

## **ANNEX C1: Twinning Fiche**

**Project title:** Support to the preparation for the establishment of the "Supplementary Information Request at the National Entries" (SIRENE) Bureau in Serbia

**Beneficiary administration:** Ministry of Interior of the Republic of Serbia

**Twining Reference:** SR 16 IPA JH 01 18

**Publication notice reference:** EuropeAid/161832/DD/ACT/RS

**EU funded project**

***TWINNING INSTRUMENT***

## **1. Basic Information**

**1.1 Programme:** IPA II, Annual Action Programme 2016.

**1.2 Twinning Sector:** Justice and Home affairs

**1.3 EU funded budget:** 1 MEUR

## **2. Objectives**

### **2.1 Overall Objective(s):**

To contribute to meeting security standards for police information exchange between Serbia and EU Member States in accordance with EU standards based on the European Information Exchange Model (EIXM) and as defined in the Commission implementing Decision 2017/1528 of 31<sup>st</sup> August 2017 replacing the Annex to Implementing Decision 2013/115/EU on the SIRENE Manual and other implementing measures for the second generation Schengen Information System (SISII) (notified under document C(2017/5893).

### **2.2 Specific objective:**

To prepare all the necessary technical, legal and human resources requirements necessary for the establishment of the "**Supplementary Information Request at the National Entries**"(SIRENE) Bureau in Serbia.

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

#### **Links with EU Strategic documents**

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

**The EC Serbia 2018 Report** in the section related to Chapter 24 indicates that the level of inter-agency cooperation, information flow and exchange needs to be further improved. The Ministry of the Interior is working on setting up a central criminal intelligence system and harmonised data collection. With a view to adopting a Schengen action plan, Serbia adopted a strategy and action plan for integrated border management 2017-2020. Legal, technical, infrastructural and human resource requirements for adopting a Schengen action plan have been assessed. A new law on border control has been adopted. Even so, Serbia needs to create a single coordination centre for the exchanging of police information, with a view to preparing to set up of a SIRENE (Supplementary Information Request at the National Entries) office.

The report also notes that Serbia has some level of preparation in the fight against organised crime. Serbia has yet to establish a convincing track record of effective financial investigations, and of investigations, prosecutions and final convictions in money laundering cases. The number of convictions for organised crime continues to remain low.

**The Indicative Strategy Paper 2014-2020 for Serbia** (the Strategy Paper) sets out the priorities for EU financial assistance for the period 2014-2020 to support Serbia on its path to EU accession. It describes that in the Home Affairs sub-sector support will focus on the creation of an effective and efficient law enforcement system in the fight against organised crime.

### **Links with national strategic documents and National Strategies**

**The Action Plan for Chapter 24** -In accordance with the Action Plan for Chapter 24 of the EU acquis (Justice, Freedom and Security), the revised version of which is currently being drafted, namely with the recommendations within the Subchapter Police Cooperation (6.1.) and in particular recommendation No. 6.1.2., Strengthen human and the operational capacities to implement various instruments in the field of efficient police cooperation. Under Activity No. 6.1.2.8., it is planned that the SIRENE Bureau should be established within for International Operational Police Cooperation Department (IOPCD) upon the accession of the Republic of Serbia to the EU. In fact, the SIRENE Bureau will take the place of the existing Division for the Coordination of Other Forms of International Cooperation. Thus, it will be necessary that the new structure of IOPCD be approved through the amended Rule Book on the internal structure and organisation of work posts within MoI of the Republic of Serbia.

**The National Plan for the Adoption of the Acquis (NPAA) -**  
[http://www.mei.gov.rs/npaa\\_eng\\_\\_2014\\_2018.pdf](http://www.mei.gov.rs/npaa_eng__2014_2018.pdf)

**National Priorities for International Assistance (NAD) 2014-2017, with 2020 projections:**  
Priority 1: Improving the overall security and fight against crime; Measure 1.2: Strengthening the capacities of state authorities to efficiently process cases of organised crime, corruption, money laundering, terrorism financing, terrorism, war crimes and other criminal acts, through: increasing institutional, human and technical capacities for prevention and fight against organised crime, prevention of crime proceeds from entering the financial and other sectors and improvement of detection and disruption of money laundering and terrorism financing, improving police cooperation, improvement of internal control in the fight against corruption within police, etc.

### **The Strategy for Integrated Border Management**

The strategy was adopted in February 2017, and represents the precondition for the successful implementation of the Stabilisation and Association Agreement. It is at the same time a clear indicator that Serbia is ready to contribute to the security in the region. Serbia is further ready to become a reliable partner of the EU in its border control management, to ensure membership in the World Trade Organization and to enable the inflow of foreign investments.

The Strategy takes into consideration the adopted conclusions establishing the concept of integrated border management consists of the following dimensions: - Border control (checks

and surveillance) as defined in the Schengen Borders Code, including relevant risk analysis and crime intelligence; - Detection and investigation of cross-border crime in coordination with all competent law enforcement authorities. The SIRENE Bureau contributes to activities in detecting and suppressing cross-border crime as efficiently as possible, bearing in mind the specific forms of cross-border crime and the rapidly changing modes of criminal activity.

### **3. Description**

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

##### *a) Institutional framework in the sector*

The sector lead institution for the home affairs sector is the Ministry of Interior. Pursuant to the Law on ministries, the Ministry of the Interior of the Republic of Serbia performs state administration's affairs related to protection of the security of the Republic of Serbia and detection and prevention of the activities aimed at undermining or overthrowing the constitutional order; protection of life, safety and property of citizens; prevention and detection of criminal offences; finding and apprehending perpetrators of criminal offences and bringing them to competent authorities; maintenance of public peace and order; securing public gatherings and other assemblies of citizens; protection of certain persons and facilities; road traffic safety; border crossing checks; control of movement and stay in the border area; control of movement and stay of foreigners; provision, possession and carrying of weapons and ammunition; production of and trade in explosive materials, flammable liquids and gases; fire protection; citizenship matters; personal identification number; travel documents; permanent and temporary residence; staff training, and other tasks envisaged by the law. Among those, the Ministry of Interior is in charge for international operative police cooperation and in those terms effectively cooperates with other institutions on national level - Ministry of Finance, Ministry of Justice and Republic Public Prosecutor's Office, which have been recognized as potential stakeholders for this project.

The main beneficiary within the Ministry of Interior is the International Operational Police Cooperation Department (hereinafter IOPCD), a specialized organizational unit within the Police Directorate of the Serbian Ministry of the Interior responsible for international operational police cooperation. It is at the same time an International Law Enforcement Coordination Unit (or ILECU), whose role is to coordinate cooperation in law enforcement between other organisational units of the MoI and other national authorities and international partners. It comprises four Divisions: the Division for INTERPOL Affairs (NCB of INTERPOL Belgrade), the Division for EUROPOL Affairs (EUROPOL National Contact Point of Serbia), the Information Management Division (including 24/7 Front Desk) and the Division for the Coordination of Other Forms of International Cooperation

The Division for the Coordination of Other Forms of International Cooperation, which is to be developed into the SIRENE Bureau, currently establishes general cooperation with international organisations and institutions such as SELEC, FRONTEX, OLAF, UNDOC and other international and regional organisations and initiatives in the work of which the Republic of

Serbia takes part and which focus on cooperation in the area of prevention and combating international organized crime.

The aim of the project will be thus to assist in setting up and enhancing technical and human resources capacities, as well as legal preconditions needed for the establishment of the „Supplementary Information Request at the National Entries” (SIRENE) Bureau in Serbia, primarily the capacities of the Division for the Coordination of Other Forms of International Cooperation, that will perform transitional role until the SIRENE Bureau will be established.

*b) Situation analysis*

SIRENE is responsible for the uninterrupted operation of the national section of the Schengen Information System and adopts required actions for ensuring the observance of the provisions of the Convention. One should emphasize that extensive and improved cooperation between the police at the basic level has been achieved with the Schengen Information System (SIS) and its auxiliary element SIRENE. With the aid of these technical and operative systems, all information defined by the end user in the system (predominantly patrol officers) can be acquired. SIRENE represents the foundation for international police cooperation in the Schengen area (systematic police cooperation based on the mutual exchange of data and alerts regarding persons and objects, ongoing and concurrently updated by requesting members according to the principle of mutual trust as if information was treated within the national legal scope). All operations between SIRENE Bureaus have been standardized on the basis of the SIRENE Manual which is concurrently modified and supplemented.

The tasks of the national SIRENE Bureau include, among others: Providing supplementary information on alerts; Validating alerts on persons wanted for arrest; Contacting the state that issued the alert when a match (hit) has been made and the required action has been taken; Contacting the state that issued the alert when the required action cannot be taken; Supervising data quality and compatibility of alerts; Coordinating cross-border activities related to SIS alerts; Handling requests to access personal data. The SIRENE Bureau's main tasks include ensuring the exchange of all supplementary information is in accordance with the requirements of the SIRENE Manual, as provided in common Article 8 of the SIS II legal instruments. Currently, in Serbia, the institutional, technical and legal pre-conditions for the establishment of the SIRENE Bureau are not yet met. In this context, this Twinning project will support Serbia's efforts to meet the necessary pre-conditions to establish a SIRENE Bureau.

*c) Several weaknesses have been identified<sup>1</sup>:*

*The legal framework is not completely in line with EU standards*

For the establishment of the SIRENE Bureau it is necessary to meet the legal preconditions set by the EU. Moreover, as for the legal conditions to be met in order to establish the SIRENE Bureau, it is necessary to define what legal documents should be signed to that aim as well as what legal steps should be taken to make the signing of the Memorandum of Understanding or

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<sup>1</sup> Sources: AP Chapter 24, MoI Border Police reports

any other mandatory legal acts possible and whether any changes to the legal system are required or adoption of any new legal documents is required to that purpose. Serbia needs assistance in drafting those documents and identifying amendments to be made to the present legislature.

*The Steps for the establishment of a SIRENE Bureau have yet to be defined due to absence of a functional and institutional analysis*

Currently, procedures and steps for the establishment of the SIRENE Bureau in Serbia are not defined yet. There are presently no functional or institutional analysis in place which the Serbian police could rely on and based on which it could take steps to provide technical, legal and personnel conditions which are to be fulfilled in order to enable the efficient and effective operation of the SIRENE Bureau.

Moreover, advice is needed in identifying all prerequisites and possible risks related to the establishment of the future SIRENE Bureau and how they can be managed to be prepared in advance for unforeseen circumstances such as shortage of staff, lack of space, budgetary issues related to the equipment necessary for the proper functioning, technical and administrative problems and other related issues. To sum up, the IOPCD, within which the future SIRENE Bureau is to be established needs to be better acquainted with the general overview of the operation of a SIRENE Bureau as well as with the specific requirements with regard to the legal, technical and IT and personnel aspects as there is lack of knowledge and no previous experience in this area, considering the fact that Serbia is a not an EU Member State and is in the process of EU accession negotiations.

With a view to adopting a Schengen action plan, the assessment of the legal, technical, infrastructural and human resource requirements for this needs to be carried out. Such assessment should define the needs and include the analysis of the least number of employees of a SIRENE bureau so as to enable its smooth operation. Serbia should create a single coordination center for the exchange of police information, with a view to preparing at a later stage to set up a SIRENE office (for accession to the Schengen area).

*Technical preconditions are not in place for the establishment of the SIRENE Bureau.*

For the establishment of the SIRENE Bureau it is necessary to meet the technical preconditions set by the EU which will entail the signing of a Memorandum of Understanding and enabling technical connections. Currently, the equipment used by all the divisions is outdated and requires frequent servicing. There is a lack of work space and physical security needs to be raised to a higher level by introducing areas with restricted access and installing CCTV surveillance. These issues are to be overcome in the near future through another IPA project (IPA 2015). However, it will be necessary to assess whether there is a need for raising security standards and improving work space further, relating to the future work of the SIRENE Bureau.

Therefore, it is necessary that suitable assessments be made of the current technical conditions as well as that it should be identified what steps should be taken to meet the technical conditions necessary for the establishment of the future SIRENE Bureau, having in mind that the SIRENE Bureau should have access to the Schengen Information System II (SIS II) and that in accordance with Article 1.9.2. of the SIRENE Manual, each SIRENE Bureau shall build an internal structure which guarantees the continuity of technical infrastructure.

*Staffing, HRM issues: The HR organization is not in place, there is a lack of knowledge on clear division of tasks and responsibilities and the future workflow is unknown*

Based on the experience shared by the countries which have a SIRENE bureau, the current staff of 9 persons seems to be insufficient. This number will be reviewed and increased in accordance with the recommendations put forward on the basis of the analyses produced throughout the project in order to establish the SIRENE Bureau and enable efficient operation of the bureau.

The Serbian police require assistance and advice in drafting job descriptions of positions in the future SIRENE Bureau, based on which amendments should be made to the present structural organisation of the MoI. The current functional organisation envisages that the Division for the Coordination of Other Forms of International Cooperation should have 9 employees, who should all have at least four-year university education. Considering the fact that this Division is to develop into the future SIRENE Bureau, which will take the main role in international information exchange, it is indispensable that the human resources and operational capacities be strengthened through the reorganization as well as sufficiently trained so as to be able to use different informational tools in their work and process requests and information received as effectively as possible.

This is also foreseen by the Action Plan for Chapter 24 of the EU acquis. The Serbian police needs advice on how the capacities could be strengthened and how the selection of new employees should be made as well as which sectors the new officers should be taken from, in case of transfer of the officers already working for the MoI.

Currently, very little is known about the future work of the SIRENE Bureau in Serbia and what exact tasks its future employees should perform. Thus, advice is needed on the language requirements, regular work flow and the organisation of work, work procedures, time limits for response, data quality, the forms used to answer the request and archiving files. There is also a need to get acquainted with the number of required officers and their profiles, the structure and organisation of staff. Furthermore, there is insufficient knowledge on the exact training that staff of the future SIRENE Bureau should undergo and what all members of staff should be provided with in professional work so as to be able to perform their tasks with success.

Therefore, it would be useful if the Serbian police could see how the SIRENE Bureaux have been established and how they function in other countries in practice so as to possibly use them as a model for their set-up in Serbia. Seeing other Bureaux would also assist in learning about the physical conditions that are to be met, such as the size and arrangement of work space.

Also, there is insufficient knowledge of an encrypted virtual network exclusively dedicated to SIS II data and the exchange of supplementary information between SIRENE Bureaux, which the IT Sector needs to be more closely acquainted with so as to be able to identify the steps to be taken with a view to meeting the technical conditions. The assessments should specify what kind of workflow system, including the back-up systems, the SIRENE Bureau should have to be able to effectively manage the workload.

*Capacity of staff – lack of training*

There is a great need to strengthen human resources and operational capacities through trainings on how to achieve the utmost efficiency in bilateral and multilateral communication between SIRENE Bureau. The future SIRENE Bureau staff in Serbia shall require linguistic skills covering as wide a range of languages as possible and on-duty staff shall be able to communicate with all SIRENE Bureaux. They need to have the necessary knowledge on: national, European

and international legal aspects, their national law enforcement authorities, and national and European judiciary and immigration administration systems.

Furthermore, there is a need to strengthen human resources and operational capacities through trainings and the reorganisation to allocate staff more effectively where needed as it enables trained staff to use different information tools in their work so as to enable them to validate requests and replies within various police channels within police cooperation (Secure Information Exchange Network Application – EUROPOL, SIRENE – Schengen Information System (SIS 2), exchange procedure in case of a Prüm hit, I-Link INTERPOL system).

### **3.2 Ongoing reforms:**

There has been progress in all areas covered by the Action plan for Chapter 24. In terms of the police cooperation, which is of relevance for this project, within the third reporting period (July-December 2017) the Action Plan has been implemented in 47,05% of activities, partially in 44,12 % and not realised 8,83% or in other terms 16 activities have been realised, 15 activities are ongoing and 3 activities have not been realised out of the total of 34 activities. The implementation of the Action Plan 24 has created the need for HR reorganisation in many Institutions in the sector and the need to build capacities on new competences related to ongoing reforms from the AP Chapter 24<sup>2</sup>.

Together with rule of law, fundamental rights and economic governance, Public Administration Reform (PAR) represents one of the 3 pillars of a so called 'Fundamentals first' approach. Serbia is currently implementing its second PAR implementation plan covering period 2018-2020. The project will take due consideration of the measures being implemented under the public administration reform process. In particular the provisions governing public policy making (regulatory impact assessments, public consultations etc.), establishing new institutions (under the mandate of the Ministry of Public Administration and the Ministry for European Integration), and merit based management and development of human resources governed by public/civil service legislation.

This project largely relies on the AP 24 activity 6.1.2.8 for the implementation of Recommendation 6.1.2 (Strengthen human resources and the operational capacities to implement various instruments in the field of efficient police cooperation, in particular the Swedish Initiative) within the Subchapter Police Cooperation of the Action Plan for Chapter 24 of the EU *acquis*, which envisages the establishment of a SIRENE Bureau, with the aim of performing its role in information exchange with other EU Member States.

Thus, this project aims to provide support in preparing all the necessary technical, legal and HR requirements which must be met for the establishment of a SIRENE Bureau. As this process represents that part of EU integration, the implementation of the project is on the level of the sector sustained by the planned reform of the Serbian Ministry of Interior predominantly in the area of EU integration, but also in fields of the efforts made to improve HR structures and IT sector as regards the upgrading of electronic systems used for the operational work of the officers of the Ministry of Interior and information exchange systems.

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<sup>2</sup> (see [http://arhiva.mup.gov.rs/cms\\_cir/oglasi.nsf/ap-p24.pdf](http://arhiva.mup.gov.rs/cms_cir/oglasi.nsf/ap-p24.pdf))

The key strategic priorities in the work of the Ministry for the period from 2015 to 2018, which are of relevance for the project are EU integration, police reform and the fight against organised crime and corruption, taking into consideration the fact that SIRENE Bureaux are responsible for supplementary information exchange and coordination of activities connected to SIS alerts for the purpose of national security, border control and law enforcement.

The overall reform of the Ministry of the Interior is fully committed to the improvement of the overall efficiency and effectiveness of its main functions, which means that it should support better quality international cooperation and information exchange in the area of crime prevention and suppression, which is one of the main tasks of the future SIRENE Bureau, through providing assistance in building its human resources and technical capacities.

On issues relevant to the work of the SIRENE bureaux such as border control, visas, external migration, asylum, police cooperation, the fight against organized crime and against terrorism, cooperation in the field of drugs, customs cooperation and judicial cooperation in criminal and civil matters, Serbia has accepted the need to be properly equipped to adequately implement the growing framework of common rules.

### **3.3 Linked activities:**

Support to establishing the legal framework and the human resources management and development will take due consideration of the requirements stemming out of the ongoing public administration reform process. In particular, the Serbian regulatory framework established by the Law on policy planning system regulating policy making processes and the regulations governing public service employees in terms of merit based and equal treatment principles. Establishment of the new institution and systematisation of the job posts will be closely coordinated with the Ministry of Public Administration and the Ministry for European Integration as foreseen by the Public Administration Reform measure for optimisation of public administration.

The list below describes the main projects relevant to this twinning project, all of which have been funded by the EU under IPA and bilateral donors and international organizations.

#### **EU funded projects**

**Title:** “Further developing and implementing mechanisms for a comprehensive and consistent monitoring of legal migration in the Republic of Serbia”

**Donor:** EU - IPA 2012

**Budget:** 3,107,500.00 EUR

**Duration:** Started November 2014-Ended November 2016

**Type:** TW, Supply

**Description:** The project had the purpose to strengthen the existing capacities of the Serbian Ministry of Interior and Ministry of Foreign Affairs for better management of migrations through effective policies and coordination procedures by achieving the following results: 1. New model of national visa issuing system prepared according to EU best practices, 2. A Central database, which will enable detailed monitoring and analysis of data according to nationality, sex, age of foreigners operational for the purposes of Ministry of Interior and Ministry of Foreign Affairs as well as for other external users, 3. Diplomatic – consular mission officers and border police officers use new IT skills and gained knowledge as well as coordination methods to detect potential illegal migrants, trafficked persons, counterfeited

documents and abuse of working permits and 4. System for monitoring foreigners with departure orders established.

**Title:** "Preparation of the Schengen Action Plan"

**Donor:** EU - IPA 2013

**Budget:** 129,036.00 EUR

**Duration:** Started August 2016-Ended August 2017

**Type:** Framework contract

**Description:** The project has carried out analysis of the current state of border security system (hardware, software, and human resources aspect) and recommending further development in line with the existing EU standards, especially with the Schengen standards. The project has also prepared detailed report on identified current and potential risks and/or threat analysis in the area of border management, including recommendations. In addition, the project has analysed the existing capacity of equipment for border surveillance and control, and preparation of Gap Analysis as well as recommendations for Gap filling. And finally, the project has prepared. A Needs Assessment Document for required equipment with breakdown and the general costing of the equipment for future planning purposes

**Title:** " Developing the readiness to join the EU information systems "Schengen Information System II""

**Donor:** EU – TAIEX

**Duration:** October 2014

**Type:** TAIEX

**Description:** TAIEX study visit on the Schengen Information System (SIS II) organised in co-operation with the Estonian Ministry of Interior and the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (EU-LISA) See <http://www.eulisa.europa.eu/AboutUs/SmartBorders/Pages/default.aspx>

**Title:** Twinning project "Enhancing border control - Development of the Schengen Action plan"

**Donor:** EU - IPA 2014

**Budget:** 1,500,000 EUR

**Duration:** Started October 2018

**Type:** TW

**Description:** Objective of the project is to enhance efficiency in the management of migration flows and to enhance the Border Police capacity for development of the Schengen standards.

**Title:** Support to Home Affairs 2015

**Donor:** EU - IPA2015

**Budget:** 3,550,000 EUR

**Duration:** Preparation of tender dossier for the Supply contract is underway, expected period of implementation is two years

**Description:** To Strengthen international police cooperation (in line with EUROPOL standards) with a view to meeting security standards in accordance with recommendations from the analysis conducted by an expert from Europol and in accordance with EUROPOL System specific security requirements, EUROPOL Security Manual and EUROPOL Security Guidelines, which is aimed at rising physical security of the premises.

**Title:** ILECU (International Law Enforcement Coordination Units) is a regional project of the European Union on the establishment of national units for coordination of international law enforcement cooperation for the Western Balkan countries, Albania, Bosnia and Herzegovina, Croatia, Montenegro, Serbia and the Former Yugoslav Republic of Macedonia.

**Donor:** EU funded

**Budget:** 2,000,000 EUR

**Duration:** The ILECU's Project has been started and financed by the European Union from the CARDS funds for 2005.

**Description:** Through this Project, all member countries of the aforementioned region shall work jointly on combating all forms of organized crime, namely, through efficient procedures, good organization and through presentation of high-quality international standards. The core of the Project is the establishment of national coordination units for international law enforcement cooperation in the way which means that there is one centre, i.e. Unit in each country which cooperates with the international organizations such as Interpol, Europol, Eurojust, Frontex, SECI Center (SELEC), OLAF, SIS (Schengen Information System) and SIRENE, liaison officers (national and foreign).

**Title:** "Support to preparation for participation in EUROSUR network and EURODAC system"

**Donor:** EU – IPA 2016

**Budget:** 1,000,000 EUR

**Duration:** 24 month - Planned to start in 2019

**Type:** TW

**Description:** The purpose of this project is to improve situational picture and increase reaction capability at external borders through support to preparation of necessary steps required to join the EUROSUR (Euro surveillance) network and to establish a national system of personal data base, of fingerprints and prepare a national biometric base for fingerprints from asylum seekers and illegal persons on the territory of Serbia and build capacities for exchange data in the EURODAC system  
There is no overlap with Result 6 of this project

**Title:** "EU Support for Efficient Border Management" (under preparation)

**Donor:** EU – IPA 2016

**Budget:** 2,000,000 EUR

**Duration:** 24 months

**Type:** TA

**Description:** The purpose of this project is to strengthen institutional capacity of the Ministry of Interior, the Ministry of Agriculture, Forestry and Water Management with its Plant Protection Directorate and Department for Border Phyto-sanitary Inspection, the Veterinary Directorate and the Department of border veterinary inspection as well as the Customs Administration within the Ministry of Finance for the implementation of measures foreseen in the IBM Strategy and Action Plan. There is no overlap with this project.

**Title:** "Sector Reform Contract for Integrated Border Management"

**Donor:** EU – IPA 2016

**Budget:** 24,000,000 EUR

**Duration:** 36 months (2017-2019), ongoing.

**Type:** Sector Budget Support

**Description:** The objective of this Programme is better intra-agency, inter-agency and international cooperation and exchange of information, more effective detection of cross-border crime, increased institutional and operational capacity of the border agencies to perform border checks and border surveillance and more effective detection of irregular migration. The implementation of this programme will contribute directly to meeting of the objectives defined in the IBM Strategy and AP for Chapter 24.  
There is no overlap with this project

**Bilateral funded projects**

**Title:** Enhancing capacities to optimize organization and functioning of the Serbian Europol National Unit and the Serbian Liaison Bureau at Europol headquarters in The Hague

**Donor:** The Ministry of Foreign Affairs of the Kingdom of Norway

**Duration:** foreseen to start in 2019)

**Description:** The aim of this project is to build the technical capacities of the Serbian Europol National Unit and the Liaison Bureau at Europol Headquarters and enhance the knowledge of its staff and cooperating partners through various seminars, workshops and study visits with a view to developing international police cooperation in fighting organized crime and terrorism. The knowledge gained from the project will be useful for the establishment of the SIRENE Bureau, considering the correlating tasks and duties of both Europol National Unit and SIRENE Bureau.

**Title: Support to the Strategic Development of the IT system within the Serbian Ministry of Interior (concluded)**

**Donor:** SIDA (Sweden)

**Budget:** 1,623,564.50 EUR

**Duration:** 30 months

**Description:** This Swedish (SIDA) funded project has enabled a strategic overview of the Ministry's IT services and the development of a new strategic framework, which will allow for a more structured future development of IT services within the Ministry.

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

This project is linked to following Union standards/norms/Acquis: As regards EU integration of Serbia, the Ministry of Interior manages the work of the Negotiation Subgroup for Chapter 24 and the draft of the Action Plan (AP 24) which will include and thoroughly develop all the activities which should be implemented for the full harmonisation with the EU norms and provision of the capacities for the implementation of the harmonised regulations. In this context the organisational structure of the Ministry will be changed to provide all organisational units, including the future SIRENE Bureau with the required number of officers and adequate skills and knowledge, concurrently with which the legal documents necessary for the establishment of the SIRENE Bureau should be recognised and adopted.

The expected project results are linked with:

- The Commission Implementing Decision (EU) 2015/219 of 29 January 2015 replacing the Annex to Implementing Decision 2013/115/EU on the SIRENE Manual and other implementing measures for the second generation Schengen Information System (SIS II).
- The Council conclusions on better use of SIS and SIRENE for the exchange of information on third-country nationals refused entry. 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)
- Regulation (EC) No 1987/2006 of the European Parliament and of the Council of 20 December 2006 on the establishment, operation and use of the second generation Schengen Information System (SIS II)
- Regulation 1931/2006/EC of 20 December 2006 of the European Parliament and of the Council laying down rules on local border traffic at the external land borders of the Member States and amending the provisions of the Schengen Convention;
- Commission Recommendation C (2006) 5186 final of 6 November 2006 establishing a common "Practical Handbook for Border Guards (Schengen Handbook)" to be used by Member States' competent authorities when carrying out the border control of persons and its amendment C (2008) 2976 final;

- Council Conclusions of 5 and 6 June 2008 on the management of the external borders of the Member States of the European Union (2873rd Justice and Home Affairs Council meeting in Luxemburg);
- Council Regulation ( EU) No 1053/2013 of 7 October 2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen *acquis* and repealing the Decision of the Executive Committee of 16 September 1998 setting up a Standing Committee on the evaluation and implementation of Schengen.

### **3.5 Results per component**

The results of this project should contribute to the achievement of the objectives given in 2.1 and 2.2.

#### **RESULT 1 – Component 1: To amend the legal framework for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual**

**The following sub-results are to be achieved (not exhaustive list):**

- Gaps and weaknesses identified in the legal framework for the establishment of the SIRENE Bureau with prioritized recommendations for amendment
- Sub-laws for the establishment of the SIRENE Bureau drafted
- Representatives of the future SIRENE Bureau, Secretariat for normative and legal affairs and from the Police Directorate trained on the Legal framework for the establishment of the SIRENE Bureau.

#### **RESULT 2 – Component 2: To draft the Roadmap for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual**

**The following sub-results are to be achieved (not exhaustive list):**

- Shortcomings of the present institutional framework defined
- Procedures, measures and steps for the establishment of the SIRENE Bureau defined
- Road map for the establishment of the SIRENE Bureau with analysis on implementation methods and budget for implementation prepared

#### **RESULT 3 – Component 3: To prepare HRM organisation for the establishment of the SIRENE Bureau and to develop Functional HR analysis (with necessary number of staff) in line with the SIRENE Manual**

**The following sub-results are to be achieved (not exhaustive list):**

- HR analysis with organizational structure (optimal size of staff, definition of job descriptions, profiles description, criteria for selection of staff) for the establishment of the SIRENE Bureau prepared

#### **Result 4 – component 4: To strengthen capacity of staff to take up positions in the SIRENE Bureau via training, including training of trainers, study visits and internships**

**The following sub-results are to be achieved (not exhaustive list):**

- Curriculum for training of staff to take up positions in the SIRENE Bureau prepared
- Staff to take up position in the SIRENE Bureau trained to work in the SIRENE Bureau (including on Data protection and security, Use of SIS data base, Use of Information exchange systems, Information exchange methodology, Legal framework of SIRENE Bureau, Technical aspects of SIRENE Bureau)
- Training of trainers of selected Staff of the SIRENE Bureau
- Study visits to SIRENE Bureaus in EU Member States for selected BC staff organised.

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

The project team will consist of a project leader, one Resident Twinning Advisor (RTA) and a pool of experts for ad hoc assignments. The RTA will have a leading role in the realisation of the activities of the aforementioned project tasks while the project leader will be in charge of the whole coordination of activities, compliance with the given deadlines, in order to reach the project results in a way to achieve the purpose of the project. All experts shall meet the formal conditions as set out in the Twinning Manual. The project team will therefore closely cooperate with Serbian counterparts and counterpart institutions. Work plans will be prepared in close cooperation and the BC side for the purpose of project implementation. The RTA, together with the RTA Counterpart and the BC Project leader will ensure, that any difficulties that could hamper the implementation of the activities are identified at an early stage and effectively resolved. Both should also ensure close cooperation with the European Union Delegation to the Republic of Serbia and coordination with other ongoing and linked projects. The RTA should be supported by a team for the financial and administrative management of the project.

#### **3.6.1 Profile and tasks of the PL:**

The profile of the Project Leader should be as follows: The Project Leader should be a high-ranking official. S/he must have a broad knowledge of all processes in the area concerned, as well as good leadership skills. S/he must have a relevant university degree or minimum 8 years of equivalent work experience. The Project Leader will be tasked with the overall conception and direction of the Member State's inputs. S/he shall ensure the implementation of the project and provide full support at senior levels within the Member State administration.

Project Leader tasks:

- Coordination and monitoring of the overall progress of the project in cooperation with RTA, RTA counterpart and BC PL
- Ensure timely, effective and efficient implementation of the project and the achievement of the mandatory results through the proposed activities.
- Coordination of deployment of short term experts for supporting the efficient implementation of the project
- Reporting on the Project
- Ensuring backstopping and financial management of the project in MS
- Coordination, from the Member State side, the Project Steering Committee meetings in cooperation with RTA, which will be held in Serbia every three months.
- Participation at Project Steering Committee meetings (by devoting a minimum of three working days per month to the project with an on-site visit) Assuring compatibility with EU requirements

Project Leader profile:

- Requirements: High-ranking official in a MS MoI or have a proven contractual relation to a public administration or mandated body.
- University degree in law, public administration or equivalent or equivalent professional experience of 8 years.
- Professional experience in a police body at senior management level of minimum 3 years
- Experience in project management
- Working knowledge of English language
- Computer literacy
- Good communication skill

### **3.6.2 Profile and tasks of the RTA:**

RTA tasks:

- Responsible for monitoring project implementation and proposing corrective management actions if required;
- Support and coordination of all project activities in BC in line with the agreed work program to enable timely completion of project mandatory results and delivery of the outputs;
- Advise on related EU policies and best practices, legislation and regulation while assisting preparation of strategic documents and/or regulations;
- Establish and maintain cooperation with all beneficiaries involved in the implementation of the project, and with other related projects (ensuring the avoidance of overlapping), in close coordination with the Project Leader;
- Nomination, mobilization and supervision of the short-term experts, together with the Project Leader;
- Facilitation of the contacts with peer institutions in EU member states in order to stimulate a proper exchange of information and data;
- Organization of visibility events (kick-off and final event);
- Responsible for organisation of the Project Steering Committee meetings and reporting on the project progress in cooperation with Project Leader; identifying and reporting to the Contracting authority, at early stage, all difficulties that may jeopardize the implementation of the project and the achievement of its results;

RTA profile:

The profile of the Resident Twinning Advisor should combine both technical competence and practical experience in the development and implementation of assistance programmes and projects in the field of SIRENE.

The required qualifications are as follows:

- Civil servant in a MS MoI or proven contractual relation to public administration or mandated body;
- University degree in law, political science, security studies, information technology or equivalent or equivalent general working experience of eight years;
- Specific professional experience of at least three years within a police body at senior management level;
- Excellent command of written and verbal English;

*Assets:*

- Previous experience in working with multi-disciplinary and multi-national teams;
- Experience of working with EU funded projects;
- Experience in project management.

The RTA shall be full-time resident in the country throughout the duration of the project.

### **3.6.3 Profile and tasks of Component Leaders:**

*Five Component Leaders from both BC and MS side will be nominated in order to coordinate activities focussed on the achievement of a specific mandatory result/output Each Component Leader should have at least three years of experience basic skills relevant for the related component.*

### **3.6.4 Profile and tasks of other short-term experts:**

The profile of short-term experts should combine both technical competence and experience in providing technical assistance and providing advice in the field of functioning of the SIRENE Bureau. Short-term experts should have expertise related to SIRENE as well as specific experience related to project activities. They will take the responsibility for the implementation of the project and the achievement of the results, each for his/her individual mission tasks. They will also prepare the required reports and the outputs described. Short-term experts should have also prior experience in an international context and excellent command of English.

Short- term expert profiles:

*Short-term experts for activities related to Result 1*

*The required qualifications are as follows:*

- University degree in law, political science, security studies or equivalent relevant working experience of five years
- Minimum five years general professional experience and minimum two years of experience within a police body
- Be proficient in English verbally and in writing
- Have excellent communication and analytic skills - be proficient in report drafting and - have excellent advisory and team working skills

*Additional qualifications:*

- *Short-term experts for activities related to Result 2 and 3*

*The required qualifications are as follows:*

- University degree in human resources, political science, security studies, law or equivalent relevant working experience of five years
- Minimum five years general professional experience and minimum two years of experience within a police body
- Relevant experience in human resources issues and organization of staff trainings for
- Be proficient in English verbally and in writing
- Have excellent communication and analytic skills - be proficient in report drafting and - have excellent advisory and team working skills

*Additional qualifications:*

- Background in working within the police in fields related to this project (SIRENE) - excellent analytical, organisational and communication skills and previous experience in working with multi-disciplinary and multi-national teams

- Experience of working with EU funded projects would be an asset

*Short-term experts for activities related to IT issues (Result 4)*

*The required qualifications are as follows:*

- University degree in information technology or any other related field, appropriate discipline or equivalent working experience with five years of relevant professional experience in an area associated to this contract above the five years required below
- Not less than five years general professional experience and at least two years of experience within a police body at senior management level
- Be proficient in English verbally and in writing
- Have excellent communication and analytic skills - be proficient in report drafting and - have excellent advisory and team working skills

*Additional qualifications:*

- Background in working within the police in fields related to this project (SIRENE); - excellent analytical, organisational and communication skills and previous experience in working with multi-disciplinary and multi-national teams
- Experience of working with EU funded projects would be an asset

#### **4. Budget**

##### **Maximum Budget available for the Grant**

Support to the preparation for the establishment of SIRENE Bureau	<b>IPA Contribution</b>	<b>National co-financing</b>	<b>TOTAL</b>
Twinning Contract	€ 1,000,000.00		€ 1,000,000.00

The Ministry of Interior will provide the twinning partner with adequate office space for RTA and experts, meeting rooms and equipment necessary for relevant everyday activities and training foreseen in twinning fiche. In addition to the RTA's assistant a full time translator-interpreter must be appointed, allowance for this must be made with the project budget. The translator will be involved in the training activities as a translator. If necessary (for example during training activities, translation of project documents/reports and materials, organizational activities) an additional translator must be hired and the costs will be covered by the project. The following expenses are also to be covered with the project funds: translation of training materials, legislation, reports etc. and per diems and incidental costs for the study tour and internship activity.

#### **5. Implementation Arrangements**

##### **5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):**

EU Delegation to the Republic of Serbia  
Mr: Gerhard Salzer, Programme Manager

Address: Avenija 19a, Vladimira Popovića 40/V,  
Novi Beograd, Serbia  
E-Mail: Gerhard.Salzer@eeas.europa.eu

## **5.2 Institutional framework**

The International Operational Police Cooperation Department within the Police Directorate of Serbia will be responsible for this Twinning project.

The main beneficiary of project is the International Operational Police Cooperation Department, which was established in 2010 within the Police Directorate of the Ministry of the Interior of the Republic of Serbia as the main unit in charge of the international police cooperation and the exchange of information which relate to combating trans-border crime in accordance with national regulations and internationally assumed commitments based on the membership of international organisations or concluded international agreements

The International Operational Police Cooperation Department is responsible for communication and the exchange of information with INTERPOL, EUROPOL, SELEC, FRONTEX, OLAF, SIRENE Bureau, foreign liaison officers and other international law enforcement agencies based on agreements on international police cooperation in the area of combating crime within the scope of the Ministry of the Interior as well as for international cooperation established on the basis of the national agreements with the Ministry of Finance (the Department for Money Laundering, Customs Administration and Tax Administration), the Ministry of Justice and Republic Public Prosecutor's Office. It is also in charge of streamlining and surveying the information flow, i.e. the operational information exchange between the state authorities and international partners in compliance with the powers and competence which it has in the national legal system and in accordance with the EU standards. It performs the function of the National Central Bureau of INTERPOL, the National Contact Point of EUROPOL and the National Contact Point for Cooperation with SELEC and it is to perform the function of the SIRENE Bureau upon the accession to the EU.

The International Operational Police Cooperation Department inter alia performs the following: contribution to the development of international cooperation in the area of combating crime at operational and strategic level, participation in drafting national strategies, recommendations and opinions for the purpose of the harmonization of the national legislation with the international standards and commitments, extraditions and transfers of convicts, acting upon the requests from national and international authorities for international legal assistance in criminal matters, protection and provision of access to international databases and provision of secure communication channels and the education of their users, insertion, update and deletion of data transferred from national databases into international databases, participation in EU integration tasks in accordance with its scope of work, giving expert views and comments and participation in the negotiations for the conclusion of bilateral and multilateral agreements on police cooperation, opinions, maintaining records of information exchanges within international police cooperation, implementing international standards in relation to setting up, keeping and protection of databases which do not exist at national level, but the existence of which is the condition for the membership of international organisations.

## **5.3 Counterparts in the Beneficiary administration:**

### **5.3.1 Contact person:**

#### **Aleksandra Vitas**

National Contact Point for Cooperation with EUROPOL  
International Operational Police Cooperation Department  
Police Directorate- The Ministry of the Interior-

**E-Mail:** [aleksandra.vitas@mup.gov.rs](mailto:aleksandra.vitas@mup.gov.rs), tel. *no.* +381 11 3347132

### **5.3.2 PL counterpart**

BC Project Leader Name: BC Project Leader: Nebojša Kosić

Email: [interpolbeograd@mup.gov.rs](mailto:interpolbeograd@mup.gov.rs), tel. *no.* +381 11 347 129

### **5.3.3 RTA counterpart**

RTA Counterpart: Sergej Uljanov

Email: [interpolbeograd@mup.gov.rs](mailto:interpolbeograd@mup.gov.rs), tel. *no.* +381 11 347 129

## **6. Duration of the project**

Duration of the project is 24 months (+3 Months for contract closure)

Expected launch of call: November 2018

Foreseen start of project activities: May 2019

Project completion: May 2021

## **7. Sustainability**

Through this project Beneficiary will strengthen its capacities and will become ready for the establishment of the single coordination centre for the exchange of police information, which in a due time will meet necessary criteria to become/be authorized as a SIRENE Bureau when Serbia enters the EU.

Further, sustainability will be enforced by taking due consideration of the requirements stemming out of the ongoing public administration reform process while supporting establishing of the legal framework and the human resources management and development. In particular, the Serbian regulatory framework established by the Law on policy planning system regulating policy making process and the regulations governing public service employees in terms of merit based and equal treatment principles. Establishment of the new institution will be closely coordinated with the Ministry of Public Administration and Ministry for European Integration, as foreseen by the Public Administration Reform measure for optimisation of public administration system.

As for the amendments to legal framework, one of the results of the project will be to have the draft legislation related to the establishment of a SIRENE Bureau and its infrastructure revised and the recommendation for its amendment prepared. All activities related to this goal will be documented and as a final outcome the Beneficiary will obtain the legislative analysis with the recommendations that will be a basis for the establishment of a SIRENE Bureau. These documents will also serve as a source for consultations in the process of Bureau establishment, as well as for consultation by the employees at any time in their daily work if the need arises. Additionally, the analyses should indicate the potential problems in advance so that they could be easily overcome. With the achievement of this project result, BC will gain the overall legal support and thus will be enabled to start with the process of establishment of a coordination centre and SIRENE Bureau afterwards.

Moreover, the HR gap analysis will give an overview of the optimal composition of the future SIRENE Bureau staff and it will clearly define their number, their roles, profiles, job description and selection criteria for employment of new staff. Based on this analysis, it will be possible to draft internal working rules, i.e. Manual on Work Procedures, which will set out the working methods, principles of activity and working principles and will provide a permanent source document for consultations for any issues related to the operation, staff and working procedures of the bureau. Respective activities will result in live comprehensive documents that will be further used even after the Bureau is established. An additional value of the analyses is to offer the founded justification for requesting the amendments to the current organizational structure, i.e. increase number of employees of the division, which is to become a SIRENE Bureau. It will also have positive effect on the professionalism and the expertise of the staff, who will be able to perform work with success and good results.

Training activities and internships will have a positive impact and multiplier effect on the daily work of participants. In addition, the Training of Trainer activity will contribute to the sustainability of the project. The trainers that have received certificates for their successful participation to the ToT will be in charge for the training of future staff of the SIRENE Bureau. Based on the trainings delivered to them, the trainers will be able to prepare training programmes and materials for officers working at the Bureau and those working with SIRENE in other involved police units and law enforcement institutions prepared. Officers will increase their competence and will be able to ensure successful implementation of the Schengen Acquis in the area of police co-operation. The Department will strive to ensure senior positions for the trained staff based on their experience and achieved results and thereby to retain them in the Ministry and enable transfer of knowledge to newly employed staff. Furthermore, all possibilities for trainings in the respective area will be used in order to increase their level of expertise and thus increase their value within this unit, i.e. Bureau.

## **8. Crosscutting issues** (*equal opportunity, environment, climate etc.*)

### ***Equal Opportunities and non-discrimination***

The basic principle of equal opportunities will be adhered to as reflected in Serbian legislation. Gender equity principles will be respected in the implementation of all Project activities. Based on the fundamental principles of promoting equality and combating discrimination, participation in the operations will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

*Environment and climate change*

N/A

*Minorities and vulnerable groups*

N/A

*Civil Society/Stakeholders involvement*

N/A

## **9. Conditionality and sequencing**

The underlying assumption for this project is the Serbian political will and ability to prepare for future EU membership. So far there has been no reason to doubt this assumption. Projects to be implemented through Twinning require the full commitment and participation of the senior management of the beneficiary institution. In addition to providing the Twinning partner with adequate resources to operate effectively, the senior management must be fully involved in the development and implementation of the project results.

## **10. Indicators for performance measurement**

Result 1: To amend the legal framework for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual

Indicators:

- Comprehensive legislative analysis for the establishment of the SIRENE Bureau with prioritised recommendations prepared
- Sub-laws to be defined

Result 2: To draft the Road Map for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual

Indicators:

- Detailed plan of concrete activities/measures (including Rules and procedures) for the Roadmap for the establishment of the SIRENE Bureau in line with the SIRENE Manual drafted
- Number of Workshops organised

Result 3: To prepare HRM organisation for the establishment of the SIRENE Bureau and to develop Functional HR analysis (with necessary number of staff) in line with the SIRENE Manual

Indicators:

- HR Gap analysis with recommendations drafted
- Number of Workshops on recommendations from the HR Gap analysis (
- Functional HRM analysis drafted (including organizational structure, optimal size of staff, definition of job descriptions, profiles description, criteria for selection of staff)

- Number of seminars on Lessons learned on HR organization of SIRENE Bureaus and working procedures in EU Member States
- Manual on Work procedures for the SIRENE Bureau consistent with the formal decrees and job requirements and existing by-laws for all government bodies regarding job descriptions and written procedures prepared

Result 4: To strengthen capacity of staff to take up positions in the SIRENE Bureau via training, including training of trainers, study visits and internships

Indicators:

- TNA and Training Programme prepared
- Number of formal trainings and on the job trainings delivered on different lines of work of the SIRENE Bureau for at least 5 staff ( at least 5 formal trainings and on at least 5 on the job trainings)
- Number of inspectors received certificates from ToT on work methodology of the SIRENE Bureau (at least 5 inspectors received certificates for their successful participation)
- Number of study tours on the operational and work methodology of the SIRENE Bureau organised
- Number of Study tours on technical (premises and IT) conditions for establishment of SIRENE Bureau organised
- Number of Study Visits to the Headquarters of the SIRENE Bureau Management
- Number of seminars on best practices on SIRENE Bureau organised
- Number of MoI staff have participated in internships in project partner(s) country(ies) (for at least 5 BC Staff selected to become Trainers)

## **11. Facilities available**

One office for RTA for his/her daily work and assistant will be provided by the beneficiary institution. A meeting room will be available for the project as well as a training room for 10 persons.

## **ANNEXES TO PROJECT FICHE**

1. Logical framework matrix in standard format
2. List of relevant Laws and Regulations

### ANNEX 1 Logical framework matrix

Twining fiche –Support to the preparation for the establishment of SIRENE Bureau		
	Total budget 1 MEUR	IPA budget 1 MEUR

Overall objective	Indicators	Source of Verification (SoV)
To contribute to meeting security standards for police information exchange between Republic of Serbia and EU MS in accordance with EU standards based on the European Information Exchange Model (EIXM) and as defined in Commission implementing Decision 2017/1528 of 31 <sup>st</sup> August replacing the Annex to Implementing Decision 2013/115/EU on the SIRENE Manual and other implementing measures for the second generation Schengen Information System (SIS II) (notified under document C(2017/5893)	Progress made towards meeting conditions for the Establishment of the SIRENE Bureau	Monitoring report on the Implementation of activities within the AP 24

Specific objective	Indicators	SoV	Assumptions
To prepare all the necessary technical, legal and HR requirements necessary for the establishment of the SIRENE Bureau.	Initial steps towards the establishment the SIRENE Bureau taken	Monitoring report on the Implementation of activities within the AP 24	Support of the MoI top management on the strategic level for the establishment of the SIRENE Bureau
Results	Indicators	SoV	Assumptions
<b>RESULT 1.</b> To amend the legal framework for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual	1.1.Comprehensive legislative analysis for the establishment of the SIRENE Bureau with prioritised recommendations prepared 1.2.Number of sub-laws defined	Project reports	Staff available to participate in trainings
<b>RESULT 2</b> - To draft the Road Map for the establishment of the SIRENE Bureau in accordance with the SIRENE Manual	2.1. Detailed plan of activities/measures (including Rules and procedures) in the Road-Map for the establishment of the SIRENE Bureau in line with the		Technical experts available to participate to Study tours  International experts available to participate to

<p><b>RESULT 3.</b> To prepare HRM organisation for the establishment of the SIRENE Bureau and to develop Functional HR analysis (with necessary number of staff) in line with the SIRENE Manual</p> <p><b>RESULT 4.</b> To strengthen capacity of staff to take up positions in the SIRENE Bureau via training, including training of trainers, study visits and internships</p>	<p>SIRENE Manual prepared 2.2.Number of Workshops organised</p> <p>3.1.HR Gap analysis with recommendations drafted 3.2.Number of Workshops on recommendation from the HR Gap analysis 3.3.Functional HRM analysis drafted (including organizational structure, optimal size of staff, definition of job descriptions, profiles description, criteria for selection of staff) 3.4.Number of seminars on Lessons learned on HR organization of SIRENE Bureau and working procedures in EU member states 3.5.Manual on Work procedures for the SIRENE Bureau prepared 4.1.TNA and Training Programme prepared 4.2.Number of formal trainings and on the job trainings delivered on different lines of work of the SIRENE Bureau for at least 5 staff (at least 5 formal trainings and at least 5 on the job trainings) 4.3.Number of inspectors who received certificates from ToT on work methodology of the SIRENE Bureau (at least 5 inspectors receive certificates for their successful participation) 4.4.Number of study tours on the operational and work methodology of the SIRENE Bureau organised ( 4.5. Number of Study tours on technical (premises and IT) conditions for establishment of SIRENE Bureau organised 4.6.Number of Study Visit to the Headquarters of the SIRENE Bureau Management</p>		<p>the international seminar</p> <p>SIRENE Bureau in EU willing to receive internees</p> <p>Sufficient space for accommodating equipment and staff</p> <p>IT MoI experts within MoI have sufficient knowledge for the establishment of the required information system</p>
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	4.7 Number of seminar on best practices on SIRENE Bureau organised 4.8.Number of MoI staff have participated in internships (for at least 5 BC Staff selected to become Trainers )		
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
	Twinning contract	1MEUR	-
<b>Pre-conditions</b>			

## **Annex 2. List of relevant Laws and Regulations**

- Criminal Procedure Law,
- Law on Police, the Constitution of the ICPO-INTERPOL,
- INTERPOL Rule Book on Processing of Information,
- the Law on the Ratification of the Operational and Strategic Agreement between Europol and the Republic of Serbia, the SELEC Convention,
- Law on International Legal Assistance in Criminal Matters,
- Law on Personal Data Protection,
- Confidentiality Data Law,
- the Memorandum of Understanding of Confidentiality and Information Assurance concluded with Europol,
- The Bilateral Agreement for the Interconnection of the Computer Networks between Serbia and Europol and laws on the ratification of international (bilateral and multilateral) agreements.
- Law on planning system and Law on State Administration regulating impact assessments and public consultations for work on any new legislation;
- Regulations governing internal organisation, systematisation and job descriptions.