supply tender No: 04MAC02/02/02, Publication reference No: EuropeAid/125356/D/SUP/MK
- Terminals for the Police Digital Radio System-Phase 2, supply tender No: 04MAC02/02/03, Reference: EuropeAid/125963/D/SUP/MK

### **3.7 Lessons learned**

Although impact realised through the previous assistance overall is satisfactory, a number of challenges remain.

Often project implementation is hampered by either insufficient staff and resources allocated to (newly established) institutions or insufficient operational funds available in the government budget to allow for appropriate implementation of the mandate of the concerned department, late approval of relevant legislation etc

Clear co-operation and communication will have to be established with the Ministry of Finance and other related ministries and agencies. Experiences during previous projects indicate that specific attention would need to be given to this aspect.

An important lesson learned during the implementation of the CARDS projects to support the TETRA system is that a strong technical assistance team to prepare the supply tender dossier and continuously assist the MOI to follow-up on the project implementation is essential.

There has been large focus on establishing the legal frameworks in the country. The capacity to enforce the law through practical and consistent application, however, has received insufficient attention. The present project contributes to providing appropriate working conditions for the police staff, enhancing the implementation capacities.

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

			SOURCES OF FUNDING									
			TOTAL EXP.RE	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)
Component 1: TETRA												
TA TETRA		X	0.8	0.8	100							-
Supply TETRA		X	4.0	4.0	100							-
Supply support to Tetra		X	0.4			0.4	100	0.4				
Component 2: Border Stations												
TA		X	0.4	0.4	100							-
Two Works Contracts		X	2.0	0.75	37	1.25	63	1.25				-
TOTAL IB												
TOTAL INV			7.6	5.95	78	1.65	22	1.65				
<b>TOTAL PROJECT</b>			<b>7.6</b>	<b>5.95</b>	<b>78</b>	<b>1.65</b>	<b>22</b>	<b>1.65</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

Contracts (IPA financed):	Start of Tendering	Signature of contract	Project Completion
Contract 1 - TA TETRA	Qu4 2009	Qu2 2010	Qu2 2012
Contract 2 – Supply TETRA	Qu4 2010	Qu2 2011	Qu4 2013
Contract 3 – TA Border Stations	Qu4 2009	Qu2 2010	Qu3 2012
Contract 4 – Work Border Stations	Qu4 2010	Qu2 2011	Qu2 2013
Contracts (Financed by National Contribution):	Start of Tendering	Signature of contract	Project Completion
Contract 5 - Supplies to support TETRA	Qu4 2009	Qu3 2010	Qu2 2012
Contract 6 - Works Border Stations	Qu4 2010	Qu2 2011	Qu2 2013

## 6. Cross cutting issues

The cross-cutting issues will be addressed throughout the project. Up to 10% of the budget of the service contract for tender support supervision and training may be allocated to assist the different beneficiaries to comply with European standards and best practices, implement relevant existing Government strategies and develop internal measures to ensure each cross-cutting issue is appropriately mainstreamed.

Throughout the project cycle, in particular when developing project ToR, state actors specifically addressing (one of) the cross cutting issues shall be consulted.

The following cross-cutting issues should be addressed:

- **Equal opportunities and non-discrimination;**

The MOI is committed to an equal gender treatment throughout its human resource management. The present project, however, is not expected to have an additional impact on gender treatment.

- **Support to minority and vulnerable groups;**

The MOI is committed to an equal treatment of minorities throughout its human resource management. The present project, however, is not expected to have an additional impact on the treatment of minorities and vulnerable groups. Throughout the construction efforts, however, special attention will be given to accessibility of the buildings for persons with physical disabilities.

- **Environmental protection;**

The building efforts will apply standing environmental regulations.

## ANNEXES

1 - Log Frame in Standard Format

2 - Amounts contracted and Distributed per Quarter over the full duration of Programme

3 - Description of Institutional Framework

4 - Reference to laws, regulations and strategic documents

- Reference list of relevant laws and regulations
- Reference to AP/NPAA/EP/SAA
- Reference to MIPD
- Reference to National Development Plan
- Reference to national/sectoral investment plans

5 – Details per EU funded contract (\*) where applicable:

- *For TA contracts*: account of tasks expected from the contractor
- *For Twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts
- *For Grant schemes*: account of components of the scheme
- *For Investment contracts*: reference list of feasibility study as well as technical specifications and cost price schedule + section to be filled in on investment criteria
- *For works contracts*: reference list of feasibility study for the constructing works part of the contract as well as a section on investment criteria (\*\*); account of services to be carried out for the service part of the contract

(\*) non standard aspects (in case of derogation to PRAG) also to be specified

(\*\*) section on investment criteria (applicable to all infrastructure contracts and construction works):

- Rate of return
- Co-financing
- Compliance with state aids provisions
- Ownership of assets (current and after project completion)

**ANNEX 1: Logical frame in standard format**

LOGFRAME PLANNING MATRIX FOR	Programme name and number: Integrated Border Management		
	Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date for contracting	Disbursement period expires one year from the final date for execution of contracts.
		Total budget: EUR 7.6 million	IPA budget: EUR 5.95 million

<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Further strengthening of the integrated border management capacities in accordance with European / Schengen standards.	Increased efficiency in the fight against the illegal migration and cross-border crime Increased number of joint activities in IBM	Official reports including statistical indicators from the analytical services in the institutions. Notifications for jointly conducted actions	No major (political) upheaval in the region.

<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Improve the existing radio communication system and improving the existing country's border police stations (sections of the border with Serbia, Kosovo* and Albania)	Increased number of direct TETRA system users Satisfied users of the TETRA system Number and nature complaints on border control Satisfied border police officers	Report from the NMS on the number of registered users Complaint file Carried out opinion poll among the end-users	There is strong political will and commitment among the stakeholders for usage and further development of the system

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\* Under UNSCR 1244 (1999)

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>Component 1: TETRA</b></p> <p>-Expanded territorial coverage with the radio signal (compared with the realization from the previous project)</p> <p>- Reliable, protected and secure radio communications</p> <p>- Establishment of the legal framework for system usage in the intra-, inter and international cooperation</p> <p>- The personnel is able to appropriately use the system</p>	<p>Greater radio signal coverage – from 40% to approximately 80% of the territory of the country after project completion.</p> <p>Number of registered cases of unauthorized access to the system and information leakage</p> <p>The foreseen legal framework is in place.</p> <p>Number of staff members trained</p>	<p>Results from the performed field measuring of the radio signal coverage</p> <p>Official reports from the competent services</p> <p>Official report from the Human Resources Section within the MoI and received certificates from the trainings</p> <p>Official report from the Sector for legal and personnel affairs</p>	<p>1. The system functions properly and is regularly maintained and used by the users</p> <p>2. Minimized possibilities for unauthorized access to the system and information leakage</p> <p>3. Continuous courses and trainings are provided for the personnel</p> <p>4. The provisions from the signed agreements are respected by the participants at all levels</p>
<p><b>Component 2: Border police stations</b></p> <p>The project results are:</p> <p>- Improved efficiency in border control operations</p>	<p>The measurable indicators are</p> <ul style="list-style-type: none"> <li>• Number of border stations that have been upgraded</li> <li>• Number of personnel allocated to new/renovated stations</li> <li>• Extent of integration of upgraded facilities within the overall command and communication structure.</li> </ul>	<ul style="list-style-type: none"> <li>- case management statistics</li> <li>- Complaint statistics</li> <li>- Project files</li> </ul>	<p>Works and supplies tender management is appropriate and does lead to signed contracts</p> <p>Needs of staff are appropriately taking into account.</p>

Activities	Means	Costs	Assumptions
<p><b>Component 1:</b> Further support to the implementation of the TETRA standards</p> <p>1) Preparation and implementation of the supply tender dossier for the purchase of the TETRA communication system, including:</p> <ul style="list-style-type: none"> <li>a) Field survey to identify the positioning of the communications infrastructure, and plan coverage and service levels</li> <li>b) The conceptual design for the PMR, including the functional specifications</li> <li>c) Management of the tender process</li> <li>d) Implementation of the installation of the communication system's infrastructure</li> <li>e) Supervision of the installation process performance analysis and optimization plan</li> </ul> <p>2) Developing a migration plan for existing radio/telecommunications</p> <p>3) Develop specifications for the algorithms to be used for encrypted transmission from the equipment producer and develop the amendments and alterations of the existing Rulebook for Crypto protection.</p>	<p>1 TA contract 2 Supply contract</p>	<p>IPA Financing: TA = 0.8 Million Supply Tetra system: 4 Million</p> <p>Financed through the national contribution: Supply support equipment : 0.4 Million</p>	<p>Reliable information for micro sites is available.</p> <ul style="list-style-type: none"> <li>- Initial report is prepared in due time</li> <li>- On-time and reliable data are received from the State administration for geodetic affairs</li> <li>- On-time and reliable data are received from the competent institutions</li> <li>- Good cooperation is established with all telecommunication system owners</li> <li>- The necessary time limits are respected pursuant to the EU legal regulative</li> <li>- The requirements envisaged in TC are fulfilled</li> <li>- Adequate usage of the Crypto keys</li> <li>- The defined structure of the Sector for telecommunications was filled in</li> <li>- Quality training is provided by certified trainers in respective training centers</li> <li>- Appropriate number of trainers are trained</li> <li>- The Working group was established on time and the Rulebook was enacted in the</li> </ul>



<p>4) Conduct training needs assessment and implement training, including on network management and network maintenance, and specific training for dispatcher.</p> <p>5) Develop the (amendments to) the appropriate legal framework through a participatory manner (incl. working groups) as well as the cooperation protocols between the national institutions for mutual usage of the system capacities, and the bilateral and multilateral agreements with the neighboring countries on mutual communication regarding the system usage.</p>			<p>foreseen deadline</p> <ul style="list-style-type: none"> <li>- There is interest shown and commitment by the institutions for usage of the integrated telecommunication system</li> <li>- There is TETRA system and interest at the neighboring countries for usage of the integrated telecommunication system</li> </ul>
<p><b>Component 2: Improving border police stations (sections of borders with Serbia, Kosovo*)</b></p> <ol style="list-style-type: none"> <li>1)Assessment of the current status of the Border Police Stations (BPS) in the border area</li> <li>2)Prioritise the Border Police Stations to be upgraded;</li> <li>3)Preparation of tender dossier for the works and supplies</li> <li>4)Tender management and subsequent supervision of the implementation of the works</li> </ol>	<p>1 TA contract Several works contracts</p>	<p>Financed through IPA: TA = EUR 0.4 Million Works = EUR 0.75 Million</p> <p>Financed through the national contribution: Several works contracts : EUR 1,25 Million</p>	<p>Several police stations can be upgraded within the present budget.</p>

### Preconditions

Beside the afore mentioned preconditions is it important to envisage appropriate budget item in the MOI annual budget for 2009 concerning co-financing of the IPA project. This should be done during the preparation of the annual 2009 budget.

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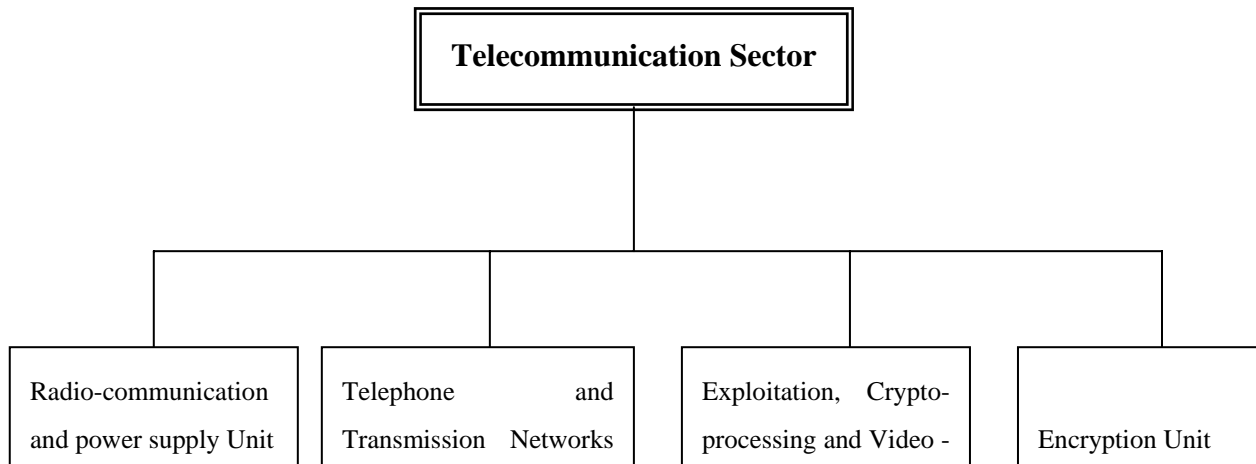
\* Under UNSCR 1244 (1999)

**ANNEX 2 - Amounts (in million EUR) contracted and Distributed per Quarter over the full duration of Programme (only IPA contribution)**

	2010				2011				2012				2013			
<b>Contracted</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TETRA TA		0.8														
TETRA Supply						4.0										
Border TA		0.4														
Border Works						0.75										
<b>Cumulated</b>		<b>1.2</b>				<b>5.95</b>										
<b>Disbursed</b>																
TETRA TA			0.2		0.2		0.2		0.1	0.1						
TETRA Supply						1.0	0.5	0.5	0.5	0.5	0.5	0.5				
Border TA			0.1	0.1		0.05		0.1		0.05						
Border Works						0.25	0.1	0.2	0.1	0.1						
<b>Cumulated</b>			<b>0.3</b>	<b>0.4</b>	<b>0.6</b>	<b>1.9</b>	<b>2.7</b>	<b>3.5</b>	<b>4.2</b>	<b>4.95</b>	<b>5.45</b>	<b>5.95</b>				

### ANNEX 3 - Institutional Framework

The **TETRA project** will support the Telecommunication Sector within the Ministry of Interior. The basis information is present below:



- Number of employees: 76
- Mandate: development, implementation and maintenance of telecommunication systems
- Budget: EUR 6.000.000,00 per year
- Description of the sector's tasks:
  - Following the latest developments of telecommunication technology
  - Education of technical staff
  - Preparing new projects
  - Participation in the tenders for purchase of telecommunication equipment
  - Implementation of new projects
  - Installation of new telecommunication equipment
  - Maintenance of existing telecommunication equipment in the Ministry of Interior
  - Providing telecommunication services to other Government Institutions
  - Responsibility of encryption and security of the telecommunication networks in the Ministry of Interior
  - Providing Internet in the Ministry of Interior and taking care of the protection from the internet attacks

The renovation of the **Border Police Stations** will support the Border Police. Relevant information is presented below.

### Personnel Establishment Border Police

Organizational Units		Projected		Currently		Macedonians		Albanians		Turks		Romas		Serbs		Rest		surplus /lack.
		nb.		nb.	%	nb.	%	nb.	%	nb.	%	nb.	%	nb.	%	nb.	%	
<b>SBA</b>		<b>23</b>		<b>20</b>	<b>87.0</b>	<b>18</b>	<b>90.0</b>	<b>2</b>	<b>10.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>-3</b>
<b>RC for South</b>		<b>66</b>		<b>48</b>	<b>72.7</b>	<b>44</b>	<b>91.7</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>2.1</b>	<b>3</b>	<b>6.3</b>	<b>-18</b>
PS for BC - 4	Star Dojran	27		21	77.8	19	90.5	0	0.0	1	5.3	0	0.0	1	4.8	0	0.0	-6
	Bogorodica	69		66	95.7	62	93.9	2	3.0	0	0.0	0	0.0	1	1.5	1	1.5	-3
	Medgitlija	40		38	95.0	34	89.5	3	7.9	1	2.9	0	0.0	0	0.0	0	0.0	-2
	Gevgelija -railway	32		20	62.5	18	90.0	0	0.0	1	5.6	0	0.0	1	5.0	0	0.0	-12
	<b>Total PS for BC</b>	<b>168</b>		<b>145</b>	<b>86.3</b>	<b>133</b>	<b>91.7</b>	<b>5</b>	<b>3.4</b>	<b>3</b>	<b>2.1</b>	<b>0</b>	<b>0.0</b>	<b>3</b>	<b>2.1</b>	<b>1</b>	<b>0.7</b>	<b>-23</b>
PS for SBS - 5	Star Dojran	56		51	91.1	51	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	-5
	Bogorodica	73		78	106.8	76	97.4	0	0.0	0	0.0	0	0.0	0	0.0	2	2.6	5
	Mihajlovo	46		58	126.1	56	96.6	0	0.0	1	1.7	0	0.0	1	1.7	0	0.0	12
	Staravina	46		48	104.3	47	97.9	1	2.1	0	0.0	0	0.0	0	0.0	0	0.0	2
	Solunski Pat	73		57	78.1	55	96.5	2	3.5	0	0.0	0	0.0	0	0.0	0	0.0	-16
	<b>Total PS for SBS</b>	<b>294</b>		<b>292</b>	<b>99.3</b>	<b>285</b>	<b>97.6</b>	<b>3</b>	<b>1.0</b>	<b>1</b>	<b>0.3</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>0.3</b>	<b>2</b>	<b>0.7</b>	<b>-2</b>
<b>TOTAL RC for Soth</b>		<b>528</b>		<b>485</b>	<b>91.9</b>	<b>462</b>	<b>95.3</b>	<b>8</b>	<b>1.6</b>	<b>4</b>	<b>0.8</b>	<b>0</b>	<b>0.0</b>	<b>5</b>	<b>1.0</b>	<b>6</b>	<b>1.2</b>	<b>-43</b>
<b>RC for EAST</b>		<b>63</b>		<b>41</b>	<b>65.1</b>	<b>40</b>	<b>97.6</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>2.4</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>-22</b>
PS for BC-3	Novo Selo	38		36	94.7	36	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	-2
	Delcevo	28		40	142.9	39	97.5	0	0.0	1	2.5	0	0.0	0	0.0	0	0.0	12

	Deve Bair	44	44	100.0	42	95.5	0	0.0	0	0.0	0	0.0	2	4.5	0	0.0	0
	<b>Total PS for BC</b>	<b>110</b>	<b>120</b>	<b>109.1</b>	<b>117</b>	<b>97.5</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>0.8</b>	<b>0</b>	<b>0.0</b>	<b>2</b>	<b>1.7</b>	<b>0</b>	<b>0.0</b>	<b>10</b>
PS for SBS - 5	Novo Selo	69	56	81.2	56	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	-13
	Berovo	56	52	92.9	50	96.2	0	0.0	1	1.9	0	0.0	0	0.0	1	1.9	-4
	Delcevo	56	44	78.6	43	97.7	0	0.0	0	0.0	1	2.3	0	0.0	0	0.0	-12
	Kamenica - MPS	64	55	85.9	53	96.4	0	0.0	1	1.8	1	1.8	0	0.0	0	0.0	-9
	Ramna Niva	41	43	104.9	43	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2
	<b>Total PS for SBS</b>	<b>286</b>	<b>250</b>	<b>87.4</b>	<b>245</b>	<b>98.0</b>	<b>0</b>	<b>0.0</b>	<b>2</b>	<b>0.8</b>	<b>2</b>	<b>0.8</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>0.4</b>	<b>-36</b>
	<b>TOTAL RC for EAST</b>	<b>459</b>	<b>411</b>	<b>89.5</b>	<b>402</b>	<b>97.8</b>	<b>0</b>	<b>0.0</b>	<b>4</b>	<b>1.0</b>	<b>2</b>	<b>0.5</b>	<b>2</b>	<b>0.5</b>	<b>1</b>	<b>0.2</b>	<b>-48</b>

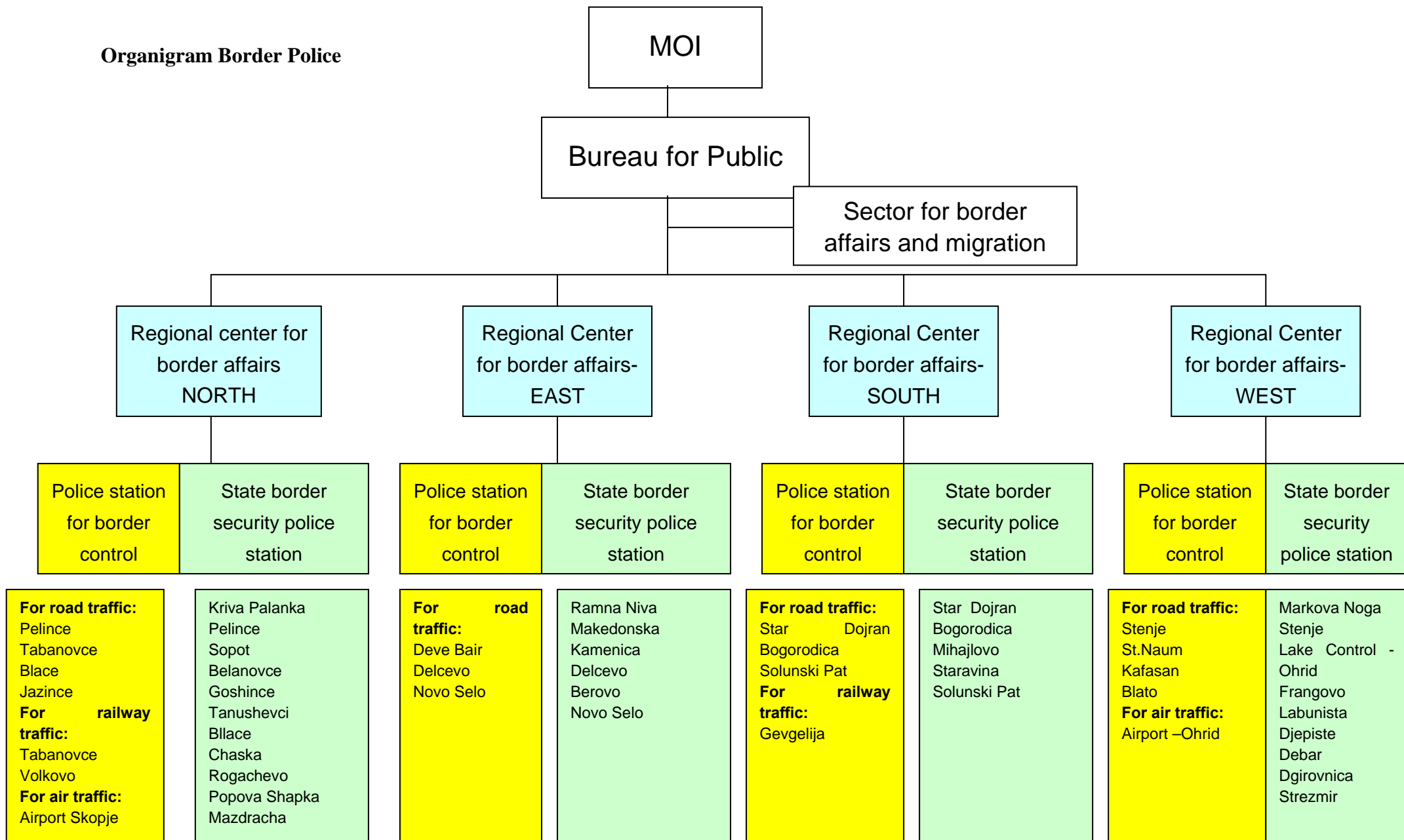
Organizational Units	Projected		Currently		Macedonians		Albanians		Turks		Romans		Serbs		Rest		surplus /lack.
	bp.	bp.	%	bp.	%	bp.	%	bp.	%	bp.	%	bp.	%	bp.	%		
<b>RC for NORTH</b>	<b>93</b>	<b>75</b>	<b>80.6</b>	<b>60</b>	<b>80.0</b>	<b>9</b>	<b>12.0</b>	<b>1</b>	<b>1.3</b>	<b>0</b>	<b>0.0</b>	<b>5</b>	<b>6.7</b>	<b>0</b>	<b>0.0</b>	<b>-18</b>	
PS for BC -7	Pelince	22	20	90.9	19	95.0	0	0.0	0	0.0	0	0.0	1	5.0	0	0.0	-2
	Tabanovce -road	72	81	112.5	51	63.0	21	25.9	1	1.2	0	0.0	8	9.9	0	0.0	9
	Tabanovce-railway	36	28	77.8	22	78.6	3	10.7	0	0.0	0	0.0	3	10.7	0	0.0	-8
	Dolno Blace	70	70	100.0	42	60.0	22	31.4	0	0.0	1	1.4	3	4.3	2	2.9	0
	Jazince	32	33	103.1	15	45.5	17	51.5	0	0.0	0	0.0	1	3.0	0	0.0	1
	Volkovo-railway	25	20	80.0	11	55.0	7	35.0	0	0.0	0	0.0	2	10.0	0	0.0	-5
	Airport -Skopje	86	72	83.7	52	72.2	17	23.6	1	1.4	0	0.0	0	0.0	2	2.8	-14
	<b>343</b>	<b>324</b>	<b>94.5</b>	<b>212</b>	<b>65.4</b>	<b>87</b>	<b>26.9</b>	<b>2</b>	<b>0.6</b>	<b>1</b>	<b>0.3</b>	<b>18</b>	<b>5.6</b>	<b>4</b>	<b>1.2</b>	<b>-19</b>	

PS for SBS - 11	Kriva Palanka	49	49	100.0	49	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
	Pelince	73	65	89.0	50	76.9	8	12.3	0	0.0	0	0.0	7	10.8	0	0.0	-8
	Sopot	73	64	87.7	42	65.6	17	26.6	0	0.0	0	0.0	4	6.3	1	1.6	-9
	Belanovce	56	57	101.8	27	47.4	30	52.6	0	0.0	0	0.0	0	0.0	0	0.0	1
	Goshince	56	39	69.6	21	53.8	18	46.2	0	0.0	0	0.0	0	0.0	0	0.0	-17
	Tanushevci	73	63	86.3	41	65.1	17	27.0	1	1.6	0	0.0	2	3.2	2	3.2	-10
	Blace	73	54	74.0	32	59.3	19	35.2	1	1.9	0	0.0	1	1.9	1	1.9	-19
	Caska	56	48	85.7	32	66.7	15	31.3	0	0.0	0	0.0	0	0.0	1	2.1	-8
	Rogachevo	73	54	74.0	20	37.0	34	63.0	0	0.0	0	0.0	0	0.0	0	0.0	-19
	Popova Sapka - MPS	81	60	74.1	16	26.7	43	71.7	0	0.0	0	0.0	0	0.0	1	1.7	-21
	Mazdraca	56	49	87.5	10	20.4	38	77.6	1	2.0	0	0.0	0	0.0	0	0.0	-7
	<b>Total PS for SBS</b>	<b>719</b>	<b>602</b>	<b>83.7</b>	<b>340</b>	<b>56.5</b>	<b>239</b>	<b>39.7</b>	<b>3</b>	<b>0.5</b>	<b>0</b>	<b>0.0</b>	<b>14</b>	<b>2.3</b>	<b>6</b>	<b>1.0</b>	<b>-117</b>
<b>TOTAL RC for NORTH</b>	<b>1155</b>	<b>1001</b>	<b>86.7</b>	<b>612</b>	<b>61.1</b>	<b>335</b>	<b>33.5</b>	<b>6</b>	<b>0.6</b>	<b>1</b>	<b>0.1</b>	<b>37</b>	<b>3.7</b>	<b>10</b>	<b>1.0</b>	<b>-154</b>	

Organizational Units		Projected		Currently		Macedonians		Albanians		Turks		Romas		Serbs		Rest		surplus /lack.
		nb.	nb.	%	nb.	%	nb.	%	nb.	%	nb.	%	nb.	%	nb.	%		
<b>RC for WEST</b>		66	42	63.6	36	85.7	6	14.3	0	0.0	0	0.0	0	0.0	0	0.0	-24	
PS for BC - 6	Stenje	20	15	75.0	12	80.0	2	13.3	1	6.7	0	0.0	0	0.0	0	0.0	-5	
	St.Naum	20	20	100.0	19	95.0	1	5.0	0	0.0	0	0.0	0	0.0	0	0.0	0	

	Kafasan	37	30	81.1	17	56.7	12	40.0	0	0.0	0	0.0	0	0.0	1	3.3	-7
	Blato	22	20	90.9	14	70.0	5	25.0	1	5.0	0	0.0	0	0.0	0	0.0	-2
	Strezimir	16	10	62.5	6	60.0	1	10.0	0	0.0	0	0.0	0	0.0	3	30.0	-6
	Airport Ohrid	42	26	61.9	19	73.1	5	19.2	0	0.0	0	0.0	0	0.0	2	7.7	-16
	<b>Total PS for BC</b>	<b>157</b>	<b>121</b>	<b>77.1</b>	<b>87</b>	<b>71.9</b>	<b>26</b>	<b>21.5</b>	<b>2</b>	<b>1.7</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>6</b>	<b>5.0</b>	<b>-36</b>
PS forSBS -10	Ohrid -lake control	26	18	69.2	18	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	-8
	Strezimir	46	33	71.7	17	51.5	14	42.4	0	0.0	1	3.0	1	3.0	0	0.0	-13
	Zirovnica	56	33	58.9	20	60.6	11	33.3	0	0.0	0	0.0	1	3.0	1	3.0	-23
	Debar	73	34	46.6	14	41.2	14	41.2	0	0.0	0	0.0	1	2.9	5	14.7	-39
	Dgepishte	26	22	84.6	10	45.5	4	18.2	1	4.5	0	0.0	0	0.0	7	31.8	-4
	Labunista	56	29	51.8	21	72.4	6	20.7	1	3.4	0	0.0	0	0.0	1	3.4	-27
	Frangovo	56	44	78.6	39	88.6	4	9.1	0	0.0	0	0.0	0	0.0	1	2.3	-12
	Stenje	26	23	88.5	19	82.6	1	4.3	1	4.3	0	0.0	0	0.0	2	8.7	-3
	Markova Noga	26	33	126.9	31	93.9	1	3.0	0	0.0	0	0.0	1	3.0	0	0.0	7
	<b>Total PS for SBS</b>	<b>391</b>	<b>269</b>	<b>68.8</b>	<b>189</b>	<b>70.3</b>	<b>55</b>	<b>20.4</b>	<b>3</b>	<b>1.1</b>	<b>1</b>	<b>0.4</b>	<b>4</b>	<b>1.5</b>	<b>17</b>	<b>6.3</b>	<b>-122</b>
<b>TOTAL RC for WEST</b>		<b>614</b>	<b>432</b>	<b>70.4</b>	<b>312</b>	<b>72.2</b>	<b>87</b>	<b>20.1</b>	<b>5</b>	<b>1.2</b>	<b>1</b>	<b>0.2</b>	<b>4</b>	<b>0.9</b>	<b>23</b>	<b>5.3</b>	<b>-182</b>
<b>SBA</b>		<b>23</b>	<b>20</b>	<b>87.0</b>	<b>18</b>	<b>90.0</b>	<b>2</b>	<b>10.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>-3</b>
<b>TOTAL RC for BC</b>		<b>288</b>	<b>206</b>	<b>71.5</b>	<b>180</b>	<b>87.4</b>	<b>15</b>	<b>7.3</b>	<b>2</b>	<b>1.1</b>	<b>0</b>	<b>0.0</b>	<b>6</b>	<b>2.9</b>	<b>3</b>	<b>1.5</b>	<b>-82</b>
<b>TOTAL PS for BC</b>		<b>778</b>	<b>710</b>	<b>91.3</b>	<b>549</b>	<b>77.3</b>	<b>118</b>	<b>16.6</b>	<b>8</b>	<b>1.5</b>	<b>1</b>	<b>0.1</b>	<b>23</b>	<b>3.2</b>	<b>11</b>	<b>1.5</b>	<b>-68</b>
<b>TOTAL PS for SBS</b>		<b>1690</b>	<b>1413</b>	<b>83.6</b>	<b>1059</b>	<b>74.9</b>	<b>297</b>	<b>21.0</b>	<b>9</b>	<b>0.8</b>	<b>3</b>	<b>0.2</b>	<b>19</b>	<b>1.3</b>	<b>26</b>	<b>1.8</b>	<b>-277</b>
<b>TOTAL BORDER POLICE</b>		<b>2779</b>	<b>2349</b>	<b>84.5</b>	<b>1806</b>	<b>76.9</b>	<b>432</b>	<b>18.4</b>	<b>19</b>	<b>0.8</b>	<b>4</b>	<b>0.2</b>	<b>48</b>	<b>2.0</b>	<b>40</b>	<b>1.7</b>	<b>-430</b>

**Organigram Border Police**



MOI

Bureau for Public

Sector for border affairs and migration

Regional center for border affairs NORTH

Regional Center for border affairs-EAST

Regional Center for border affairs-SOUTH

Regional Center for border affairs-WEST

Police station for border control

State border security police station

Police station for border control

State border security police station

Police station for border control

State border security police station

Police station for border control

State border security police station

**For road traffic:**  
Pelince  
Tabanovce  
Blace  
Jazince  
**For railway traffic:**  
Tabanovce  
Volkovo  
**For air traffic:**  
Airport Skopje

Kriva Palanka  
Pelince  
Sopot  
Belanovce  
Goshince  
Tanushevci  
Bllace  
Chaska  
Rogachevo  
Popova Shapka  
Mazdracha

**For road traffic:**  
Deve Bair  
Delcevo  
Novo Selo

Ramna Niva  
Makedonska  
Kamenica  
Delcevo  
Berovo  
Novo Selo

**For road traffic:**  
Star Dojran  
Bogorodica  
Solunski Pat  
**For railway traffic:**  
Gevgelija

Star Dojran  
Bogorodica  
Mihajlovo  
Staravina  
Solunski Pat

**For road traffic:**  
Stenje  
St.Naum  
Kafasan  
Blato  
**For air traffic:**  
Airport -Ohrid

Markova Noga  
Stenje  
Lake Control - Ohrid  
Frangovo  
Labunista  
Djepiste  
Debar  
Dgirovnica  
Strezmir



## **Mandate of the Border Police**

The border police is responsible for:

❖ **Border control:**

Control of people, goods, passengers and transport vehicles at the border crossing points

❖ **State border security:**

Surveillance of the border line, suppression of the illegal crossings of the state border, combating cross-border crime

❖ **Cross-border cooperation:**

Cooperation and exchange of information and experience with neighbors border services

❖ **Strangers and readmission**

## **Budget of the Border Police**

Budget of the Border police for 2008 is: 1 122 329 000 denars.

1. Salaries	1 000 029 000 denars
2. Goods and services	119 300 000 denars
3. Capital expenses	3 000 000 denars
<b>Total</b>	<b>1 122 329 000 denars</b>

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

### **3.a) Reference list of relevant laws and regulations**

Key laws and regulations on the sector:

- Law on Police, 2006
- Law on Internal Affairs, 1995
- Law on Control of the State Border, 2006
- Rulebook for conducting of the affairs of the MOI
- Regulation book for organization and work of the MOI
- Law on Crossing the State Border and Movement in the Border Zone
- Law on State Border Surveillance
- Rulebook on the mode of security of the state border and control of the crossing of the state border, 2007
- Rulebook on the mode of issuing a badge to employees performing business activity in the area of the border crossing, and the format and contents of the application form for issuing the badge and the form of the badge, 2007
- Rulebook on the manner of determining and resolving border incidents, 2007
- Regulation for Crypto protection
- Standard Operational Procedures and Actions for Performing Border Control and Securing the State Border, 2007
- Rulebook on the format, contents and manner of placement of border boards, signs and other signalisation
- Rulebook on the manner of placement and use of technical devices and taking photographs, recording and video surveillance of the border crossing points and across the border line
- Decree on the standards and norms that must be met by the Border Crossing Points for safe, unimpeded and cost-effective performance of the border control.

### **3.b) Reference to AP/NPAA/EP/SAA**

Reference to **SAA** (2001): The project addresses the objectives of the SAA for “strengthening of the national and regional security, as well as increased co-operation in justice and home affairs” and the commitment of the EC to “support projects having a regional or cross-border dimension through its technical assistance programmes” (Article 11). Furthermore, the SSA in Article 75 (Visa, border control, asylum and migration) stipulates that the parties shall cooperate in the area of border control and will set up a framework for cooperation, including at a regional level, in the field. Cooperation in the field shall be based on “mutual consultations and close coordination between the Parties and should include technical and administrative assistance for exchange of information on legislation and practices, the drafting of legislation, enhancing the

efficiency of the institutions, training of staff, and security of the travel documents and detection of false documents”. The project also addresses other SAA provisions, including Article 74 (Reinforcement of institutions and rule of law) that underlines that the Parties will attach particular importance to the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular. This includes the consolidation of the rule of law; Article 78 (Preventing and combating crime and other illegal activities) stating that the Parties agree to cooperate on fighting and preventing criminal and illegal activities, organised or otherwise; Article 88 highlighting the importance of the “the development of cross-border infrastructure between the Parties”; and Article 101 calling for attention to be given “to cross-border, trans-national and interregional co-operations”.

Reference to **Accession Partnership** (2007-2008): The program will address the following AP priorities: “Ensure effective implementation of the Law on police”; “Provide adequate funding and training for implementation of the police reform, strengthen coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthen cooperation between the criminal police and the public prosecutors”; “Develop and implement a comprehensive human resources and training strategy for the police and upgrade their equipment”; “Foster cooperation with neighbouring countries and ensure effective implementation, notably on cross border cooperation, the fight against organised crime, trafficking and smuggling, judicial cooperation, border management, readmission and the environment”; “Continue to implement the integrated border management action plan, develop the main databases for border management and ensure that they are connected, upgrade equipment for document analysis and border surveillance, introduce high-quality travel and identity documents and provide further training for staff”; “Increase administrative capacity to ... to fight cross-border crime”.

Reference to the **Progress Report** (2007): The progress report in the area of external borders and Schengen reflects the current situation which is as follows: “The integrated border management strategy and action plan are gradually being implemented. ... The data communication network for the border crossing points is only partially operational. The main database and software to connect the border crossing points to this database, which would permit effective border control in line with Schengen criteria, are lacking. Furthermore, the national border management coordination centre is not operational. Further training on how to implement the law on state border surveillance is needed. The premises and offices of the border crossing points and Border Police Stations are in a dilapidated condition and not adequately equipped. Upgrading of the technical equipment for document analysis, training on how to use it and budgetary support are insufficient. In this area the country is not yet sufficiently

prepared”.

Reference to **National Plan for Adoption of Acquis** (2007): The project address the priorities defined in the National Programme for Adoption of the Acquis: “By the middle of 2008 drafting “Schengen Action Plan” has been foreseen. According to the protocols adopted with the neighbouring countries in each meeting of the Standing Mixed Border Commissions, it is foreseen in the period from 2007 to 2009 to arrange the border, which will cover replacement, marking and maintenance of the border marks (signs) and cleaning and cutting the trees and vegetation in 6-meter width on the common border, as well as special placement of border buoys on the Prespa and Ohrid Lakes. The Government has provided funds for the purpose for the next three years”; “Set-up of information and technological IBM structure and preparing an information system for integrated border management (border operations software) is planned. For the purpose of strengthening the capacity for detection of false and forged documents, there is a plan for development of centralised electronic system for registering and recording information about detection of false and forged documents. There is a need of budget funds for procurement of equipment for state border surveillance as well as equipment for the border crossing points and DCMs for the purpose of detecting forged travel documents as well as further training of the Border Police staff. Implementation of the activities arising from the implementation of the Schengen Borders Code and the Schengen Action Plan is due to be realised. It is necessary to improve the infrastructure, construction and reconstruction of the border crossing points by the Ministry of Transport and Communications. On the basis of annual programmes prepared according to prior analyses, continuous training of the Border Police staff is to be realised and work on thematic units that further on, are to change the behaviour of police officers from military to civilian approach as well as their education on the use of the Law on State Border Surveillance, the Law on Aliens, the Law on Police and by-laws related thereto. At the same time, at tactical level, a decentralised practical training with local instructors will be carried out, dealing with the previously mentioned issues”; “Telecommunications link has been provided between the border crossing points and the Ministry of Interior, facilitating the transfer of data from the border crossing points to the Central Database and vice versa. Upon a proposal of the Nation Commission for Integrated Border Management, the Government adopted a draft Study on Information System for IBM with guidelines and recommendations. The activities related to establishing the TETRA System are currently ongoing Unimpeded”.

### **3.d) Reference to MIPD**

**Multi-Annual Indicative Planning Document** (2008-2010): Regarding Integrated Border Management, the MIPD 2008-2010 states the IPA funds may “assist the country's efforts to complete the implementation of the Integrated Border Management Strategy and Action Plan”

and “reinforcement of border controls”. On police reform, it states that “it will be necessary to continue to support completing the implementation of the Action Plan for the Reform of the Police, to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum”.

### **3.e) Reference to National Development Plan**

The proposed project has reference in following assessments of the **National Development Plan** (2007) highlighting the lack of border crossing points on the border of the country with northern neighbours.

### **3.f) Reference to national / sectoral investment plans**

The project directly links to the following key strategies and action plans in the sector:

- National strategy for Integrated Border Management, 2003
- Action plan for Integrated Border Management, 2005
- National strategy for the Police reforms, 2003 (endorsed 2004)
- Action plan for implementation of the police reform process, 2005
- Strategic plan of the MOI 2008 - 2010, 2008
- Training strategy for the police, 2007

## **ANNEX 5 -Details per EU funded contract**

### **Project Management and Administration**

Two project steering committees will be established to oversee the implementation process of the project activities, one for the TETRA project and the other one for the Border Stations.

The project Steering Committee for the TETRA, will be chaired by the Minister of Interior and will include at least one representative of the primarily involved Beneficiary services (including not less than IT & Telecommunications Department, Sector for Border Affairs; Sector for Traffic Affairs; Department for Material-Technical Equipping) and the Ministry of finance. In the later stage the Team Leader of the Winner will be appointed as a voting member of the committee. The Delegation of the European Union, Sector for European affairs shall be invited to participate with Observer status. The Steering Committee shall meet not less than once per three months.

Advisory services will be provided to the beneficiary. The contracts to support the projects will contain next to a team leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, procedures and procedural compliance, training, digital radio communications, legal development and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other expertise will be placed within the MOI.

The team leader will be responsible for the overall management, representation (coordination with the EU and other international bodies) as well as reporting. The coordination of activity development in the different components of the activity is significantly important. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed under the coordination of a Steering Committee in which each cooperating national institution will be represented to ensure appropriate inclusion.

### **The expected contracting arrangements are:**

#### Under IPA Funding:

- 1 Service contract will be concluded following an international restricted tender procedure to support the development of the TETRA project (including the

development of specifications and supervision of installation) with duration of 18 to 24 months. Implementation is expected in 2<sup>rd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.8 Million.

- 1 Service contract will be concluded following an international restricted tender procedure to support the development of the Border Police Stations project with a duration of 18 to 24 months. Implementation is expected in 2<sup>nd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.4 Million (100.000 for the preparation of the specifications and 300.000 Euro for supervision).
- 1 Supply contract for the delivery and installation, as well as associated training, of the TETRA system, with duration of 12 to 18 months plus 12 month warranty period bringing the total contract duration to 24 to 30 months. Implementation is expected to start in 2<sup>nd</sup> quarter 2011; one month after the signature of the contract and the contract value will be approx. EUR 4.0 Million. Although it is expected that only one supply contract will be sufficient, due to the complexity of the TETRA system, this contracting effort may lead to several different lots and hence several contracts.
- 1 or more works contracts to implement the renovation of the border police stations, depending on the number of station selected and the scope of works expected. The implementation of the works is expected to be 6 to 12 months, plus 12 month defects notification period bringing the total contract duration to 12 to 24 months. The contract/s is/are expected to start in 2<sup>nd</sup> quarter 2011, one month after the signatory of the contract(s) and the total contract value will be approx. 0.75 Million.

Under National Funding:

- 1 Supply contract for the delivery and installation, as well as associated training, of equipment for assisting in the overall management of the Tetra system. The project is expected to have duration of 4 to 10 months plus 12 months warranty period, bring to the total contract duration to 16 to 22 months. Implementation is expected to start, the latest by 3<sup>rd</sup> quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.4 Million. While the TETRA supply contract under IPA funding (above) will supply the system itself, under this contract equipment will be procured that will allow the MOI to optimise utilisation of the system.

- 1 or more works contracts to implement the renovation of the border police stations, depending on the number of station selected and the scope of works expected. The implementation of the works is expected to be 6 to 12 months, plus 12 month defects notification period bringing the total contract duration to 12 to 24 months. The contract is expected to start in 2<sup>nd</sup> quarter 2011, one month after the signatory of the contract(s) and the total contract value will be approx. 1.25 Million.

Please note that both under IPA funding and under National Funding Police Stations will be renovated. The service contract under IPA funding will provide the technical specifications, while subsequently some police stations will be renovated using IPA funds, while others will be renovated under national funding.