



ANNEX C1: Twinning Fiche

Project title: Aligning the national systems with the EU and the Schengen requirements for border management

Beneficiary administration: Ministry of Interior- border police of the Beneficiary Country BC¹

Twinning Reference: MK 16 IPA JH 01 18

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EU funded project

TWINNING INSTRUMENT

¹ As per Commission decision IPA/2016/039-618 of 06/12/2016, concerning the Country Action Programme Year 2016 - Objective 1

List of abbreviations

AP	Accession Partnership
BC	Beneficiary Country
BCPL	Beneficiary Country Project Leader
CoE	Council of Europe
DEU	Delegation of European Union
EC	European Commission
EU	European Union
IBM	Integrated Border Management
IT	Information Technology
IPA	Instrument for Pre-accession Assistance
HR	Human Resources
MoJ	Ministry of Justice
MoI	Ministry of Interior
MS PL	Member State Project Leader
NIBMCC	National Integrated Border Management Coordination Centre
NPAA	National Programme for the Adoption of the Acquis
PDS	Police Development Strategy 2016-2020
PL	Project Leader
PSC	Project Steering Committee
RCBA	Regional Centers for Border Affairs
RTA	Resident Twinning Advisor
SAA	Stabilization and Association Agreement
SEA	Secretariat for European Affairs
SIA	Sector for Internal Affairs
STE	Short term Expert
SIA	Sector for Internal affairs

1. Basic Information

1.1 Programme: IPA II – 2016/039-618/02.02/MK/Migration and asylum, border management and fight against terrorism and organised crime

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions¹ to the grant agreement.

1.2 Twinning Sector: Rule of law and fundamental rights- sub sector Home affairs

1.3 EU funded budget: 1,000,000 EUR

2. Objectives

2.1 Overall Objective(s):

To contribute towards the alignment of the national system with the EU and Schengen standards in the area of integrated border management in line with the objectives of the national and EU accession strategies.

2.2 Specific objective:

The project specific objective is further development of the capacities in the area of integrated border management through mapping out of the measures for adoption of a Schengen related acquis, upgrade of the legislation, implementation of trainings for the institutions with competences on Integrated Border Management, with particular focus on the Border Police, as well as assessment of the needs for upgrade of the related Border Control IT system.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The Project will contribute towards the implementation of the:

- The *Indicative Strategy Paper for the BC (2014-2020)* in the section related to the border management points out to the need to strengthen the integrated border management through the development and implementation of a Schengen Action Plan.
- *Government Plan 18 that sets out the course of the country reforms in various areas* for aligning the national system with the relevant requirements of the EU and Schengen requirements.
- Priorities set in the *Police Development Strategy (2016-2020)* that points out to the need to align and harmonize the Law on Border Control with the Schengen Borders Code, the Schengen Convention and the Schengen Handbook.

- The *Police Development Strategy* further stresses the need for modernization of the border crossing points and development of a unique IT system for video surveillance of the border, as well as the need to strengthen the human and technical capacities.
- The *Resolution on Migration Policy* stresses the importance to enhance the capacities of the border police and improve the system for Integrated Border Management, and finally
- *2018 Strategy and Action Plan for implementation National Strategy for Integrated Border Management* points out to the need to align the national legislation with EU acquis and the need for further improvement of the national IBM system. Precisely the 2018 Action Plan for implementation National Strategy for Integrated Border Management focuses on:
 - Alignment of the legal framework with the relevant EU standards,
 - Strengthening of the capacities and improvement of the inter-agency cooperation between the organizational units, relevant ministries and other institutions responsible for IMB,
 - Building and reconstruction of facilities at the border crossings,
 - Upgrading of the IT support and the established IT systems,
 - Development of the cross-border and international cooperation, and
 - Further development of the methodology for conducting of risk assessments.

3. Description

3.1 Background and justification:

In order to accomplish the strategic goal of becoming a member of the European Union, which has been set by the Government, and the obligations deriving from the Stabilisation and Association Agreement (SAA) and the Accession Partnership (AP), the Border police and other relevant agencies in charge of IBM implementation have to undertake a series of complex adjustments which should bring a comprehensive successive adoption of EU standards in all areas relevant for border management. The ultimate objective envisaged is the full alignment with the Schengen *acquis* and its accurate implementation.

This strategic goal required a withdrawal of the Army from border management duties and transfer of these duties to the Border Police as part of the Ministry of Interior. This initiated the process of Integrated Border Management that represents and establishment of a system, which allows for facilitation of the transfer of persons and goods across the state border, in accordance with European standards and best practices.

The Border Police within the Ministry of Interior, together with other relevant agencies is in charge of managing the flow of persons and goods over the national state border. The main responsibilities of the Border Police are border control, including checking of persons at the country's borders, also at airports and lakes. It is also responsible for state border surveillance for conducting checks to detect and prevent threats to national security. Their competencies and tasks are regulated in the Law on Internal Affairs², Law on Police³, Law on Border Control⁴, Law on International and Temporary Protection and Law on Foreigners.

Followed by the Government Decision, the National Coordination Centre for Border Management (NCCBM) was established in March 2007.. The NCCBM is Governmental institution and is responsible for coordination and cooperation among all the relevant

² Law on Internal Affairs (Official Gazette no.42/2014);

³ Law on Police (Official Gazette no. 114/06, 148/08, 6/09, 145/12, 41/14 and 33/15);

⁴ Law on Border Control (Official Gazette No. 171/2010, 41/2014, 148/2015, 55/2016)

authorities and agencies involved in integrated border management in order to reach common goal of open, but controlled and secure borders

In July 2018, the country signed a status agreement that will allow European Border Guard Agency teams to be deployed in the country. When it comes into force, agreement will allow the Agency to carry out joint operations with national border police, particularly in the event of sudden migratory challenges.

The adopted *Police Development Strategy* emphasized a need for modernization of the border crossing points and development of a unique IT system for video surveillance of the borders, as well as the need to strengthen the human and technical capacities.

The *National Integrated Border Management Development strategy 2015 – 2019* and Action Plan set out strategic measures for:

- protection of the internal security and prevention of illegal migration and cross-border crime using systematic checks at the borders based on threat analysis according to the Schengen Borders Code,
- prevention of illegal crossings of the green, blue border and the border crossing points, suppression of drug crime, fight against terrorism and providing security during international sport events,
- promotion of activities of the border police in the areas of state border surveillance and border checks, in line with the Law on Border Control in order to improve the efficiency of the border control system and to increase the flow of people and goods,
- Implementation of border procedures and further upgrading of the state border surveillance system in harmonization with the Schengen standards,
- Building up the necessary infrastructure,
- Strengthening the risk analysis system and criminal-operative analysis and bi-directional exchange of information,
- Promotion of the cross-border police co-operation in suppression of cross border crime.

These two documents are envisaged to form the core strategic framework of the border management and further alignment towards the Schengen *acquis*.

Undertaken IBM actions, to a certain degree, allowed introduction of measures aimed at supervision of the legality of entry and exit of persons, goods and vehicles, prevention and detection of organized crime, apprehension of perpetrators of crimes, addressing of smuggling through the border crossings, control and prevention of transport of materials and contagious diseases that pose threats to persons and goods. Whilst progress has been made to address some of the border management priorities, such as the continuous upgrade of the legislation, development of strategic documents, capacity building activities on border management, upgrade of the equipment for border surveillance, as well as the introduction of a Single Window System for Export and Import Control and One Stop Shop Control, there is a need to continue with the IBM reforms.

Analysis of the border police IT structure showed that the equipment level, in particular at the border crossing point level, is relatively good, but it still does not meet the very demanding needs of information flow and exchange in real time. Software and hardware solutions are, at

the moment, sufficient, but they do not meet the requirements set for a modern European border police and in particular in order to connect with the Schengen information system.

The Border Control IT System has full coverage of the national borders and enables audio and data communication among different border locations. The System allows both terminal and centralised data entry, search, supervision and updating. Each of the border crossings and airports is equipped with modern equipment through servers, work stations, cameras enabling communication, operation and search of various data and network connection through safe lines to the central system. Data access has a maximum level of protection through access passwords for each of the users.

Currently administered databases in the border crossings are as follows:

- Communication System
- Information Analysis System
- Database of persons having crossed the border
- Database of persons transiting through the airports
- Database of persons not allowed to cross the border

Integrated Border Security System allows:

- Full control and insight of entry and exit of passengers and vehicles on the border crossings and airports.
- Maximum infrastructure connection and data exchange in the border crossings thereof as well as with the centre.

In this line, the proposed project should contribute towards the further alignment of the national IBM system with the EU and Schengen requirements in the area of border management, in particular through the:

- Development and implementation of a Schengen Action Plan, that will map out the measures for adoption of Schengen-related *acquis* and strengthening of the related administrative and technical capacities,
- Harmonization of the national system in line with the Schengen *acquis* and standards;
- Preparation of feasibility study including the gap analysis and needs assessment of the IT needs for connection with the Schengen Information System (SIS) by proposing concept for connection and information sharing system for security and border management and proposal for upgrade of the Border Control IT system in line with Schengen requirements and EU best practices.
- Improving the risk management standards and practices.

The Schengen Action Plan and the implementation measures should outline the necessary steps to be taken by the Ministry of Interior in the remaining period before EU accession.

Apart from the need to complete the strategic basis with the Schengen Action Plan and to define the necessary linked implementation measures, the necessity for one measure can already be clearly identified. This concerns the capacity of the Border Police to perform risk assessment for all types of cross-border crimes (illegal migration, trafficking in human beings, smuggling, etc). An effective risk analysis system is considered a must to tackle this problem and also all other forms of cross-border crimes.

This Twinning project has to be seen as a continuation of the efforts, which started under the previous projects and it is now envisaged to put the focus of the activities on the further and full harmonization with the Schengen requirements.

Synergy with other regional initiatives should be ensured, particularly in regards to the training programme for the border police and the standards for the registration of mixed migration flows in a harmonized manner, observing future interoperability with EU/Schengen systems and practices.

3.2 Ongoing reforms:

The country is continuing its efforts to align the national regulations to the EU/Schengen systems and practices. Namely, the following documents have been enacted that outline the strategic approach and contain concrete actions to enhance the policy, legislation and practices in the area of border management in line with the EU and international standards:

- Government Plan 3-6-9 that sets out the course of the country reforms in various areas for aligning the national system with the relevant requirements of the EU and Schengen standards,
- Indicative Strategy Paper for the BC Macedonia 2014-2020,
- National Integrated Border Management Development Strategy (2015-2019) and the related Action Plan, which has established a national IBM coordinator with numerous key functions,
- National Strategy for Combating Trafficking of Human Beings and Illegal Migration 2017- 2020, which puts an emphasis on protection of the victims of illegal trafficking and increase of cross-border police cooperation in the field of THB and migrant smuggling,
- Resolution on Migration Policy 2015-2020, which outlines the need for strengthening the skills, competencies and abilities of the key stakeholders in the area of migration, asylum and visa policy,
- Police Development Strategy 2016-2020 (PDS), that among other puts an emphasis on strengthening the operational (human and technical) capacities of the Border Police and its regional centers in the fight against cross border crime and illegal migration,
- Strategic plan of Ministry of Interior 2016-2018⁵ where the priority is put on improvement of the efficiency and effectiveness of the law enforcement for detection and prevention of cross border and other crimes as well as in improvement of the inter-institutional cooperation between the police and other relevant stakeholders,
- National Strategy for Fight against Terrorism 2018-2022⁶ that foresees development of specific measures and activities for improvement of the procedures and mechanisms for fight against terrorism, illegal migration, illegal drug trafficking, trafficking in human beings, trafficking of weapons and development of strategic document to improve the cooperation and coordination of the armed forces for better border protection.

The Integrated Border Management Strategy and the National Action Plan on Integrated Border Management are the basis for designing the measures and activities for the alignment of the border management system with the EU standards. Namely the IBM Strategy 2015-

⁵http://www.mvr.gov.mk/Upload/Editor_Upload/publikacii%20pdf/160321%D0%A1%D0%A2%D0%A0%D0%90%D0%A2%D0%95%D0%A8%D0%9A%D0%98%20%D0%A1%D0%9A%D0%A0%D0%90%D0%A2%D0%95%D0%9D%20.pdf

⁶ <http://arhiva.vlada.mk/registar/files/NSTerorizam.pdf>

2019, was drafted as per the specific country circumstances, social and geo-strategic background of the country and by considering the comparative studies, international instruments and the EU standards), with particular focus on the recommendations stated in the Schengen Code of Best Practices.

As noted, in order to achieve efficient coordination, facilitation of the exchange of data and information and greater integration in the border management, the country has established the National Coordination Centre for Border Management (NCCBM) in March 2007 based on the Law on State Border Surveillance (*“Official Gazette of the Republic of Macedonia”* No. 71/06 and 66/07), and the Law on Border Control (*“Official Gazette of the Republic of Macedonia”*, No.171/2010).

Moreover, the recent reforms included preparation of a new legislation on movement and stay of foreigners. The Law on Foreigners was adopted. This will improve alignment with the following directives: Directive 2008/115/EC of the European Parliament and of the Council on common standards and procedures in Member States for returning illegally staying third country nationals, Directive 2003/86/EC on the right to family reunification, Directive 2003/109/EC Concerning the status of third-country nationals who are long term residents, Directive 2011/98/EU of the European Parliament and of the Council from 13 December 2011 on a single application procedure for a single permit, Council regulation (EC) No. 1030/2002 laying down a uniform format for residence permits for third-country nationals, Directive 2016/801 of the European Parliament on the conditions of entry and residence of third country nationals for the purposes of research, studies, training, voluntary service, pupils exchange schemes or educational projects and au pairing, Regulation No 1030/2020, as well as with the Convention of the CoE on action against trafficking in human beings. Additionally, the country adopted a new Law on International and Temporary Protection. Other reforms include, alignment of the Criminal Code and the Law on Border Control with the EU Acquis.

As regards to the communication systems, the country through the support of the European Union, works towards continuous strengthening of the Tetra system which is a unique digital national radio-communication system.

3.3 Linked activities:

Title: "Technical assistance to improve the capacities of the relevant parties in the fight against organized crime, with focus on human trafficking"

Source of funding: EU IPA 2007 programme;

Duration: 18 months

Description: The aim of the project was increasing capacity of the country state actors engaged in the identification and protection of victims and their fight against organized crime, in particular human trafficking and smuggling, identifying and addressing of challenges for the law enforcement sector in the area of concern, specifically on the identification of victims of trafficking, fostering the establishment of an integrated approach (enhanced inter-agency and inter-departmental cooperation) and share intelligence among the key institutions (MoI, MoJ, and MoLSP).

Title: "Renovation of the Border Police Stations"

Source of funding: EU IPA 2008 programme;

Budget: 2.000.000,00 EUR

Duration: 18 months

Description: Within the frame of this project a full renovation of nine border police stations was completed. The project managed to upgrade the working conditions of the border police stations enabling an efficient execution of daily tasks of the border police along the border with Serbia, Kosovo and Albania.

Title: “Further Institution and Capacity Building of the Police Service in the Area of Border Management, Community Policing and Fight against Organized Crime”

Source of funding: EU IPA 2010 programme;

Budget: 1.750.000,00 EUR

Duration: 18 months

Description: Service contract. Strengthening the capacities of the Centre for Suppression of Organized and Serious Crime for secure and efficient handling of classified information and fight against organised crime including financial and cyber crime; strengthening the operational capacities of the Border police in the fight against trafficking; development of the skills for the uniformed police officers for efficient and effective daily policing as well as developing anti-corruption standards within different police branches in the Ministry of interior.

Title: IPA Special measure 1 "Supporting relevant institutions on national and local level in dealing with the migration/refugee crisis

Source of funding: EU IPA 2015 programme

Budget: 3.000.000 EUR

Duration: 12 months

Location: the BC

Description: the aim of this measure was to cover both short-term and long-term needs in the BC.

Title: IPA Special Measure 2 "Supporting the Former Yugoslav Republic of Macedonia to Manage its Southern Border in the Context of the European Migration Crisis”

Source of funding: EU IPA 2015 Programme

Budget: 9.000.000 EUR

Duration: 30 months

Location: the BC

Description: The main goal is to support the national border management authorities to respond to the cross border crime with a focus on smuggling of migrants while ensuring human rights based approach.

Title: Regional support to protection-sensitive migration management in the Western Balkans and Turkey – IPA II

Source of funding: EU DG for neighbourhood and Enlargement

Budget: 8.000.000 EUR

Duration: 36 months

Location: Albania, Bosnia and Herzegovina, the BC, UNSCR 1244 Kosovo, Montenegro, Serbia and Turkey

Description: Overall objective of the project is to close existing gaps and operationalize a comprehensive migration management system in the Western Balkan by complementing national efforts and improve the capacity of IPA II-Beneficiaries to offer a protection sensitive response to mixed migratory flows.

Title: Enhancing Capacities and Mechanisms to Identify and protect Vulnerable Migrants In The Western Balkans

Source of funding: U.S. Department of State, Bureau of Population, Refugees and Migration (PRM)

Budget: 1.016.000 EUR

Duration: 12 months

Location of the action: Albania, Bosnia and Herzegovina, Kosovo UNSCR 1244, the BC, Montenegro and Serbia

Description: Support sustainable mechanisms and structures of the target countries in the region, to independently manage migration and protect vulnerable migrants, while expanding cooperation and coordination among them.

Title: Mapping of Smuggling of Migrants and Trafficking in Human Beings in the Western Balkans – Part II: Addressing Emerging Trends in Migrant Smuggling and Migrant Vulnerability

Source of funding: State Secretariat for Migration (SEM)

Budget: 47,025.90 CHF

Duration: 3 months

Location of the action: The BC, Bosnia and Herzegovina, Montenegro

Description: The overall objective of the project was to contribute to the availability of the information on migrant smuggling and migrant vulnerability to exploitation and abuse in transit, in order to further facilitate the detection of these phenomena in the region.

Title: Establishing a Displacement Tracking Matrix in the Western Balkans

Source of funding: ECHO

Budget: 350.000,00 EUR

Duration: 6 months

Location: Serbia and the BC

Description: The Action provided critical support to enhance the capacity of key governmental structures in ensuring that critical and tailored assistance is available to all refugees, asylum seekers and migrants in the Western Balkans, through enhancing understanding and awareness of the migrant caseload among all stakeholders, including the humanitarian community.

Title: Improving the Provision of Tailored and Coordinated Support to Persons on the Move at the Entry, Transit and Exit Points in Serbia

Source of funding: Norwegian Embassy

Budget: 340,000 USD

Duration: 12 months

Location: Serbia and the BC

Description: The overall objective of the action was to contribute to the provision of tailored and coordinated support to persons on the move at the entry, transit, and exit points in Serbia and the BC.

Title: Improving the Response to Increased Migration Flows through the Western Balkan Route

Source of funding: DFID

Budget: 1.000,000 GBP

Duration: 6 months

Location: Serbia and the BC

Description: The overall objective of the project was to further strengthen the existing efforts of the Governments of Serbia and the BC to address the most urgent needs and priorities pertaining to the migration crisis in these countries.

The policy and legislative developments deriving from the twinning project will be subject of extensive consultations with the concerned sector stakeholders. Furthermore, in accordance with the latest Police Development Strategy, professionalization and competences of the border police staff expected to be improved.

3.4 List of applicable *Union acquis*/standards/norms:

- EU Directives and Regulations in the area of migration and asylum, border management and fight against terrorism and organized crime;
- Annual Action Programme 2016 on Migration and asylum, border management and fight against terrorism and organized crime / IPA 2016/039-618/02.02/MK⁷;
- EU legal and regulatory framework in the area of Integrated Border Management (namely Art. 4 of Regulation (EU) 2016/1624 and Annex 6 to the Progress Report on the Implementation of the European Agenda on Migration, 14.3.2018, COM(2018) 250 final);
- The 2016 Progress Report⁸;
- Regulation (EU) 2016/399 of the European Parliament and of the Council of 9 March 2016 on a Union Code on the rules governing the movement of persons across borders (Schengen Borders Code);
- Schengen Handbook;
- EU Schengen Catalogue on External Borders Control and Return and Readmission;
- Regulation (EU) 2016/1624 of the European Parliament and of the Council of 14 September 2016 on the European Border and Coast Guard;
- The conclusions of the Meeting of the Expert Group "Management of the External Borders" Brussels 19-20. June 2017 and the latest developments in the area of European Integrated Border Management;
- Strategic Guidelines for Integrated Border Management of the EU Council, Brussels, 21.11.2006;
- European Surveillance System for External Borders, Return and Readmission – Recommendations and Best Practices (updated version from 2009);
- EU Guidelines for Integrated Border Management in EC external cooperation, 2009
- EU Guidelines for Integrated Border Management for Western Balkan, 2007.

3.5 Results

The project will be consisting of two inter-linked components:

Result 1 / Component I - Development of roadmap for adoption of the Schengen-related *acquis*, upgrade of the legislation in the area of Integrated Border Management and development of the Schengen Action Plan

The intermediary results of component 1 are:

- **Sub-Result 1:** Mapped out measures for adoption of Schengen-related *acquis* through the development of Schengen Action plan. The Twinning partner, in close cooperation and coordination with the relevant institutional stakeholders, will conduct an

⁷http://www.sep.gov.mk/data/file/IPA-2014-2020/IPA-nacionalnaprograma_2016/ipa_2016_039618_2_mk_migration_and_asylum_border_management_and_fight_against_terrorism_and_organised_crime.pdf

⁸https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2016/20161109_report_the_former_yugoslav_republic_of_macedonia.pdf

assessment of the national IBM system and will define the measures for alignment of the National Integrated Border Management system with the Schengen related Acquis. On the basis of the assessment, Schengen Action Plan will be developed and submitted for government endorsement.

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- Sub-Result 2: Enhanced alignment of the national legislation , policy on integrated border management in line with the EU standards. The twinning partner in close cooperation with relevant institutional stakeholders will assist national authorities to upgrade, as well as draft and adopt legal/policy documents to enhance the national IBM system in line with European standards. This will be done on the basis of gap analysis of the current legislation and policy documents and preparation of recommendation for addressing the identified gaps, as well as enhancing the relevant legislation in the area of integrated border management.

Result 2 / Component II - Strengthening the administrative and technical capacities in the area of Integrated Border Management

The intermediary results of component 2 are:

- Sub-Result 1: Strengthened inter and intra institutional cooperation of relevant bodies for the Schengen *acquis* for efficient border control and establishment of regular mechanism for Risk analysis and exchange of information with neighbouring countries.
- Sub-Result 2: Improved Human Resources (HR) policies and Human Resource Management (HRM) organisation of MoI to be in line with Action Plan for Schengen area accession through preparation of Comparative analysis on HRM in line with Schengen Action Plan and Functional HR analysis with analysis of necessary number of staff to be in line with Schengen Action Plan
- Sub-Result 3: Strengthened capacity of staff involved in border management and requirements related to the Schengen Acquis via available comprehensive training program in line with Schengen Acquis for Border Police and other national stakeholders with IBM competences training, including training of trainers and study visits
- Sub-Result 4: Established credible track record of detection, investigation and prosecution of cross border crime.
- Sub-Result 5: Identified and analysed overall requirements for the ICT infrastructure in all area covered by evaluation for entering into the Schengen area and develop a roadmap for their achievement.

This Twinning project aims to introduce and share EU wide best practices in connection with EU legislation and specific needs of the Beneficiary Country in the field of Integrated Border Management. The Twinning project will be implemented through a close co-operation between the partners aiming to achieve the mandatory results in sustainable manner. The set of proposed activities will be further developed with the Twinning partners when drafting the Twinning work plan, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner.

3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning contract between the beneficiary country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CLs) and pool of short-term experts within the limits of the budget. The interested Member State(s) shall include in their proposal the CVs of the designated PL, RTA and CLs.

3.6.1 Profile and tasks of the PL:

Qualifications and skills:

- National of a Member State of the European Union
- University degree⁹ preferably in the field of law or public administration or Criminalistics/Criminology or Security sciences or any other discipline related to this project or equivalent professional experience of 6 years in public administration;
- At least 3 years of relevant experience in the field of law or criminalistics/criminology or any other discipline related to this project
- Prior experience in implementation of an EU funded project will be considered as asset;
- Fluent written and spoken English;

Tasks:

- Conceive, supervise and coordinate the overall Twinning project;
- To provide strategic advice on high level regarding reforms supported by the Twinning;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS TW partner;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary and EUD;
- Ensure the backstopping functions and financial management;
- Guarantee from the MS administration side, the successful implementation of the project;
- Participate in quarterly meetings of the Project Steering Committee with the BC PL;
- Participate in preparation of the initial and subsequent work plans;
- Participate in preparation of both interim and final reports.

3.6.2 Profile and tasks of the RTA:

Qualifications and skills:

- National of a Member State of the European Union
- Civil servant or have a proven contractual relation to a public administration or mandated body.

⁹ For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu.int/epso/online-applications/pdf/guide-1242-171104_en.doc)

- University degree in the field of law; or criminalistics/criminology; or public administration; or security sciences; or IT sector; or any other discipline related to this project or equivalent professional experience of 6 years in public administration;
- At least 3 years' experience in implementation of Schengen measures on national level.
- Excellent communication skills in both written and spoken English.

Tasks:

- Provision of technical advice and in the context of a predetermined work-plan
- Coordination of all project activities and experts' inputs in the country
- Identify legislation gaps
- Ensuring day-to-day implementation of the Twinning project in the BC
- Ensuring smooth correlation between the activities, deadlines and the envisaged results in the Work Plan
- To coordinate and organize training activities
- Preparation of the materials and documentation for regular monitoring and reporting

RTA Assistant:

- The RTA will be provided with a full-time RTA assistant acting as an assistant for technical and organizational support. The assistant will be contracted according to twinning rules and paid from the Twinning budget. The assistant will be selected through an open call. The role of RTA Assistant is to support the RTA in the project management. In addition, the assistant will be responsible for organisation of meetings, seminars etc. and their logistics as well as for providing translation and interpretation services on a daily basis.

Full-time translator / interpreter:

- For the purpose of the project and for cost effectiveness the Twinning Project foresees a part or full-time translator / interpreter who should be selected through an open call. The full-time translator / interpreter will be involved in all necessary project activities (training sessions, translation of project documents/reports and materials, organizational activities, etc.). The role of the translator / interpreter will be to provide translation and editing as well as interpretation services to the Twinning project in general.

3.6.3 Profile and tasks of Component Leaders:

Qualifications and skills:

- University degree law, criminalistics/criminology, IT sector or any other discipline related to this project or equivalent professional experience of 6 years in public administration;
- At least 3 years of relevant experience
- Prior experience in implementation of an EU funded project will be considered as asset
- Fluent written and spoken English

Tasks:

- To supervise and coordinate the overall preparation of the component
- Communication with the beneficiary

3.6.4 Profile and tasks of other short-term experts:

Profile of the short-term experts

- University degree preferably in the area relevant for the implementation of the project or equivalent professional experience of 5 years in public administration;
- At least 3 years of working experience in the field of border management
- Experience in preparation of analysis, researches and surveys in the field of border management
- Knowledge of international standards in this field;
- Fluency in English;

Tasks of the short-term experts

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with Project activities
- Provide practical expertise/advice/support to relevant staff for execution of different tasks related to the project;

4. Budget

The project will be implemented through a Twinning Contract estimated at maximum 1,000,000 EUR.

Budget

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
		EUR	%	EUR	%
	1,000,000	1,000,000	100	/	/

5. Implementation Arrangements

- 5.1 The European Union Delegation will be Implementing Agency responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities.

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5.2 Institutional framework

The main beneficiary of this Twinning project will be Ministry of Interior, in particular the Border Police. However other institutions with competences on Integrated Border Management will also benefit from the project activities. According to the internal organisation and systematisation, the Border Police is composed of: Department for Border Affairs and Migrations on central level, 4 Regional Centers for Border Affairs (RCBA North, RCBA East, RCBA South and RCBA West) at regional level, 37 Police Stations for Border Affairs at local level (6 Police Stations for Border Checks, 11 Police Stations for Border Checks and Border Surveillance, 20 Police Stations for Border Surveillance) and 1 Mobile unit for compensatory measures acting at central level within the Department for Border Affairs and Migration. In each Regional Centre for Border Affairs and Migration there is a Duty Operational Centre along with Unit for Cross-border Crime, Migration, Foreigners and Readmission, Joint Affairs Section, Criminal-intelligence Analysis section. Within the Regional Centre for Border Affairs and Migration – North the Reception Centre for Foreigners is functioning.

National Integrated Border Management Coordination Centre (NIBMCC) is a separate Governmental body established with the aim of efficient coordination, exchange of data and information on the integrated border management. Several ministries participate in the NIBMCC. They are represented by their employees, acting as liaison officers, specifically: Ministry of Interior; Ministry of Finance – Customs Office; Ministry of Agriculture, Forestry and Water Management – Phytosanitary Office and National Agricultural Inspectorate; Ministry of Foreign Affairs; Ministry of Defence; Ministry of Health – Medicinal Bureau and National Sanitary and Health Inspectorate; Ministry of Transport and Communications; Ministry of Environment and Physical Planning; Radiation Safety Directorate and Food and Veterinary Agency.

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Specify the name, official position and postal address

5.3.2 PL counterpart

Stojce Choklevski

Senior police adviser for border control and supervision

Department for border affairs and migration

5.3.3 RTA counterpart

Snezana Trajanovska

Chief inspector for international cooperation and common operations

Department for border affairs and migration

6. Duration of the project

The implementation period of the Action will last 24 months. The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action.

7. Sustainability

At policy level action is expected to impact the national legislation, namely, contribute in its alignment with the EU acquis in the area of Integrated Border Management. As such, the action will lead to improvement in the legislation of the country, including adoption or upgrade of laws, by-laws, and practices. Moreover, measures for adoption of Schengen-related acquis will be mapped out and incorporated in the Schengen Action Plan.

From the technical point of view, the action envisages training activities that will enhance the capacities of the governmental staff that work in the area of IBM, particularly the Border Police personnel. Moreover, the institutional performance will be enhanced through the implementation of the recommendations of the developed Schengen Action Plan. Additionally, an IT concept and technical specifications for upgrade of the IT system will be elaborated that will specify the IT upgrades deemed as necessary for the efficient functioning of the IBM system.

8. Crosscutting issues

Equal Opportunity

Relevant legislation related to equal opportunity issues is developed and implemented in the country. The Project will ensure, that gender needs will be considered as an analytical instrument, from programme design onwards. The project will be gender sensitive and ensure access of women to its benefits, particularly with regards to access to trainings.

Environment

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

9. Conditionality and sequencing

Projects implemented through twinning require full commitment and involvement on behalf of senior level officials of the beneficiary institution. Therefore, the leadership of the Ministry commits itself to provide adequate staff and support to the twinning partner as well as to introduce the institutional changes identified as needed for the successful implementation of the project.

During the work on the project, access of the twinning partners to all necessary management levels will be ensured.

Sequencing: the call for proposals for the twinning can be launched immediately and is not dependent on other project components.

10. Indicators for performance measurement

The measurable indicators of the component 1 are:

- 1.1. Detailed plan of activities/measures for the development of the Action Plan for Schengen area accession on the basis of the legal framework and in line with the scheme/categories defined by the EU Schengen Catalogue developed (Strategy and organizational structure, Infrastructure, Human resources, Training, Equipment, Internal Coordination, International Cooperation, Rules and procedures, Particular cases of certain types of borders) with costing of its implementation.
- 1.2. Number of Workshops on Schengen evaluation process organized before the end of the first year of project implementation (at least 6 Workshops)
- 1.3. Action Plan for Schengen area accession developed in line with Schengen Evaluation mechanism before the end of the project
- 1.4. Comprehensive legislative analysis drafted
- 1.5. Number of sub-laws drafted

The measurable indicators of the component 2 are:

- 1.2. Number of Memorandum of Understanding between relevant Institutions for the Schengen Acquis prepared/updated
- 2.2. Number of workshops on inter- and intra- institutional cooperation of relevant bodies organized (at least 6 Workshops)
- 2.1. HR Gap analysis with recommendations drafted
- 2.2. Number of Workshop on recommendation from the HR Gap analysis (at least 2)
- 2.3. Functional HRM analysis drafted
- 3.1. Available Training needs assessment report containing the identified training needs
- 3.2. Available training program in line with Schengen Action Plan
- 3.3. At least 60 % of the staff with competences on IBM trained in line with the newly prepared Schengen Action Plan
- 3.4. Number of organized workshops for validation of the developed documents (at least 2)
- 4.1. Gap analysis with recommendations drafted for development of methodology and system establishment of credible track record of detection, investigation and prosecution of cross border crime;
- 4.2. Number of Workshop on recommendations from the Gap analysis for track record of detection, investigation and prosecution of cross border crime (at least 2)
- 4.3. Trainings delivered on the established methodology and system for credible track record of detection, investigation and prosecution of cross border crime (at least 2)
- 5.1. Comprehensive technical report on technical compliance with ICT standards used in the Schengen area and measures for readiness for entering in Schengen area prepared including. ICT Architecture definition for connecting to the Schengen Information System (SIS) Analysis of the organizational structure of the IBM institutions, with special concern on Border Police and recommendations for improvement regarding establishment of SIS prepared and adopted by Final Beneficiary;
- 5.2. Technical analysis on overall large scale EU Information systems which have to be connected and related standards/performance to be achieved for functioning including analysis for accessing SIS prepared including primary and back up site and roadmap for the achievement of requirements for the ICT infrastructure in all area covered by evaluation for entering in Schengen area.
- 5.3. Analysis of the legal framework for establishment of SIS and recommendations for improvement prepared and adopted by the Final Beneficiary;

- 5.4 Training needs assessment for enhancing the competencies of the employees in Border Police and other respective stakeholders for management and usage of SIS prepared and adopted by the Final Beneficiary;
- 5.5 Recommendations for establishment of national SIRENE Bureau prepared and adopted by the Final Beneficiary.

11. Facilities available

The beneficiary institution will, in coordination with the counterparts, provide the necessary infrastructure for successful project implementation, including meeting rooms, office space, hard and software, security related issues and facilities available for training, seminars, conferences.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. List of relevant Laws and Regulations
3. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc.)
4. Organogram of the BC institution

ANNEX 1			
LOGFRAME PLANNING MATRIX			
Aligning the national systems with the EU and the Schengen requirements for border management		Total budget: € 1 000 000	IPA budget: € 1 000 000

Overall objective	Objectively verifiable indicators	Sources of Verification	
To contribute towards the alignment of the national system with the EU and Schengen standards in the area of integrated border management in line with the objectives of the national and EU accession strategies	Progress made towards meeting the accession criteria in the area of Integrated Border Management	EC Reports	

Specific Objective	Objectively verifiable indicators	Sources of Verification	Assumptions
The project specific objective is further development of the capacities in the area of integrated border management through mapping out of the measures for adoption of a Schengen related acquis, upgrade of the legislation, implementation of trainings for the institutions with competences on Integrated Border Management, with particular focus on the Border Police, as well as assessment of the needs for upgrade of the related IT system	Number and type of the introduced improvements in the area of integrated border management as a result of the project implementation	MoI Reports Project reports	Political commitment; Efficient procedure for implementation of the recommendations;
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Result 1- Component I - Development of roadmap for adoption of the Schengen-related acquis, upgrade of the legislation in the area of Integrated Border Management and development of the Schengen Action Plan	The measurable indicators of the component 1 are: 1.1.Detailed plan of activities/measures for the development of the Action Plan for Schengen area accession on the basis of the legal framework and in line with the	- Developed/revised plan and regulations; - Assessment reports, - Training curricula, - Lists of participants on trainings, evaluation forms, etc,	Active support is available from all involved institutions National bodies involved in the action possess the needed resources (human, administrative, technical). Adequate training of the staff;

<p>Sub-Result 1: Mapped out measures for adoption of Schengen-related acquis through the development of Schengen Action plan</p> <p>Sub-Result 2: Enhanced alignment of the national legislation , policy on integrated border management in line with the EU standards</p>	<p>scheme/categories defined by the EU Schengen Catalogue developed (Strategy and organizational structure, Infrastructure, Human resources, Training, Equipment, Internal Coordination, International Cooperation, Rules and procedures, Particular cases of certain types of borders) with costing of its implementation.</p> <p>1.2.Number of Workshops on Schengen evaluation process organized before the end of the first year of project implementation (at least 6 Workshops)</p> <p>1.3.Action Plan for Schengen area accession developed in line with Schengen Evaluation mechanism before the end of the project</p> <p>1.4Comprehensive legislative analysis drafted</p> <p>1.5 Number of sub-laws drafted</p> <p>The measurable indicators of the component 2 are:</p>	<ul style="list-style-type: none"> - Training Reports; - Pre and post-training questionnaires; - IT concept and technical specification report, and - Project reports 	<p>Availability of experts on integrated border management</p>
<p>Result 2-Component II - Strengthening the administrative and technical capacities in the area of Integrated Border Management</p>	<p>1.2Number of Memorandum of Understanding between relevant Institutions for the Schengen Acquis prepared/updated</p> <p>2.2Number of workshops on inter and intra institutional cooperation of relevant bodies organized (at least 6 Workshops)</p>		
<p>Sub-Result 1: Strengthened inter and intra institutional cooperation of relevant bodies for the Schengen acquis for efficient border control and establishment of regular mechanism for Risk analysis and exchange of information with neighbouring countries.</p> <p>Sub-Result 2: Improved Human Resources (HR) policies and Human Resource Management (HRM) organisation of MoI to be in line with Action Plan for Schengen area accession through preparation of Comparative analysis on HRM in line with Schengen Action Plan and Functional HR analysis with analysis of necessary number of staff to be in line with Schengen Action Plan</p>	<p>2.1 HR Gap analysis with recommendations drafted</p> <p>2.2 Number of Workshop on recommendation from the HR Gap analysis (at least 2)</p> <p>2.3 Functional HRM analysis drafted</p> <p>3.1Available Training needs assessment report containing the identified training needs</p> <p>3.2 Available training program in line with Schengen Action Plan</p> <p>3.3At least 60 % of the staff with competences on IBM trained in line with the newly prepared Schengen Action Plan</p>		

<p>Sub-Result 3: Strengthened capacity of staff involved in border management and requirements related to the Schengen Acquis via available comprehensive training program in line with Schengen Acquis for Border Police and other national stakeholders with IBM competences training, including training of trainers and study visits</p> <p>Sub-Result 4: Identified and analysed overall requirements for the ICT infrastructure in all area covered by evaluation for entering into the Schengen area and develop a roadmap for their achievement.</p>	<p>3.4 Number of organized workshops for validation of the developed documents (at least 2)</p> <p>4.1 Comprehensive technical report on technical compliance with ICT standards used in the Schengen area and measures for readiness for entering in Schengen area prepared including. ICT Architecture definition for connecting to the Schengen Information System (SIS) Analysis of the organizational structure of the IBM institutions, with special concern on Border Police and recommendations for improvement regarding establishment of SIS prepared and adopted by Final Beneficiary;</p> <p>4.2 Technical analysis on overall large scale EU Information systems which have to be connected and related standards/performance to be achieved for functioning including analysis for accessing SIS prepared including primary and back up site and roadmap for the achievement of requirements for the ICT infrastructure in all area covered by evaluation for entering in Schengen area.</p> <p>4.3 Analysis of the legal framework for establishment of SIS and recommendations for improvement prepared and adopted by the Final Beneficiary;</p> <p>4.4 Training needs assessment for enhancing the competencies of the employees in Border Police and other respective stakeholders for management and usage of SIS prepared and adopted by the Final Beneficiary;</p> <p>4.5 Recommendations for establishment of national SIRENE Bureau prepared and adopted by the Final Beneficiary.</p>		
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	Means	Specification of costs	Assumptions
	- Twinning contract	€ 1 000 000	Financial resources are available to carry out the project Existence or high-qualified and experienced experts from EU MS

ANNEX 2 - List of relevant Laws and Regulations

1. Law on Border on Border Surveillance (*“Official Gazette of the Republic of Macedonia”*, No.171/2010).
2. Law on Police (Official Gazette no. 114/06, 148/08, 6/09, 145/12, 41/14 and 33/15);
3. Law on Internal Affairs (Official Gazette no.42/2014);
4. Law on Criminal Procedure (Official Gazette no.150/2010);
5. Law on International and Temporary Protection;
6. Law on Foreigners;

ANNEX 3 - Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc.)

1. *Government Plan 18* that sets out the course of the country reforms in various areas for aligning the national system with the relevant requirements of the EU and Schengen standards,
2. National Integrated Border Management Development Strategy (2015-2019) and the related Action Plan, which has established a national IBM coordinator with numerous key functions;
3. National Strategy for Combating Trafficking of Human Beings and Illegal Migration 2017-2020, which puts an emphasis on protection of the victims of illegal trafficking
4. Resolution on Migration Policy 2015-2020, which outlines the need for strengthening the skills, competencies and abilities of the key stakeholders in the area of migration, asylum and visa policy;
5. Police Development Strategy 2016-2020 (PDS);
6. Strategy for Forensic Department Development and Action Plan; and
7. National Strategy for Fight against Terrorism 2018-2022.