

**Development
Co-operation between
the Swedish National
Police Board and the
National Police Boards
of Estonia, Latvia,
Lithuania 1999–2001**

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**Department for Central and
Eastern Europe**

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1 General Background regarding the co-operation

The development co-operation with the Estonia, Latvia and Lithuania within the field of Justice and Home Affairs was initiated in 1991. The major part of the co-operation has been implemented through the Swedish National Police Board and the Swedish Prison and Probation Administration. From 1997 the co-operation concentrated mainly on projects regarding transfer of knowledge and training activities. The Swedish development co-operation in the field of Justice and Home Affairs has since 1998 been based upon bilateral agreements between the Ministry of Justice of Sweden and the Ministries of Justice and Interior of Estonia, Latvia and Lithuania. A governing document for Sweden regarding the co-operation is further the respective country strategies for Estonia, Latvia and Lithuania.

The agreements were between 1998–2001 accompanied by action plans that were updated on a yearly basis. Projects under the bilateral agreements were assessed and financed by Sida.

In total SEK 19 640 050 has been allocated through Sida to the development co-operation in the field of police between 1998–2001. The said co-operation has been carried out by implementing parties, namely, the Swedish National Police Board (RPS) and the respective National Police Board and State Police and respective departments/boards of the police service in the recipient countries.

Further, the Swedish development co-operation within the field of Justice and Home Affairs is mainly focused on EU integration and directly linked to the respective National Programme for the Adoption of the Aquis (NPAA).

The integration process into the European Union and the EU membership will have a profound impact on the whole public administration system, including the law enforcement of each state.

Sida has commissioned an assessment of the police co-operation projects, which has taken place in accordance with the attached Terms of Reference (in Appendix A).

Advocate Pia Sassarsson Cameron was appointed by Sida to undertake the assessment.

The draft report has been submitted to the evaluated parties for comments. The Swedish National Police Board, the Estonian and Lithuanian parties gave comments which have been duly noted.

2 Executive Summary and General Conclusions of the Evaluation of all Projects

A Executive Summary

Policing and the process of change:

The scale of the task and the need for limited, achievable objectives

The transition to a civil agency from a militia force under the control of the military, since post Soviet independence and under a time of rapid social changes in the society, is without any exaggeration, a huge undertaking. The key function of the Soviet militia was to protect the existing regime, rather than the public. Thus, the role, functions, mandates, organisational structures and policy and development strategies of the police force after 1991 needed to be redefined and formulated.

Changing the organisational “culture” takes time. Most importantly, a minimum level of public support is necessary for a police force to function well in a democracy. This support has to be built up over time, and is easily dissipated. Various measures (normative, structural and operational) have been taken in all three states. However, it is fair to say, despite the great steps taken, that the process of transition is still ongoing. A process of change *from a reactive to a pro-active* working model for any sector is by *nature a long-term undertaking*, and it is necessary to distinguish between what can, and should, be achieved during the short period of project, and what is a long term ambition when formulating and implementing a development co-operation project.

Project context

a) Complexity of the task

The idea is relatively new that EU candidate states have to be *Rechtsstaater* dating only from the entry into force of the Maastricht treaty. However, it was first with the Amsterdam treaty in 1999 that this idea began to be taken seriously. Within a very short period of time, the EU Commission, and the member states, had to *identify the components of a Rechtsstaat*, determine what “weight” was to be given to each of these, apply the resulting “blueprint”¹ of what such a system should embrace to the candidate states, identify areas of *need* in these candidate states *and prioritise* among these, identify suitable development partners with competence in the area in question (police institutions etc.), give them clear instructions and then measure the results against the “blueprint”. This was new for all of the parties involved.

All of this occurred under strong pressure of time, as the Rechtsstaat convergence criteria were only one part of the total membership criteria and the process had its own political momentum and timetable which was very difficult to change. The area of Justice and Home Affairs is itself relatively new for the Commission and it is the member states which have the personnel with expertise in this area.

There is a complicated division of legislative competence in this area between the Commission and the member states (and between the different pillars, title IV of the EC treaty and title VI of the TEU) and EU policy making in this area has certainly not been transparent. Simply to understand the concrete standards the EU has set in this area – the treaties, decisions, recommendations, framework decisions, guidelines etc. adopted in the area of police co-operation – requires good knowledge of criminal procedure, criminal law, comparative constitutional and administrative law and human rights.

¹ The “blueprint” / main components of what a Rechtsstaat system should entail according to the Commission are; public authorities founded by law, subject to the law, a system of separation of powers, respect for fundamental rights and freedoms and an independent judiciary

All this means that just understanding and working with the EU *acquis* in this area is more difficult, as an outsider, whether governmental or otherwise. This is an experience expressed both in published material and by persons with practical work experience from the sector as advisors/trainers.

b) Political sensitivity of the task

Much aid has, of course, a political dimension. But development aid in the area of Justice and Home Affairs is inherently political. This is entirely understandable since the issues are close to, or at the very heart of, each states' sovereignty. Each state must feel it has total control over its police, prosecutors and court system and each state is highly sensitive to any hint of foreign interference. As far as the Baltic states are concerned, with their long and recent experience of foreign occupation, this sensitivity is, naturally, all the greater.

It is therefore of the outmost importance that particular allowances and consideration should be made when preparing and implementing projects in this field in general and especially regarding law enforcement aid. Trust must be present, and to achieve trust, most often time is required.

The need for detailed knowledge of the political context of the target state and the need for sufficient time to carry out and follow-up development projects in the short and medium-term

For any country, organisation or financier it is important to understand the *contemporary context* which is under constant change as well as the *historical context*, when entering into any co-operation. *Comparative knowledge* is necessary to facilitate the analysis of what for example the Swedish police could contribute with to be relevant and of benefit to the recipient. *Time to plan and follow up to adapt and adjust* to necessary changes must be allowed within the framework for the co-operation since the project context changes. In particular, projects can lose relevance due to political and other developments.

The planning and implementation of the projects has for more all less all involved parties meant *new experiences* of international, bilateral development co-operation. The projects studied in the present report show that skills and methods on how to handle such undertakings have in general developed and improved as the co-operation proceeded.

Problems identified which are caused by the method of formulating and implementing projects

The Government agreements on development co-operation and technical assistance in the area of Justice and Home Affairs, and in particular the action plans with identified projects and timetables, seem in some cases to have created expectations on delivery of equipment. The Government agreement appears not to take into consideration that the appointed financier, Sida, have rules, regulations and policies that to a large extent prevents the fulfilment of such an expectation.

Another consequence of the Government agreements is that the project planning phase regarding *needs assessment and problem analysis, formulation of objectives* and even implementation issues, activities and time plans are *to a great extent determined beforehand*. This is understandable bearing in mind the special context of the Justice and Home Affairs convergence criteria. However, it does not fit in well with the usual method of development cooperation, i.e. confining the government agreement to the broad issues of principle, and letting the people at the operational level, who have the necessary expertise, formulate and implement the short-term goals and methods for achieving these. Rapid developments in the sector and the fact that the parties present in the Government Agreement process are not necessarily the persons with responsibility for the implementation can create from a projects and the authorities point of view, less favourable conditions for implementation.

See further section 3, “ Conclusion and recommendations regarding the possibility of a more programme oriented approach in future co-operation” regarding all projects below.

B General Conclusions – All projects

Below is what could be stated as very general conclusions relevant for the 21 projects in the three countries. Project and country specific conclusions are stated in the separate chapters on each country.

Regarding project objectives

A general conclusion from all the projects covered by this evaluation, given the project context and the implementing parties earlier experience of co-operation in this particular form, is *overall positive*. However, the project planning model with Action Plans in the Government Agreements and the lack of experience of project formulation of objectives in bilateral co-operation projects at some of the implementing agencies, have in some instances led to over-ambitious *project objectives* being set to be achieved during the relatively short time period for project implementation. The difference between long-term objectives and short-term project objectives should be taken into consideration to provide realistic expectations on the projects.

Regarding project reporting

The *project reporting* follows for the intended purpose, a good template developed by the International Secretariat of Swedish National Police Board. As a general observation, it may however be concluded that the actual project reporting could have been elaborated further into a more extensive format containing more information, especially to allow internal or external monitoring, follow ups and evaluation of the projects.

Regarding the so called chain of justice

Given the complexity and sensitivity described above, the in itself commendable wish to *integrate* and activate actors in the law enforcement *during the implementation* a co-operation project (i.e. police, prosecutors, judges, prison service), has proven itself too difficult. The time available for the projects in question and the fairly massive task to integrate the above actors in the same projects have not contributed to any success regarding integration of the disciplines in question. Historical and political background separates the professions and the view of what role one has, and how to co-operate differs between them. Heavy work burdens will also influence perception and readiness to take on what is regarded as new roles, which further is regarded to demand more time and efforts from the involved parties. Even if arguments of effectiveness and efficiency may be made to advocate the application of a more holistic approach when implementing projects in the sector of law enforcement, it should thus be kept in mind that the hesitation amongst professionals in the law enforcement sector towards a too close co-operation is in some respects healthy.

However, during the *planning phase* of a project, proper analyses should be made regarding the *consequences* of the planned project on other parts of the law enforcement sector. The expectation to actually achieve true integration within the time framework of such short projects could not be considered to be realistic. The issue to involve police, prosecutors and judges should be pursued in relevant matters and appropriate circumstances, but it is proposed that one refrains from making a project objective to achieve change during the project period. The experience from the projects on narcotics in Estonia and Latvia (see below) confirms this notion.

Regarding relevance

The relevance of the project approach, goals and services carried out in relation to needs and priorities of the recipients, must be deemed to be fairly high in general. For each project, please refer to the

project assessment below. The relevance of the projects will of course be influenced regarding accuracy in the needs assessment and method used during implementation by the top down planning model applied in all projects through the Government Agreements (see further the points made above in section 2 and below in section 3).

Regarding gender

None of the project documents have specifically phrased the question of gender as a project objective or set any results to be achieved in relation to gender. The project documents states in general that “consideration” has been given to the question, and the project reporting states the number of male and female participants. In general it may be said that the overall response to discussions on the topic is that this is not considered to be a separate issue on the agenda as such, simply because it is considered that all available human resources will be used without discrimination. In general in this sector and in the three countries in question qualified professionals are in demand and short in supply. The design or execution of the training in the projects can not be considered to indicate any gender bias, the training appears to be based on sound professional practice.

Project specific conclusions of the 21 projects

For more specific comments on each project, see below in section 5, 6 and 7 where further information is presented per project and country.

3 Summary of conclusion and recommendations regarding the possibility of a more programme oriented approach in future co-operation between Sweden and Estonia, Latvia and Lithuania

The assessed projects can provide some input to tentative recommendations to consider and discuss when contemplating new projects based on a programme oriented approach, or indeed other chosen co-operation models.

When extracting recommendations from the evaluated projects it should be kept in mind that this particular type of development co-operation is special both regarding the politically sensitive nature of the *subject matter*, and for *structural reasons* with regard to the document that initiates and bilaterally governs the co-operation; namely the Government Agreement on development co-operation and technical assistance in the area of Justice and Home Affairs.

Considerations regarding the project planning model

The general experience of development co-operation in the world in various areas points clearly out how *important* the feeling of *ownership and commitment* is for *sustainable development*. This conclusion and experience gained throughout the years as expressed in evaluations, reports, literature is also valid in the context of development co-operation in the area of policing in the Baltic states. The understandable desire to promote development in a certain direction resulting in a relatively detailed level of instructions on project objectives and activities (i.e. in Action Plans to Government Agreements), should, if long-term sustainable results are to be achieved, take this into account considering in particular the perspective of operational realities and pressures on the implementing authorities.

To achieve as accurate as possible relevant needs analysis, aimed at ensuring a successful implementation and sustainability, it should be considered to *involve a range* of different police officers in the process of problem identification. Such a group should include *operational* officers with practical hands-on knowledge, *managers of police resources* and *police policy makers*.

The needs assessment and identification of co-operation in the process of elaborating the Government Agreements, considerations of such nature appears to not be fully weighed in during the formulation process of the Government Agreements. Another factor is the time that inevitably will pass between the signing of the Agreements and actual start-up of projects. Current developments, external or internal, might have changed the pre-conditions for the project. When the police co-operation partners with implementation responsibility met to formulate the needs and plan activities, the problems has more or less been defined and even further developed by the action plans in the Government Agreement.

A top-down project planning model has been applied which can bring side effects and disadvantages which are not desirable. Research and literature in the subject supports this notion.

Regarding the formulation of project objectives

Regarding the formulation of project objectives it is important to distinguish between what is short term realistic to within the framework of the project to achieve from what is desirable on a longer term. *Attention should be given* to what is within the *mandate of the implementing institution* by identifying external, and internal within the department/board/division, factors contributing to success or failure. Processes ongoing contributing to loss of focus, and consideration of the local policing context is further of importance.

Receiving capacity should realistically be assessed and resources allocated. A general recommendation is to split up activities into narrowly defined, manageable units throughout the project period.

Fewer, well defined, larger projects in time and money will probably increase the effectiveness and impact of the co-operation, provided that a sound structure and organisation exists on both the implementing parties side, and that the considerations mentioned above have been duly dealt with.

Regarding project monitoring and follow-up

The projects implemented are relatively small but stretches over several years. *All projects basically benefits from monitoring and follow up.* Time and money is invested by all parties in a project, and it is essential to know where it leads and how one benefits. If instruments to monitor is in place, relatively little time is required to manage this part of a project. Indications throughout the implementation are needed whether the project objectives are realistic and realisable. Apart from questionnaire, no clear evidence that methods for evaluation were designed alongside the content of the projects.

Finally some observations from literature and articles on policing may be of interest and provide an input to discussions. A general but accurate which is relevant is made by C. Shearing (1994) in the article “Reinventing policing; policing as governance” that policing needs to be analysed, evaluated and reformed at three levels;

1. Policing exists as a form governance(it is a part of the state and of state organised formal control)
2. As an organisation
3. As streetwork

At all three levels, the police have power and discretion. Reform requires an awareness of all three levels and their interconnections.

4 The Evaluation

a) Reasons for the evaluation, scope and focus as outlined in the Terms of Reference

The purpose of the evaluation is, according to the Terms of Reference (hereinafter referred to as ToR) to assess the relevance, results effects, sustainability and cost effectiveness of the development co-operation within the field of police between 1999–2001 in projects stated in the ToR. The ToR further states that a report not exceeding 30 pages shall summarize the project evaluation.

The purpose is also to point out future development possibilities as well as lessons learned and to make recommendations for continued co-operation and to serve as an input to the discussions between Sida and the Swedish National Police Board of the foreseen transfer to a more programme oriented co-operation.

b) Approaches and methods used in conducting the assessment

The ToR for the assessment stipulates the following methodology:

- documentation study, written documentation, including project proposals, reports, guidelines and strategies, shall be studied;
- interviews with relevant actors in Sweden (Swedish National Police Board and their project co-ordinators) and with the counterparts on ministerial and authority level in Estonia, Latvia and Lithuania. Interviews shall also be made with co-ordinators of international assistance and the EC delegations. Due to overriding circumstances, the ToR states that only a limited amount of interviews with participants in project activities in a selection of projects shall be undertaken. The Consultant was further instructed to prepare a list of proposed persons to be interviewed to be presented to Sida for approval

c) Notes regarding the scope of the assessment

Given the time made available for the undertaking of the assessment of 21 Sida financing decision of regarding 19 projects in three countries, no in-depth assessment may be made, especially regarding the implementing institutions capacity, from an administrative, financial or other point of view. This question is also linked to the evaluability of effectiveness of the project implementation. This reservation has been made by the evaluator prior to the assignment and is indicated in the terms of reference by stipulating that some issues to be covered by the evaluation shall be “discussed briefly”.

The assessment can not claim to study all the issues specified in the terms of reference at any great length, but rather to identify areas, issues for future discussion between the implementing agencies and the financier. It is not aspiring to establish any one-dimensional truths in any sense, but intending to follow up and creating an awareness regarding possible constraints one might encounter in this particular type of international development co-operation in the area of policing.

5 Police Co-operation in Estonia

Policing in Estonia

The key reform to the Estonian Police was the Police Act 1991 and the establishing of the police as a civil agency in 1992. Another important decision on an overall level regarding performance and management structure of the police was the modifications of the Estonian Police Act (entered into force 1998) which led to that the Director General of the Estonian Police Board would be appointed for a five-year term.

The police in Estonia could in general be described as being a slimmer and relatively updated police force introducing on management level for example cost centres, and activity based models, compared to the beginning of the 1990s where the para-military structures and methods prevailed.

Each project will be commented upon below taking the issues as specified by the Terms of Reference for the evaluation into consideration, where applicable, namely

- Relevance in relation to need
- Objectives achieved as defined in project plans and the overall objective for Swedish development co-operation
- Local ownership; level of involvement/commitment
- Sustainability; lasting effects of the projects
- Cost effectiveness
- The concept of chain of justice
- Concrete results

Comments regarding questions to be addressed according to the Terms of Reference per project will be presented separately in following sections below.

General conclusions and recommendations on co-operation in Estonia

- Generally it can be concluded that compared to the project objectives and the limited time and resources available, the projects have overall been successful. Both the Swedish police and the Estonian police appears to recognise that it has been a learning process and a valuable experience. Skills and methods regarding how to plan and implement bilateral project have developed and been improved during the period 1999–2000.
- Consideration regarding the constitutional context of the state and its functions cannot be stressed enough when preparing projects regarding the police (see further executive summary above). Sweden has one model to ensure police operational autonomy which has its particular constitutional background and history. Sweden, as Estonia, is a small country and many similarities exists, but the context and differences should be duly regarded.
- The selection and preparation of project leaders/co-ordinators is crucial, and the support they receive from their own organisation is very important to increase the possibilities of sustainable positive project results. Methods and work-tools (handbooks, guidelines, instructions, computer templates for reporting and follow-up for ex) still need to be further developed to facilitate the implementation. The Swedish National Police Board have during the years devoted efforts to improve their capabilities and capacity in this matter at the International Secretariat and some work-tools could be shared.

- Concerning the ambition to apply a holistic approach to the sector of law enforcement and the so called chain of justice, the following can be noted. This is an issue to approach in a long-term perspective, it is difficult and not particularly realistic to achieve any real changes regarding co-operation and joint projects under the short lifetime of a project. From a traditional and current point of view amongst the professionals in the law enforcement sector much remains to be done to change attitudes to facilitate a close co-operation. Historical and political background separates the three professions and the view of what role and how to co-operate today may not contribute to a change to an active involvement from one day to another. This is a long-term development, which also should allow a longer period than a relatively short project cycle to establish itself. Heavy work burdens will also influence priorities to take on what is more seen as a new role that demands time and efforts. The issue to involve police, prosecutors and judges should be pursued in relevant matters and appropriate circumstances, but it is proposed that one refrains from making a project objective to achieve change during the project period. It should however be kept in mind that the hesitation amongst professional in the law enforcement sector towards a too close co-operation, is healthy in some respects and also exists in Sweden for example.
- A project, such as Schengen, which is multidisciplinary and concerns many parts of the government administration, will put demands on co-ordination and communication that are higher than normal. It is recommended that project steering committees are contemplated to facilitate the co-ordination. Operational and management representation in such a committee increases the impact and functions of its work
- The terms of reference require the assessment to comment the co-operation from a gender perspective. It should be noted that the projects have not had gender in any of the project objectives. Regarding gender, the issue should be put in relation to the intended target groups for the project activities, which is training of mainly police officials in various subjects, and to the phrasing of the project objectives. It is beyond the scope of this assessment to go into how police officers are recruited to the police profession, but the selection of course participants can be commented. The training provided was mainly of specific technical nature and the selection process was in general undertaken on qualifications and relevant background to ensure the effectiveness and sustainability of the training. If women were qualified, they seem to have been selected. No indication exists to suggest that obstacles were raised during the selection process to keep from being selected. Most training undertaken has a representative mix of both men and women. The selection process is hence governed by qualifications. Generally gender appears to not be considered as a separate issue, which is good since gender issues should be mainstreamed and not separated. International organisations rates Estonia higher regarding the dealing of gender issues compared with Sweden (ex as expressed by political representation, laws etc). The Swedish police have used both female and male experts for the undertaking of project assignments.
- In conclusion, a good co-operation climate appears to exist between the Swedish Police and the Estonian Police, that is a good foundation for any future activities, in a more programme oriented approach or else. The readiness and capability to take on more responsibility for definition/analysis of co-operation areas for the respective National Police Boards appears to be in place. Longer and more concentrated efforts are recommended, in areas where the Swedish police can offer comparative advantages. Any successful co-operation creating lasting effects demands careful planning and the implementation pre-supposes administrative capacity and available time. Additional knowledge of comparative nature required for project planning and for monitoring and follow up should be acquired in a suitable way, if not available at the project planning unit. Practical work tools for formulation of project plans and reporting should be further developed.

Comments to projects implemented in Estonia

a) Forensics, investigation of bomb explosions. Sida decision Öst 426/99, SEK 898.000

The project consisted of a three-week course in Sweden concerning Improvised Explosive Devices (IED) and post blast scene investigations educating 25 police whereof 9 from the Rescue Board/bomb division, 6 from the Security Police and 9 from the National Police. The 25 persons shall after a completed course be able to apply the new knowledge at crime scenes

Relevance: Since Estonia re-gained its independence and the former Soviet Union troops withdrew from the territory, a lot of live military ammunition and explosives were left in Estonia. The shut down of mining industries in the north-east of Estonia also led to a situation where explosives etc came into the possession of persons involved in criminal activities. The qualifications and proficiency within the Rescue Board, Security Police and National Police was deemed to be in need of further improvement in order to establish preconditions for instituting criminal proceedings by performing adequate and professional forensic investigations of explosive devices and post blast scenes.

The project was identified by the Estonian parties and based on a need to protect citizens and property, to improve police officials own security by increasing the knowledge on how to handle explosives etc and how to improve investigations and obtain evidence for further legal proceedings.

The relevance of the project is therefore deemed to be high and addressed issues of importance for the Estonian counterparts.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project is clearly defined and elaborated, and the activities focused on relevant operational activities which has enhanced the success. However the actual phrasing of the project objective is somewhat unfortunate.

The project objective: The project objective was formulated “to essentially increase the number of convictions in Estonia related to crimes by the use of explosives devices by the end of 2000, compared with previous year”, which must be deemed too ambitious.

To actually achieve “*an increase in a number of convictions*” in court regarding bomb-related crimes is a long journey in time and efforts, which is not under the influence of the project as such to secure. First, the police have to secure evidence at the crime scene, which the prosecutor must find sufficient to prosecute on, then the court has to be convinced that the evidence supports the case to be able to convict the accused person. No official statistics, or other information, has been produced to the evaluator when the issue has been brought up, to support such a notion of essentially increased *convictions* in court. (In an appendix to the final report some figures are presented to show a decrease in the total number of *explosions*.) However, it must be stressed that in relation to the projects scope in time and financial resources allocated, such a result can not, should not, be expected from a realistic point of view. The exact formulation of the project objectives probably reflects the, in itself commendable, enthusiasm of the involved parties, and indicates the more long-term ambition with improved post blast scene investigations.

Local ownership: The project involved three branches, namely the National Police Board, Rescue Board and the Security Police Board. The Estonian project leader was appointed from the Security Police and the level of involvement/ownership appears to be high throughout the co-operation. The final report further states that the co-operation between the three Boards has improved. No formal

changes in this respect (i.e authorities, mandates, roles at a bomb scene), in the respective Boards instructions appears so far to have been caused.

Sustainability/lasting effects: To maintain and further develop any results of any training, practice and hands-on experience needs to follow closely after the concluded training. The importance of a good selection procedure of participants, securing persons who actually work on crime scenes, cannot be stressed enough. Of the 25 trained persons, apparently only 1 person was not able to graduate from the training course due to lack of relevant background and qualifications (see final report). Officials and some participants stated that the training had been very valuable and effective, but in what manner and how frequently the participants are using their the knowledge regarding investigation of explosive devices acquired from this project, was not possible to establish apart from a very general indication that the knowledge is used. Further theoretical or practical training, was said to be undertaken without being more specific or detailed regarding the matter of how, when, by which agency/body/board and in which context. Persons that participated in the training were said to still in the forces. It is plausible that security concerns prevented such information from being made available.

Cost effectiveness: The project contained a three weeks course in Eksjö, Sweden. The training is of high quality and intensive. A possibility would of course be to arrange such training in Estonia instead of in Sweden. But all necessary preconditions with equipment and training facilities needs to be in place, and a factor that could undermine the concentration on the training could be that other daily regular duty tasks might interfere if the participant is available to colleagues and superiors. Staying and training together away from the natural habitat is also favourable from a teambuilding point of view. In conclusion, it would probably been possible to arrange such training in Estonia, but the implications for cost effectiveness are uncertain and the effect on the over all result probably negative.

Results: The results are overall positive. The training as described in the project document has successfully been carried out, and it has been well received by the co-operation partners. The co-operation between the National Police Board, Rescue Board and Security Board is said to have improved. An indication to that fact could have been formal changes in their respective instructions for their respective tasks at a bomb crime scene. Such changes were, however said not to be undertaken. The abilities to spread knowledge attained under the project seem to be in place, though the mechanisms and procedures for how train further, formally or informally, were not disclosed.

An encouraging factor towards to increased convictions on bomb related crimes in court is further the modern and very well equipped Forensic Service Centre (Phare project)

b) Police Management, Sida decision Öst 426/99 SEK 1.901.000
Inspection of Police Prefectures, Sida decision Öst 246/01, SEK 524.000

The aim of the project Police Management was training of Estonian police authorities how to raise effectiveness in police management by development of problem oriented planning methods. The projects consisted of seminars, study visits and pilot projects. The first one-week seminar was for 47 higher police staff and the second 3-day seminar for 12 selected county police representatives. Two field trips were organised, the two pilot groups visited Skåne County Police and the second field trip was to Stockholm for the Assistant Police Commissioner and the Finance Department regarding how result dialogues effects the budget process and results.

The Inspections project consisted of two seminars and study visits.

Relevance: Since the Estonian police have drastically reduced the number of employees, the question of quality and efficiency becomes even more highlighted. Resources needs to be managed effectively and new processes and systems are needed. The Swedish police model with problem oriented opera-

tional planning is one way of management that was considered providing an input to the Estonian police management model and the discussions on how to achieve change.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

- The project objective was formulated to “implement an awareness of how to raise effectiveness in the police management”. It was further stated that “the objective is to be achieved by establishing preconditions needed for a basic understanding of the main problem”.

The intended result was that the Estonian police would have better knowledge and understanding of how to raise the quality and effectiveness of professional police management. The Police Board has taken important steps towards a more problem-oriented management. Further, theory and practice has been combined by the seminars and through the implementation in the two pilot projects. The two selected Police Prefectures (Tartu and Põlva) have during and two-year planning cycle applied the theory with necessary adaptations to the Estonian context with success. All police institutions made development plans for 2000 according to a resource analysis and the requirements needed to fulfil the plans. The awareness is both established and to some extent spread from top management to middle management. A continued effort through training and seminars is made regarding the model with problem oriented planning. Necessary adaptations of the seminars to suit the recipient better, to find the appropriate level of the seminars were made by the Swedish National Police Board during the initial implementation of the project. Hence, the objectives must be considered to be successfully met.

The project objective regarding “Inspection of Police Prefectures” was stated “to grant Swedish assistance to Estonian Police concerning inspections and result dialogues” aiming to contribute further to results as in Phase 1.

Local ownership: The Estonian National Police Board has actively contributed throughout the projects cycle. An attempt to achieve a firm ownership and acceptance was made through the selection of participants on various levels within the police and through the pilot projects, which appears to be successful on at least top- and middle management level. The constable level and a wider geographical application would be the next step.

Sustainability/lasting effects: The concept of a problem oriented police management model appears, as stated in interviews and in reports, to have made an impact which suggests that the development will continue in that direction.

Cost effectiveness: The project appears to have been planned and implemented in a cost-effective way. No other alternatives that might have been more cost effective are obvious.

Results: The results are very positive, the project has been very well received and has been thoroughly appreciated by participants. Seminars and the pilot projects have been successfully concluded. The seminars have further been flexible and responded to the groups needs and interests. Questionnaires after training provided an important input to future planning. The results regarding the “Inspections” project are too early to comment upon, since the overall process of inspections and result dialogues started in January 2002.

c) Schengen Convention in Practice, Sida decision Öst 429/99, SEK 161.000 Schengen Phase II, Sida decision Öst 614/00, SEK 307.000

The first phase of the project consisted of a three-day study visit to Ystad in Sweden for 12 civil servants and experts from the Police Board, Border Guard, Citizenship and Migration Board, Data Protec-

tion and representatives from the Ministry of the Interior. The participants received both theoretical and practical information about Schengen co-operation and procedures.

The second phase contains a one-week training course in profiling techniques, false documents, Schengen methods and standards. The project is still ongoing and the last part is planned to the first week of June 2002.

Relevance: The subjects to be dealt with during the study visit covered areas identified areas by the Estonian counterpart. The EU requires that Estonia adapts the rules and standards of the Schengen Convention and the project aimed to support Estonian authorities in their continued work.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were however quite ambitiously expressed, namely:

- 1) “practical *Schengen* issues concerning *SIS* and other data systems *will be solved*”
- 2) “compensation measures at the internal borders will be *defined* in accordance with the *convention*”
- 3) “to *harmonise the process to integrate the Estonian legislation* into the Schengen aquis”
- 4) “to *adapt the organisation* at the external border check points according to the convention”
- 5) “to *improve the practical knowledge* regarding registers, passport controls, documentation policy, data protection

It is rather obvious that more or less all of the above stated project objectives are quite unrealistic to achieve within the project period, May 1999–March 2000 with a budget of SEK 161.000. A fulltime concentrated effort on the Estonian side requiring firm co-ordination between the Police Board, Border Guard, Citizenship and Migration Board and Data Protection Inspection, could possibly have made it possible to achieve maybe 50–70% of the objectives, but resources and formal decision making in various bodies would prolong the actual fulfilment of the above stated objectives.

Regarding the fulfilment of the 1–4 objectives, the final report states that the Estonian delegation was *thoroughly briefed* about the SIS system and obtained *increased knowledge*.

Participants have declared themselves pleased with the information and the useful opportunity to see Schengen work in practice, but could not in a more specific way explain *how* this information was *acted on or used* in any concrete terms. The project could however be viewed to have contributed to prepare the Estonian authorities for the adoption of Schengen. The Estonian Schengen Action Plan was formalised in July 2001.

The second phase should have been concluded in April 2002. A study visit took place in Stockholm 7–8 May 2001 by 5 Estonian officials, the planned training programme was postponed and on request from the Estonian side, profiling will be taken out of the curricula since it was regarded, according to a progress report, not be a priority.

Local ownership: The project is multidisciplinary and concerns many parts of the government administration, hence the demands on co-ordination and communication are high. When several stakeholders from various parts of the government administration are involved in a project, one way of solving co-ordination is a project steering and co-ordination committee to ensure and facilitate involvement and participation during the implementation. In this particular project maybe such a group with one person per Board could have been used to enhance the follow-up and operationalised the knowledge and information attained during the project period. It was stated that possibly parallel ongoing Phare

projects in this area and others, have detracted human resources from this bilateral smaller project. The opinion was expressed that other priorities made on an overall political level might also have influenced the project implementation.

Sustainability/lasting effects: The lasting effects of a small project (time and resources) are difficult to assess, persons participating will hopefully have some use of their experience.

The practical aspect seems to be the most valued component, since knowledge of the theory around the convention existed with the counterparts.

The book "Document Examination" was considered very good and is used.

d) Special Forces, Sida decision Öst 519/99, SEK 290.000

The overall aim for this project was to improve the co-operation between the Security police Board and the Central Criminal Police. Six team leaders from the Security police and Central Criminal Police visited Sweden for a five day seminar in November 1999. Six instructors from Sweden visited Estonia in April 2000 in order to train both Estonian instructors and team members in different tactical methods. In September 2000 basic tactical training was held in Stockholm. It is recognised by the evaluator that co-operation concerns a sensitive area and a degree of reservation is understandable. It will however influence the possibilities to evaluate the activities.

Relevance: Organised crime and crime related to terrorist activities is a growing problem in Estonia and worldwide. A need to further enhance and develop the co-operation between the special task forces within the Security Police Board and the Central Criminal Police was identified by the Estonian parties. Mutual training and knowledge of managing co-operation in mutual operations needed to be addressed.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives are described slightly differently in the Project Description, in the Sid decision to finance the project, the progress report and in the final report.

- In the project description it says "to improve the training of the Security Police Board and the National Police Boards special teams and possibly update their equipment in the level of management and team members and also to make possible their action as one team in the future".
- The Sida decision and the progress reports states the project objectives to be "to increase the number of cases that dealt by in co-operation between Security police Board and Central Criminal Police", and "to strengthen the combat capacity and to improve co-operation between Security Police Board and Commando K of the Central Criminal police, by joint training"
- Finally in the Final Report from the project an additional project objective appears, namely "in the long-term perspective to be self supported in daily tactical training".

It is unfortunate that several definitions of what to be achieved, to some extent disparate, exist. However, the objectives of "improve training" and to "strengthen capacity" is stated to have been achieved. The final report states good training results and the units worked as one large team, which was the intention. The objective to improve the training of the Security Police Board and the National Police Board special teams was achieved and is continuing by the weekly mutual training of both teams. A joint training operation was held in 2002 where skills and knowledge gained in the project were implemented.

Local ownership: The inventory regarding issues to cover by the training and the project proposal was a joint process between the involved parties. The relevant useful contributions that the Swedish partner could supply were said to be chosen. The level of involvement in the project process must be deemed to be firm.

Sustainability/lasting effects: Whether any training of trainers has been undertaken, in a systematised manner, or otherwise, or how many of the trained persons still are active in the special teams was not made clear to the evaluator. Some measures are however claimed.

Cost effectiveness: It should be stressed that it appears that a lot of qualified training was achieved on a very small budget.

Results: The training was appreciated and well received. It was stated however that more activities were planned (for extended co-operation) than were implemented.

e) Crime Analysis, Advanced training, Sida decision Öst 219/00, SEK 843.000

A three weeks intensive train-the trainer's course in crime analysis according to the ANACAPA model for 8 persons at the Criminal and Security Police has been held in Estonia. The training aimed at providing a model on how to process large quantities of information in larger investigations. The project is still ongoing.

Relevance: The question of crime analysis training was brought up during the discussion in another co-operation project between the Swedish and Estonian Police (Police Management). In order to manage investigations effectively and to fight crime efficiently, developed working tools are needed. The ANACAPA model is widespread, and applying the method will further facilitate the international co-operation between the Estonian police and the EU member states. Joint methods are necessary especially in the struggle against cross border organised crime.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were;

- To have established a crime analysis system and modern analysis methodology in the Estonian police structure in line with EU members states and Europol
- To make the Estonian police an active part in the network of international police officials in the field of crime analysis.

The project objectives must be deemed to be so far achieved. However, how firmly the ANACAPA model has managed to apply itself in police work and in the police organisation is another matter. The impact and process of maintaining the knowledge acquired is depending on the 8 persons that received the training, their superiors, resource allocation and organisational issues.

Local ownership/sustainability: The interest initially and during implementation appears to have been fairly strong. However, as indicated above, a discussion is still ongoing on how to use and organise such analysis unit. A risk lies in that only 8 persons received this highly qualified training. No formal measures appear to have been taken to ensure that the human resources do not leave the organisation. From a training implementation perspective it was stated that more participants could easily have participated.

Cost effectiveness: Doubts may be raised regarding cost per person that received this internationally renowned training, especially since the measures to secure the knowledge and to further spread and establish it within the police, appears to be insufficient.

Results: The project document stressed the need to build up competence within the police. 2 women and 6 men from the Security police and Criminal received the training. According to a questionnaire performed after the course, it was very highly valued by the participants. The 8 person were carefully chosen from a set of criteria determined beforehand and the idea was that these would act as trainers for colleagues. From an international co-operation perspective, the operational value of exchanged information increases if a known analysis model has been applied to disseminate the information.

f) Narcotics, Sida decision ÖST 446/99, SEK 362.650

Abuse of narcotics and drug trafficking is a growing problem in Estonia. The project is of an awareness creating and co-operation enhancing nature. The activities were a conference with approximately 300 participants to create publicity and awareness, a booklet about narcotics as information and a one-week course for 15 police officers and prosecutors.

Relevance: In order to effectively take actions against narcotics, the knowledge and awareness of the problem had to be increased both amongst professionals and volunteers. The need to find instruments to make the daily efforts of for example police and prosecutors more effective and to increase the co-operation between the law enforcement authorities (police, prosecutors, courts) was expressed according to the pre-programme document.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives, as expressed in the project reporting and in the Sida decision on finance, were:

- to improve law enforcement personnel's knowledge about narcotic substances
- to develop co-operation and build a network in narcotic matters between concerned authorities and organisations
- to develop methods for education and spreading information about narcotics matters
- to train more personnel from the law enforcement sector in narcotic matters, particularly the police and prosecutors
- to develop the co-operation between the police and prosecutor

These objectives differ somewhat however from what was stated in the project document. The de facto difference could be considered to not be too great, but rather encapsulated by the above generally phrased project objectives. It should be noted that a general rule regarding the formulation of project objectives is not to have too many. Two or maximum three objectives are normally recommended. Another matter of importance is that one must distinguish between what is possible to achieve short-term within the framework of the actual project (money+timelimits) with what is more long-term desired change process.

In this project further, the description of the target group as the "law enforcement" i.e. police, prosecutors and judges proved itself not possible to manage within the project. Hence the training included police and prosecutors, not judges.

Local ownership: Regarding the issue of narcotics, the question is rather complicated. The issue of narcotics and where the main responsibility rests within the Government sector is debated. Different views on who is, so to speak, "owns the problem" and how its historically been viewed, definition of what the problem consists of, probably contributes to this situation. Great regional differences in the size of the problem with narcotics affects as well how it is handled.

Sustainability/lasting effects: This type of awareness raising project needs to be followed up by activities to promote impact, what has been done to that effect was difficult to establish.

It appears to have been foreseen a continuation of the project. If the 15 narcotic instructors have trained any further colleagues was not either possible to verify

Cost effectiveness/Results: On a rather small budget, training of 10 police officers and 5 prosecutors, a well attended conference for 300 persons and the printing of 500 information books on narcotics, was achieved (other contributions from the Carnegie to the printing was obtained). According the final report it is acknowledged that a deeper study of the problems to be solved is needed.

6 Police Co-operation in Latvia

Each project will be commented upon below taking the issues as specified by the Terms of Reference for the evaluation into consideration, where applicable, namely

- Relevance in relation to need
- Objectives achieved as defined in project plans and the overall objective for Swedish development co-operation
- Local ownership; level of involvement/commitment
- Sustainability; lasting effects of the projects
- Cost effectiveness
- The concept of chain of justice
- Concrete results

Further comments on each project will be presented separately in sections below.

Conclusions and recommendations on co-operation in Latvia

- Of the eight projects, five can be said to have been overall successful and well received, and two partially achieved what was the defined project objectives. The five projects that generally can be said to have achieved their project objectives were; Forensics, Liaison Officer, Illegal immigration, Narcotics and Skangal.
- The two projects that partially succeeded were; special forces project was appreciated but not all planned activities were concluded and a continuation is asked for. The project on organised crime faced a series of unfortunate practical and relation/communication problems due several changes of project leaders both on the Swedish and Latvian side. The fact that a Phare project became an option also influenced the project outcome regarding the written output; the action plan.
- However, the witness protection project never developed beyond the inception phase. It is proposed that Sida reviews the outcome of the inception project and handling of the project proposal, since it has created a unfortunate situation which is not benefiting Swedish police and the Latvian police, both from a historical but more important, for future co-operation.
- Time for planning and a continued contacts, both formal but mainly informal on a more operational basis is imperative. The projects would probably have benefited from a higher level of presence/availability from the Swedish co-operation partner. Time is necessary to establish mutual confidence and trust. Differences between Sweden and Latvia regarding for example constitutional, legal, socio-cultural issues should not be underestimated.
- The selection and preparation of project leaders/co-ordinators is crucial, and the support they receive from there own organisation is very important to increase the possibilities of sustainable positive project results. Methods and work- tools (handbooks, guidelines, instructions, computer templates for reporting and follow-up for ex) still need to be further developed to facilitate the implementation. The Swedish National Police Board have during the years devoted efforts to improve their capabilities and capacity in this matter at the International Secretariat.
- The terms of reference require the assessment to comment the co-operation from a gender perspective. It should be noted that the projects have not had gender in any of the project objectives. Regarding gender, the issue should be put in relation to the intended target groups for the project activities, which is training of mainly police officials in various subject. It is beyond the scope of this

assessment to go into how police officers are recruited to the police profession, but the selection of course participants can be commented. The training provided was mainly of specific technical nature and the selection process was in general undertaken on qualifications and relevant background to ensure the effectiveness and sustainability of the training. If women were qualified, they seem to have been selected. No indications exist to suggest that obstacles were raised during the selection process to keep from being selected. Most training undertaken have representative mix of both men and women. The selection process is hence governed by qualifications. Generally gender appears to not be considered as a separate issue, which is good since gender issues should be mainstreamed and not separated.

- In conclusion, through the efficient and successful project on Forensic and the present Phare project manned with Swedish police, an opportunity to further develop the co-operation appears to be in place. Any new projects should be selected and prepared carefully. The tentative projects should be few, longer and a higher presence from the co-operation partner, the Swedish police should be considered to establish a common co-operation platform.

Each project in Latvia is shortly commented below in accordance with the questions in the Terms of Reference;

a) Forensics, Advanced crime scene investigations, Sida decision Öst 425/99, SEK 2.392.000

The project consisted of a two week advanced training course on forensic techniques and procedures at the crime scene. The training was conducted in Riga at six different occasions during January to March 2000. After the study programme 71 officials entered an exchange programme following crime scene investigations live in Sweden up till 21 December 2001.

Relevance: The project activities were elaborated in close co-operation with the Riga City Police Board. With the purpose to provide input to a needs analysis, a visit in Riga allowed the Swedish police to follow the Latvian Criminal Police in action and to see the work routines applied in practical situations. Visits to the Forensic Research Centre and the Forensic Medicine centre were also undertaken. The information attained ensured a relevant formulation of project activities.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objective differs from document to document. The project objective as stated in the project proposal were;

“at the end of 2001 the number of collected samples and evidences from crime scenes concerning hard crimes shall increase essentially compared with 1998, as well as the number of persons put to trial and the number of convictions concerning these cases”

In the consecutive Sid decision on finance the project objective was stated to “improve the quality of advanced crime scenes investigations”

Finally the objectives that appears to have worked with during implementation of the project, as expressed in the progress reporting and in the final report were;

- To improve the quality of advanced crime scene investigations
- To increase the number of collected samples from crime scenes concerning hard crimes
- To enhance the co-operation between chief investigators and crime scene examiners
- To establish a contact network between the Swedish and Latvian Police in the field of crime scene investigations

The project implementation appears to have been effective and successful and the later modified project objectives achieved.

Local ownership: The Latvian side appears to have exercised a firm and motivated involvement both during the project formulation as well as during implementation.

Sustainability/lasting effects/results: 96 officials from the Latvian State police were trained on advanced crime scene investigation during two week courses. 12 officials from the forensic laboratories supervised the training programme. After the study programme an exchange programme for 71 Swedish and Latvian officials following crime scene investigations in Sweden was undertaken. The training is deemed to have improved the participants' qualifications to be able to attain a higher quality of samples taken from crime scenes. Statistics show that the number of crime scenes from which different samples were taken and positive results obtained (1999; 14 324, 2001; 16 333) New methods have also been initiated for example interpretation of bloodstain patterns.

The co-operation has been very appreciated and is considered as a valuable contribution.

b) Training Programme for Future Liaison Officers, Sida decision Öst 436/99, SEK 363.000

This project was elaborated to enable a process towards the creation of Latvian police liaison activities.

Relevance: Recruitment, education and posting of future liaison officers is a valuable contribution to international police work in general and from an EU integration aspect. The Latvian police had shown an interest in the Nordic model during their contacts with the Nordic Liaison office in Riga.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were;

- To speed up the process aimed at developing the structure of Police Liaison Officers and to recruit the first group
- To train 6 future liaison officers in areas such as collection of intelligence, distribution of information and documentation.
- To open up Latvian liaison offices

The initial steps to create a well working liaison officer structure have been achieved by the fulfilment of the project objectives. Due to lack of financial resources, the establishment of Latvian liaison offices abroad has not been able to proceed as quickly as originally intended.

Local ownership: The Latvian side appears to have been very active and involved in the project planning and implementation. The Latvian officials in the project were already co-operation partners to the Nordic liaison office in Riga.

Sustainability/lasting effects: The structure and knowledge is there, and factors within Latvian state budget will determine when the liaison officer can be posted abroad.

Results: A three day study visit for 5 Latvian officials in Sweden, 27 November–1 December 1999 was organised. Information on the Nordic model regarding liaison officer's activities, recruitment of staff and general information on the Swedish strategy on liaison officers were given.

A two-day introductory course for liaison officers was arranged in Riga in May 2000, for 5 Latvian officers. The course was arranged jointly with Lithuania which sent 6 officers. Further a one-week basic

course in June 2000 in Stockholm was held for 5 Latvian Police Liaison Officers candidates, together with 6 officers from Lithuania. In addition, a one-day study visit at the Swedish National Criminal Police took place.

The participants have rated all activities very highly and the co-operation is much appreciated.

The presence of the Swedish Liaison Officer in Riga, Mr Hultgren, was considered to have contributed strongly to this projects, and even regarding other matters.

c) Special Forces, Sida decision Öst 488/99, SEK 125.000

Relevance: The co-operation between the Latvian and Swedish Special Forces dates back to 1996. The outcome of co-operation between 1996–1998 was considered to be good and a continued need was stated. A new project proposal was drafted and an agreement was signed in October 2000.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were stated to be:

- To upgrade the system and procedures for sharp shooting to European standard
- To improve negotiation methods, and debriefing
- To identify suitable forms for a hand out of certificate for Latvian Divers
- To develop criteria and methods for recruiting personnel

This last part was however cancelled due to availability problems of the intended expertise.

The technical and theoretical training was to a great extent successfully completed. However not all the training and seminars as planned under the project were completed, e.g the training of scuba divers. The component regarding emotional debriefing was considered to be needing more attention and a plan was developed regarding “Critical Stress Management”. The training received so far is considered very useful of the Latvian side and interest to continue the training that was initiated under this project.

Results: Observing and sharp shooting capacity training, September 1999 (2 persons from Omega). Additional Negotiations training; provided by FBI during a Nordic training seminar in Stockholm, March 2000(1 person). Pre-meeting in Emotional Debriefing in Stockholm, 2 day seminar March 2000(1 person). Pre-study for 2 diving instructors, November 1999. Swedish instructors visited the maritime unit of Omega and presented a written report.

d) Witness Protection, Sida decision Öst 491/99, SEK 220.000

A project was intended to develop a higher level of witness protection and to establish practical and operational co-operation between Latvia and Sweden in witness protection. In 1998 a special division was created within the police, namely, the Department of Special Operations for State Protection. During a build up phase, support was considered especially needed. A first step towards co-operation was taken through a seminar held in Stockholm in May 1999, aimed at establishing contacts, comparing laws and presenting methods. On the basis of the discussions during the seminar a Project Plan was elaborated. The Project Plan proposed training for staff in the Department for Special Operations, specifying what was considered relevant training needs regarding the following activities;

- To evaluate and implement training regarding special vehicle driving, use of surveillance and control equipment

- To investigate vehicle mounted equipment used in Sweden for surveillance and electronic control and training in the use of such equipment
- Training in tactics and methods for the use of special equipment and weapons used in Sweden for physical protection
- To investigate protective and undercover methods used by criminal intelligence units in Sweden and to evaluate methods of Co-operation and information exchange in this area
- To investigate special equipment used in Sweden for identity change and methods and use of “security kits” provided to threatened persons

The project application was reworked several times by both the Latvian and Swedish police. Changes were according to the Latvian side made to accommodate the objections from Sida during end 1999 and 2000. Meetings were held and clarifications sought, but communications appears to for some reasons to have been imperfect and no clarity was achieved. On 3rd of October 2000 the Department of Special Operations received a fax from the Swedish National Police Board stating that it is “difficult to get financial support from Sida for the activities recommended in the project proposal. Sida is financing project aiming at building up and developing institutions with help of experience exchange. Another important requirement is that the project should have long lasting effects on the institution concerned”.

It has not been made entirely clear what exactly lay behind the view that suggested training was not considered to build up or develop the witness protection department of the Latvian police. In a general sense it could very well have been regarded to developing the capacity of the particular department, particularly if one takes into consideration what Sida supported in other projects with the same type of funding. The project volume in Swedish krona available and the question of equipment, is another matter. The training related to relevant skills needed and defined by the recipient, which also the Swedish police had stated that they could supply(see project proposal for details). Consideration regarding the overall situation in the sector and the build up phase of the department in question, should have contributed to that a solution and/or a clear explanation was found.

Hence, the co-operation never developed beyond the first project/seminar that was held with intention to set the ground for future projects and co-operation. The seminar in itself was described as appreciated.

e) Illegal migration, Sida decision Öst 022/00, SEK 1.250.000

This project addresses some of the problems related to border control and sets out to contribute to the further development of the Latvian State Border Guard with modern methods and reference material to more effectively combat illegal immigration and organised smuggling of illegal immigrants. The Final report is still due.

Relevance: Illegal immigration to Latvia is a growing problem. Further in order to comply with European standards and to qualify for membership of EU, Latvia needs to improve this sector.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were stated to be;

- To establish an education unit within the Latvian Border Guard
- To improve the quality of investigation regarding illegal trafficking of human beings.

The project included two training blocks, “interview training” and “document training”. The course “interview training” was held in November 2000. 10 officers of State Border Guard and 5 officers from Immigration Police received the advanced training and the outcome was described in reports as “most satisfactory”. The course “document training” was commenced in March 2000. Nine one-week courses (8 in Latvia and 1 in Sweden) were conducted and 8 participants from State Border Guard and 1 from Immigration Police attended. Individual test of knowledge achieved was conducted with satisfactory results.

Through the fairly extensive training the knowledge has increased and hence factors contributing to a raised quality of investigations are deemed to be in place. The Swedish instructors noted good progress amongst the participants, and follow up during implementation was conducted by the Swedish project leader. The actual establishment of an, as stated in the project objectives, “education unit within the Latvian Border Guard” has however not materialised itself. The knowledge and the basis for establishing such an education unit are though in place according to the Swedish project co-ordinator.

Sustainability/lasting effects: The courses contained relevant knowledge to the participants everyday work and that will in itself to some extent secure sustainability, by using it on a continues basis. The idea with “train -the- trainers” and distributing the knowledge further within the respective divisions, is however not sufficiently accounted for how this will be operationalised.

Results: The project is well received and was over all successfully implemented.

f) Narcotics, Advanced training, Sida decision Öst 222/00, SEK 723.000

The overall goal with this project was to enhance the work and procedures of the Latvian law enforcement authorities in the fight against narcotics.

Relevance: The basic general drug training for drug police was at the time for this projects preparation 36 hours and there was a great need and demand for more. The prosecutors had very little training in the field of drugs and the training demand was in the project proposal described as substantial. The main problem during the pre-study of the project was stated to be evidence collection, evaluation in criminal investigations and in court procedure.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were stated to be;

- To improve the knowledge of Latvian officers and civil servants from the police, prosecutor office and in courts in how to conduct preliminary narcotic investigations, collection and evaluation of evidence, international co-operation and mutual legal assistance
- To improve understanding and to further develop the operational contacts and co-operation in narcotic border crossing operations and investigations between the concerned authorities in Sweden and Latvia

According to the final report the project objectives were achieved, which was confirmed through meetings in Riga. To actually verify if the training “improved the knowledge” in a qualitative sense, is beyond the scope of this assessment. The report further states that there is still a great need for more practical training such as working with fictive narcotics cases.

Local ownership: Experiences of similar project working models will influence the level of involvement, and previous knowledge of the subject matter will determine if a leading part will be assumed by the co-operation partner. The Swedish project leader and a Special Narcotics Prosecutor undertook a two-

week assessment mission in 2000 to prepare the project proposal. A conclusion expressed in a report was that” the Swedish project leaders found it difficult to identify the needs of the Latvian law enforcement when it comes to what kind of knowledge and training that is to be on the agenda”. The differences between Sweden and Latvia appear to have been complex and to include “law enforcement” by definition also means different actors (i.e. police, prosecutors, judges) views on what should be the focus of the project. This has probably contributed to difficulties in this respect since they would differ by nature of their different roles.

Chain of justice: This project actually set out to involve the “law enforcement” police, prosecutors and judges, which is sensible and desirable but was hard to achieve. Historical and political background separates the three professions and the view of what role and how to co-operate today may not contribute to an active involvement from one day to another. This is a long-term development, which also should allow a longer period than a relatively short project cycle to establish itself. Heavy work burdens will also influence priorities to take on what is more seen as a new role that demands time and efforts. This project was delayed, according to the final report, due to the difficulties to get the judges involved in the project together with the police and the prosecutors. After a meeting at the Riga Supreme Court the question regarding this project was solved, and the judges participated.

Results: A five day training seminar in Jurmala in October–November for 35 police officers, prosecutors and judges was undertaken. Further 4 Latvian police officers and three prosecutors gained practical experience during a 10-day study visit in Sweden, in May 2000.

In a separate assessment report from the Deputy Head of the Drug Enforcement Bureau, State Police, the project is described as a relevant input with invaluable theoretical information and practical experience. Meetings in Riga confirmed this opinion.

g) Capacity building to fight organised Crime, Öst 561/00, SEK 836.000

The overall objective of this project was to improve the co-operation between the Latvian authorities engaged in the fight against organised crime and to harmonise working procedures and practices in line with EU standards.

The project objectives were:

- To establish, a “Action Plan Group” to elaborate and co-ordinate a “United Law Enforcement Action Plan on the Fight Against Organised Crime, through nine seminars
- To establish a network of contact persons from the police and prosecutors in Latvia and Sweden.

The project started with a logical framework analysis (LFA) seminar on 16 March 2000. Thereafter however problems developed which caused considerable obstacles in the project implementation. Both on the Swedish police side and on the Latvian side changes of project leaders caused delays. Time and efforts were spent on re- establishing good working relations and mutual trust. The final report further states that the project faced problems due to lack of interest from the Latvian judges. Of the project implementation period of twelve months, much time passed and relatively little was achieved in concrete terms. Out of the budget of SEK 836.000, app SEK 460.000 is unspent. The following has been achieved;

- The network group was formed in October 2001 and has met several times. The work is so far exercised in an informal way. However all relevant counterparts intended in the network have not been able to be involved in the network groups activities (see final report).
- Regarding the development of a “United Law Enforcement Action Plan on the Fight against Organised Crime”. Five seminars were held in Sweden and in Latvia with representatives from the

Police and Prosecutor-General Office, and a few judges. Not until June 21 2001, was the actual mutual action plan created (14 month after the LFA seminar and project start up). Unfortunate delays due to several factors on both parties sides seem to have led to so much time passing. What is important to stress however, is that thereafter (June 2001) the co-operation became more intensive and was conducted in a constructive and positive spirit. The seminar in Riga 3–5 October on the subjects agreed in the action plan, “co-operation between the police, the prosecutors and the court”, “money laundering, “witness protection”, and follow up of results from the forensic investigation” were held with approximately 38 participants from 5–6 division of the police and representatives from the prosecutors. On the 20–22 November 2001 seminars and study visits were conducted on the subject “Criminal information and analysis and how to handle it in practical terms” and discussion were held regarding on how to transfer the result from the Sida project to the planned EU project. On 4–6 December 2001 a final meeting was held regarding the outcome of the project, interaction with the coming EU project and the final report.

Despite the positive development of the co-operation towards the end of the project, a sad fact remains that the Action Plan in itself is a very meagre and short product. It is 2 pages long and is more like a brief activity description. It can be debated whether it at all can be considered as an “action plan” in any sense bearing in mind what normally such a document could consist of; for ex a forward looking strategy paper intended as a planning instrument for the future.

The results of the discussions and conclusions around the action plan to be, is said to have formalised itself in the draft for the forthcoming Phare twinning project preventing, combating and reducing of organised crime in Latvia.

h) Skangal project, Sida decision Öst 388/01, SEK 288.000

The project consists of a training seminar for Latvian police officers and social workers who are working with street children and juvenile delinquencies

Relevance: The need for all kind of information and assistance on how to work with juveniles and young offenders is great. Not many resources are available to work with this type of offenders and the special problems related to them.

Project objectives: the objective of the project is to improve the Latvian police officers knowledge of preventive police work with juvenile delinquents and to improve the co-operation between the police and the social authorities.

A six-day conference was conducted 21–26 September 2001 for Latvian police officers and social workers at the Salvation Army estate Skangal in Cesis. The participants were divided in three groups, each having two days of lectures. The project objective is considered to be met. It becomes clear from the project documentation and interviews that this was intended as a first step in a continued co-operation, which for some reason, apparently on the Swedish side never developed, though much needed and appreciated.

Local ownership: the project came into being on the initiative of the Salvation Army and the Police in Latvia. This project addresses issues which in general very dedicated and committed persons works with, which contributes to ownership.

Sustainability/Lasting effects: The project is extremely limited in time and money especially in relation to the complex and demanding issue. A follow-up project of a more long-term nature would be able to make a difference and is asked for.

Results: Preventive work has just recently started and the co-operation between concerned authorities needs improvement. Ideas, models on how to proceed are needed. 49 Latvian police officers and 6 social workers had an opportunity to listen to lectures and discuss together. The topics covered were; working with juveniles with drug problems, juveniles with mental disabilities, preventive police work and co-operation. Sweden can contribute since Sweden has much expertise and a very good track record of preventive work.

7 Police Co-operation in Lithuania

The co-operation with Lithuania consists of three projects and is in that respect not as extensive as in the case of Estonia and Latvia.

Each project will be commented upon below taking the issues as specified by the Terms of Reference for the evaluation into consideration, where applicable, namely:

- Relevance in relation to need
- Objectives achieved as defined in project plans and the overall objective for Swedish development co-operation
- Local ownership; level of involvement/commitment
- Sustainability; lasting effects of the projects
- Cost effectiveness
- The concept of chain of justice
- Concrete results

Conclusions and recommendations on co-operation in Lithuania

- All three projects must be considered to have been successfully implemented and well received.
- The ownership and level of commitment is deemed to be high. Circumstances have led to that during this period fewer projects have been initiated during the period 1998–2001. There is no reason to not step up the level of co-operation, to the contrary the need and the interest is strong. The capability is definitively there, the capacity should be assessed project wise to find the best level for co-operation. In conclusion, a good co-operation climate appears to exist between the Swedish Police and the Lithuanian Police, that is a good foundation for any future activities
- The selection and preparation of project leaders/co-ordinators is crucial, and the support they receive from their own organisation is very important to increase the possibilities of sustainable positive project results. Methods and work-tools (handbooks, guidelines, instructions, computer templates for reporting and follow-up for ex) still need to be further developed to facilitate the implementation. The assessment undertaken by the Lithuanian project co-ordinator in conjunction with project activities and participants activity reports are a step in right direction that could be elaborated further. The Swedish National Police Board have during the years devoted efforts to improve their capabilities and capacity in this matter at the International Secretariat and some of the models and work tools could be shared with the Lithuanians.
- The terms of reference for the assessment requires comments to be made regarding how the question of gender has been dealt with in the co-operation. It should in this context be mentioned that gender has not been a project objective for any of the projects. Regarding gender, the issue should be put in relation to the intended target groups for the project activities, which is training of mainly police officials in various subject. It is beyond the scope of this assessment to go into how police officers are recruited to the police profession, but the selection of course participants can be commented. The training provided was mainly of specific technical nature and the selection process was in general undertaken on qualifications and relevant background to ensure the effectiveness and sustainability of the training. If women were qualified, they seem to have been selected. No indication exists to suggest that obstacles were raised during the selection process to keep from being selected. Most training undertaken have representative mix of both men and women. The selection process is hence governed by qualifications. Generally gender appears to not be considered as a

separate issue, which is good since gender issues should be mainstreamed and not separated. It may be added that international organisations rates Lithuania amongst the highest regarding the dealing of gender issues compared with Sweden (ex as expressed by political representation, laws etc).

Each project will be commented upon below addressing the questions stipulated in the terms of reference:

a) Liaison Officer, Sida decision Öst 430/99, SEK 210.000

This project was elaborated to enable a process towards the creation of Lithuanian police liaison activities. The project has in parts been implemented together with Latvias Sida project on the same subject.

Relevance: Recruitment, education and posting of future liaison officers is a valuable contribution to international police work in general and from an EU integration aspect.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were:

- To speed up the process aimed at developing the structure of Police Liaison Officers
- To train 8 future liaison officers in areas such as collection of intelligence, distribution of information and documentation.
- To open up two Lithuanian liaison offices

The initial steps to create a well working liaison officer structure have been achieved by the fulfilment of the project objectives. Due to lack of financial resources, the establishment of Lithuanian liaison offices abroad has not been able to proceed as quickly as originally intended.

Local ownership: The Lithuanian side appears to have been active and involved in the implementation.

Sustainability/lasting effects: The structure and knowledge is there, and factors within Lithuanian state budget will determine when the liaison officer can be posted abroad.

Results: A three day study visit for 7 Lithuania officials from the Ministry of Internal Affairs and the Criminal Police in Sweden, 13th to the 15th December 1999 was conducted. Information on the Nordic model regarding liaison officer's activities, recruitment of staff and general information on the Swedish strategy on liaison officers were given. A separate assessment of the study visit was written by the Lithuanian project leader, which was positive.

A two-day introductory course for liaison officers was arranged in Riga in May 2000 together with Latvian colleagues. 6 Lithuanian officers participated. Apart from formal lectures, the participants were given the opportunity to get acquainted with experiences of colleges from USA, France, Germany as well as the Nordic countries. Further a one-week course in June 2000 in Stockholm was held for 5 Latvian Police Liaison Officers candidates, together with 6 officers from Lithuania. In addition, a one-day study visit at the Swedish National Criminal Police took place.

The participants have rated all activities very highly and the co-operation is much appreciated.

The assessment paper by the Lithuanian project leader, expresses that the Nordic co-operation model is applicable on the Baltic states and that relevant valuable training was received and appreciated.

b) Illegal migration, Sida decision Öst 19/00, SEK 1.250.000

This project addresses some of the problems related to border control and sets out to contribute to the further development of the Lithuanian State Border Guard Service with modern methods and reference material to more effectively combat illegal immigration and organised smuggling of illegal immigrants. The Final report is still due.

Relevance: Illegal immigration to Lithuania is a growing problem. Further in order to comply with European standards and to qualify for membership of EU, Lithuania needs to improve this sector.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were stated to be:

- The Lithuanian Border Guard will establish a unit of their own document trainers
- Better investigations concerning smuggling of illegal immigrants

The project consisted of eight one-week courses in “document training” and “interview training”, which were held with an interval of three months. The first course was held in Kaunas 19–23 March 2001, and 12 persons attended. 9 specialised officers were trained to be responsible for further national training, and since the Police Academy is situated in Kaunas, three students were allowed to join the training. In March the 14th a seminar was conducted on work methods at the border-check. 7 officers attended. On 2–6th April 2001, training on interview techniques was held, 16 officers from key positions attended. They were trained in different interrogation techniques. On 25–26th of June 2001 a study visit to Stockholm and Linköping was conducted. 9 officers got information on the Schengen system and on forensic laboratory, and created contacts in Sweden. Further two weeks courses was planned for the autumn 2001 and they were consequently implemented, but have not been reported by the project leader yet.

Through the fairly extensive training the knowledge has increased and hence factors contributing to a raised quality of investigations are deemed to be in place. The Swedish instructors noted good progress amongst the participants, and follow up during implementation was conducted by the Swedish project leader. In a separate report handed over to the evaluator during the visit in Vilnius, it is stated that after the training was completed in December 2001, the participants in the project started to train other officers in different regions to further spread the attained knowledge. Training materials and some technical equipment was handed over to the Lithuanian trainees in connection with the training.

Sustainability/lasting effects: The courses contained relevant knowledge to the participants everyday work and that will in itself to some extent secure sustainability, by using it on a continuous basis.

Results: The project is well received and was over all successfully implemented. The courses covered a very detailed spectrum of document related issues, such as manufacture of security paper, printing techniques, handling of documents, detection of false documents etc.

c) Schengen, Sida decision Öst 94/00, SEK 234.000

The project intends to contribute to the Lithuanian preparations to become fully operative member of the Schengen co-operation.

Relevance: EU requires that Lithuania adapts the rules and standards related of the Schengen Convention. Support is needed by the Lithuanian authorities to undertake necessary adaptations. To gain practical experience from a country on how things may be organised was deemed relevant.

Project Objectives and overall objective for the Swedish development objective

The overall objective to contribute to the EU integration process should be considered to be met.

The project objectives were stated to be:

- To practically prepare the Lithuanian authorities for joining the Schengen co-operation

The project consisted of two activities, a two-day seminar in Vilnius 2–3 rd March 2000 for 20 representatives from relevant Lithuanian authorities and a study visit to Ystad in Sweden for five participants from Ministry of the Interior; International Relations and European Integration Department, Information and Telecommunication Department, Police Department, Border Police Department and Migration Department. Further, Ministry of Finance; Customs department and European Committee, participated.

The Lithuanian received both practical and theoretical information on how Sweden will meet the Schengen requirements.

In a separate report the project co-ordinator express that the seminar enabled the Lithuanian officials got acquainted with the Swedish experience and practice implementing the Schengen Convention. All topics were deemed to be presented in a clear and comprehensive manner. This opinion was also confirmed by course participants during the visit to Vilnius.

A practical input to the Schengen preparations must be considered to have been achieved.

Local ownership: The project is multidisciplinary and concerns many parts of the government administration, hence the demands on co-ordination and communication are high. The firm co-ordination has been exercised by the Lithuanian project co-ordinator.

In the final report it is further said that the activity reports written by participants, states that they have learned that it is important that all institutions which are related to Schengen, are involved in the process of preparation. A conclusion that further was made by the participants was that particular attention has to be paid to the co-operation between the various parts of the Lithuanian government administration, it was recognised as one of the most important points for successful implementation of the Convention.

Results/lasting effects: This insight on co-operation as mentioned above, must be considered to contribute to the lasting effects of this project.

It may be noted that a Lithuanian Schengen Action Plan has been developed during 2002 and will probably be adopted by the Seima during the summer.

8 Projects According to the Terms of Reference Named “Baltic States”

The evaluation assignment covers further two more Sida decisions, namely “Pre-study, Sida decision Öst 54/99” and “Seminar on sexual abuse against children, Sida decision Öst 121/99”.

“Pre-study, Sida decision Öst 54/99, SEK 2 071 000”

Sida granted in January 1999 funding to the Swedish National Police Board (RPS) to facilitate the production of project proposals and to establish necessary contacts. The budgets allowed RPS to visit each country two-three days with two specialists for preparations of each planned project. The total in the budget is 21 weeks. The objective as expressed in the Sida decision, was to identify problem areas and what Swedish expertise that may be used, resulting in project-proposals. 10 of the 11 identified areas of co-operation resulted in project proposals, namely; illegal immigration, forensics, special forces, organized crime, police management, inception project on witness protection, liaison officers, narcotics, Schengen. Capacity building of the economic police was however not developed as a separate project, but merged into a Phare Twinning project.

All 10 the identified subject areas did develop into project proposals that consequently has been implemented. The time used to prepare or the fee levels charged can not be regarded as excessive given the complexity of the subject matter, the project context and the top down planning that had preceded the projects (see further above section 2 and 3 especially). The demand for documentation of the “pre-study” were the project proposals that has been delivered (see further above regarding the actual projects and their achievements). It may also be noted that the allocated budget for the “pre-studies” also covered RPS administrative support to the projects.

“Seminar on sexual abuse against children, Sida decision Öst 121/99, SEK 175.000”

A two day seminar on the subject on sexual abuse against was arranged for participants from the Baltic countries, Poland and Russia. Each country could send 8 participants each, which would give 40 participants in total. However only 18 did participate. The final report indicates budget restrictions as the reason for sending fewer participants. All participants received further free copies of the Interpol Handbook on Good Practice for Specialist Officers Dealing with Crime against Children. The seminar was successfully concluded and the participants appreciated it.

The project/seminar has been of a very limited nature and a on-off incident, and hence no further comments or conclusion is possible to conclude

9 The legal base for EU/EC co-operation in Justice and Home Affairs; Regarding the overall objective for Swedish development co-operation with the Baltic states.

The terms of reference for the assessment of the projects calls for a comment on whether the overall objective for Swedish development co-operation has been fulfilled, namely to contribute to the EU integration process. As stated earlier throughout the project comments for each project, the objective to contribute EU integration process should be considered to be met.

The legal bases for EU/EC cooperation in justice and home affairs are set out primarily in Title VI of the Treaty on European Union (TEU) and Title IV of the EC Treaty.

The objectives of police cooperation within the TEU are set out in Article 30 TEU:

“1. Common action in the field of police cooperation shall include:

- (a) operational cooperation between the competent authorities, including the police, customs and other specialised law enforcement services of the Member States in relation to the prevention, detection and investigation of criminal offences;
- (b) the collection, storage, processing, analysis and exchange of relevant information, including information held by law enforcement services on reports on suspicious financial transactions, in particular through Europol, subject to appropriate provisions on the protection of personal data;
- (c) cooperation and joint initiatives in training, the exchange of liaison officers, secondments, the use of equipment, and forensic research;
- (d) the common evaluation of particular investigative techniques in relation to the detection of serious forms of organised crime.”

To a certain extent, cooperation in the area of immigration and asylum (and consequently related police matters) falls within Title IV of the EC Treaty. This cooperation includes a large part of the Schengen acquis (the remaining part falling within title VI of the TEU). The objectives of the cooperation in immigration and asylum are set out in Article 61 of the EC Treaty:

“In order to establish progressively an area of freedom, security and justice, the Council shall adopt:

- (a) within a period of five years after the entry into force of the Treaty of Amsterdam, measures aimed at ensuring the free movement of persons in accordance with Article 14, in conjunction with directly related flanking measures with respect to external border controls, asylum and immigration, in accordance with the provisions of Article 62(2) and (3) and Article 63(1)(a) and (2)(a), and measures to prevent and combat crime in accordance with the provisions of Article 31(e) TEU.
- (b) other measures in the fields of asylum, immigration and safeguarding the rights of nationals of third countries, in accordance with the provisions of Article 63;
- (c) measures in the field of judicial cooperation in civil matters as provided for in Article 65;
- (d) appropriate measures to encourage and strengthen administrative cooperation, as provided for in Article 66;

- (e) measures in the field of police and judicial cooperation in criminal matters aimed at a high level of security by preventing and combating crime within the Union in accordance with the provisions of the TEU.”

These relatively vague objectives in Title VI TEU and Title IV EC Treaty have been specified, and continue to be specified, by Council acts. In particular, the Tampere Summit (December 1999) sets out a list of more specific objectives in police cooperation.

As is evident, all the projects covered by this evaluation fall within the area of Justice and Home Affairs. Most involve strengthening of police cooperation as envisaged by Article 30 TEU. Others are more related to Article 61 EC Treaty, some involve both.

10 Other donors

A brief description of other major donors are attached in Appendix F regarding Estonia and Lithuania. Short comments to the information in Appendix F are made below.

Estonia

Several projects, EU, Phare and other bilateral projects within the police and other boards under the jurisdiction of the Ministry of Internal Affairs have been concluded and more are planned. Projects that has been running parallel with the Swedish project are for example; Border Management, Administration of Visas, Support regarding the implementation of Schengen, Organised Crime, Corruption and Money laundering. To what extent this has effected the actual implementation of the projects between the Swedish National Police Board and the Estonian boards under the Ministry of Internal Affairs is difficult to assess from a capacity point of view. The time limitations to the assessment does not allow a study of the organisational capacity of the implementing institutions. However, one can conclude as stated above in the project assessment, that the project objectives in most cases are fulfilled. Only in one case, regarding the Schengen project, it would appear that the parallel Phare project on the same subject may have detracted resources from implementation. The Swedish project was however small (SEK 468.000 in total, and a great part are reimbursables/travels for study visits) and all information attained during the project appears to be needed. The Swedish project on forensics, investigation of bomb explosions, should especially be considered as a valuable complement to the Phare project supporting the Forensic Service Centre.

Apart from EU projects, the Estonian have bilateral co-operation, some dating back to 1995, with Finland, United Kingdom and the Netherlands.

Lithuania

The Swedish police projects have been few and relatively small, and should not be considered to constituting any greater burden to the Lithuanian administration. A EU project on Schengen has been running parallel with the Swedish project but has not shown any obvious effects of a negative nature for the Swedish project.

The other EU projects have a strong focus on border or border related issues.

Other areas of cooperation in EU projects are organised crime and corruption.

No information on bilateral projects was made available, hence no comments in this respect.

Appendix A

TERMS OF REFERENCE FOR THE EVALUATION OF DEVELOPMENT CO-OPERATION BETWEEN THE SWEDISH NATIONAL POLICE BOARD AND THE NATIONAL POLICE BOARDS OF ESTONIA, LATVIA AND LITHUANIA, 1999-2001

1 Background

The development co-operation with the Baltic States within the field of Justice and Home Affairs was initiated in 1991. The major part of the co-operation has been implemented through the Swedish National Police Board and the Swedish Prison and Probation Administration. In the beginning the projects were mainly focused on delivery of equipment in order to modernise the institutions in the co-operation countries. In 1997 the focus changed and today all projects are mainly focused on transfer of knowledge and training activities. Swedish development co-operation with the Baltic States is guided by Country Strategies. In December 2001, Sida presented proposals for Country Strategies for the period 2002-2004 to the Swedish Government. The new strategies are to be established during spring 2002. As from 1998, Swedish co-operation with the Baltic States in the field of Justice and Home Affairs (including other sources of financing than Sida), has been based on bilateral agreements between the Ministry of Justice of Sweden and the Ministries of Justice and Interior of Estonia, Latvia and Lithuania. Between 1998-2001, action plans and guidelines accompanied the agreements. The projects were then assessed and financed by Sida. New governmental agreements for the period 2002-2003 were signed in January 2002.

EU integration is the overall objective for Swedish development co-operation with the Baltic States. An important aspect of the EU co-operation is that all member states implement the joint legal system in the same way. This puts the judicial systems of the candidate countries into focus. Consequently, the Swedish development co-operation within the field of Justice and Home Affairs, is mainly focused on EU-integration and directly linked to the respective National Programme for the Adoption of the Aquis (NPAA). Swedish bilateral development co-operation with the Baltic States will be phased out as the countries begin to fulfil EU directives. A gradual transition to a regular non-subsidised co-operation is foreseen.

Development co-operation within the field of police with Estonia and Latvia has covered several areas such as police management, narcotics, forensics, the Schengen Convention, crime analysis in Estonia and forensics, witness protection, narcotics, illegal migration and organised crime in Latvia.

Since 2001 the Swedish National Police Board is participating in a Phare/Twinning project in Latvia, "Organised Crime", together with six other Swedish Governmental Authorities. The project is expected to replace considerable parts of the bilateral development co-operation with Latvia within the field of the police. The Swedish National Police Board is also participating in the Twinning projects "Asylum and Migration" in Latvia and "Developing Police Criminalistics and Forensic Science" and "Police Training and Education System" in Estonia.

Police co-operation with Lithuania has been smaller in comparison with Estonia and Latvia and has only included three co-operation projects.

Discussions between Sida and the Swedish National Police Board, aiming at developing the project processing process on the Swedish side to a more programme oriented co-operation in order to transfer

more responsibility to the Swedish National Police Board, have been initiated. During 2001 an audit of the Swedish National Police Board was carried out as a first step in this process.

Approximately SEK 19 000 000 has been allocated through Sida to development co-operation with the Baltic States in the field of police 1999-2001.

2 Purpose and Scope of the Evaluation

Purpose

The purpose of the evaluation is to assess the relevance, results, effects, sustainability and cost effectiveness of the development co-operation within the field of the police between 1999 and 2001.

The purpose is also to point out future development possibilities and to make recommendations for continued development co-operation between the Swedish National Police Board and the National Police Boards of Estonia, Latvia and Lithuania, taking into account the foreseen phasing out of the bilateral assistance.

The purpose of the evaluation is also to serve as input in the discussions between Sida and the Swedish National Police Board of the foreseen transfer to a more programme orientated co-operation.

Scope of the evaluation

The evaluation shall cover the assignments carried out by the Swedish National Police Board in the Baltic States as listed below:

Estonia	
Forensics: Öst 426/99	SEK 898 000
Police Management: Öst 428/99	SEK 1 901 000
Schengen Convention in Practice: Öst 429/99	SEK 161 000
Narcotics: Öst 446/99	SEK 362 650
Special Forces: Öst 519/99	SEK 290 000
Crime Analysis: Öst 615/00, 219/01	SEK 843 000
Schengen Phase II: Öst 614/00	SEK 307 000
Police Management Phase II (Inspection of Police Prefectures): Öst 246/01	SEK 524 000
Latvia	
Forensics: Öst 425/99	SEK 2 392 000
Liaison Officer: Öst 436/99	SEK 363 000
Special Forces: Öst 488/99	SEK 125 000
Witness Protection: Öst 491/99	SEK 220 000
Illegal Migration: Öst 022/00	SEK 1 250 000
Narcotics: Öst 222/00	SEK 723 000
Organised Crime: Öst 561/00	SEK 836 000
Skangal Project: Öst 388/01	SEK 288 000
Lithuania	
Liaison Officer: Öst 430/99	SEK 210 000
Illegal Migration: Öst 19/00	SEK 1 250 000
Schengen Convention in Practice: Öst 94/00	SEK 234 000
Baltic States:	
Pre-study: Öst 54/99	SEK 2 071 000
Seminar on sexual abuse against children: Öst 121/99	SEK 175 000

3 The Assignment (issues to be covered in the evaluation)

The evaluation shall:

- A. Assess the *relevance* of the project approach, goals and services carried out by the Swedish National Police Board in relation to the needs and priorities of the recipients in the field of Justice and Home Affairs.
- B. Assess whether and to what extent the *objectives and goals* of the projects have been achieved as outlined in project plans and the overall objective for Swedish development co-operation with the Baltic States. Make an overview of the reasons regarding the organisational, administrative and financial factors both within the Swedish and the Baltic counterparts, for high or low achievement.
- C. Assess the *local ownership* in the initiation, implementation and evaluation phases of the projects. How has this aspect of the co-operation developed over time?
- D. Assess the lasting effects of the development co-operation and the *sustainability* of the projects as well as the transition to a regular co-operation.
- E. Discuss briefly the *cost effectiveness* of the projects. Could the same results have been achieved with fewer resources or with an alternative approach?
- F. Discuss briefly how the perspective of the *chain of criminal justice* has been integrated in the co-operation and the general understanding of the concept.
- G. Discuss the co-operation from a *gender perspective*. Has the gender aspect been an integral part of the co-operation? Discuss the possibilities and obstacles to work with this perspective.
- H. Make a brief description of other *major donors* and their activities (most notably the EU) in the field of police co-operation. Discuss the absorption capacity of the Baltic counterparts and how the co-ordination of international assistance (bilateral and multilateral) in this field is functioning in the Baltic States.
- I. Assess the concrete *results* of the co-operation to date and discuss possible priorities and methods of co-operation for future Swedish bilateral support, taking into consideration the foreseen phase out of development co-operation with the Baltic States and the transition to a non-subsidised regular co-operation.
- J. Make *recommendations* aiming at a more programme oriented approach instead of small project financing.

4 Methodology, time Schedule and undertakings

Methodology

The evaluation shall consist of the following parts:

- Documentation study: Written documentation, including project proposals, reports, guidelines and strategies shall be studied. To collect the required material the Consultant will review relevant documentation at Sida and the Swedish National Police Board.
- Interviews shall be made with relevant actors in Sweden (Swedish National Police Board and project co-ordinators) and counterparts on ministerial and authority levels in the Baltic States. Interviews shall also be made with the Co-ordinators of International Assistance and the EC Delegations in Estonia, Latvia and Lithuania.

Due to overriding circumstances, only a limited amount of interviews with participants in project activities in a selection of projects shall be undertaken. The Consultant shall prepare a list of proposed persons to be interviewed to be presented to Sida for approval during the assignment.

- After the completion of the evaluation report the Consultant shall participate in a workshop with representatives from Estonia and the Swedish National Police Board in order to discuss the findings of the evaluation. If necessary, similar workshops could be carried out with representatives from Latvia and Lithuania.

Time schedule

The time estimated for the fulfilment of the assignment is 7 man-weeks.

A draft report shall be presented to Sida not later than June 14, 2002.

The workshop in Estonia will take place in August 2002.

Undertakings

The Consultant will be responsible for practical arrangements in conjunction with international missions and other visits. Sida will make available or cause to make available written material deemed to be of relevance to the evaluation by the Consultant and Sida. Responsible officer at Sida will inform the Swedish counterpart of the forthcoming evaluation.

5 Reporting

The evaluation report shall be written in English and should not exceed 30 pages, excluding annexes.

Format and outline of the report shall follow the guidelines in **Sida Evaluation Report - a Standardized Format** (see Annex 1). The draft report shall be submitted to Sida electronically and in 5 hardcopies (air-/surface mailed or delivered) no later than June 14, 2002. Within 2 weeks after receiving Sida's comments on the draft report, a final version shall be submitted to Sida, again electronically and in 5 hardcopies. The evaluation report must be presented in a way that enables publication without further editing. Subject to decision by Sida, the report will be published in the series *Sida Evaluations*.

The following enclosures shall be attached to the final report:

- Terms of reference
- List of persons interviewed
- List of documentation

The evaluation assignment includes the completion of **Sida Evaluations Data Work Sheet** (Annex 2), including an *Evaluation Abstract* (final section, G) as defined and required by DAC. The completed Data Worksheet shall be submitted to Sida along with the final version of the report. Failing a completed Data Worksheet, the report cannot be processed.

Annexes:

1. Sida Evaluation Report – a Standardized Format
2. Sida Evaluations Data Work Sheet

Appendix B

Persons met in Sweden

The Swedish National Police Board, International Secretariat

Ulf Bejrum, re all projects

Ulf Dernhagen, re Estonia

Dan Peterson, re Latvia and Lithuania

The Swedish Police, Project Leaders

Ulf Johansson, re Police Management, Estonia

Tomas Jonsson, re Skangal (telephone interview) Latvia

Thord Modin, re Crime Analysis, Estonia

Anders Stolpe re Narcotics, Estonia, Latvia, Lithuania

Tommy Bringholm, re Organised Crime, Latvia

Knut Dreyer, re Illegal Immigration, Estonia, Latvia, Lithuania

Kent Hultgren, re Liaison Officers, Latvia and Lithuania

Eva Årestad-Rosberg, re Schengen (telephone interview), Estonia and Latvia

Bo Åström, re Forensic Science, Estonia, Latvia Lithuania

Sida

Marie Larsson

Marianne Tegman

Appendix C

Evaluation of SIDA projects 1999-2001 PROGRAMME

Date	Participants	Location
Monday 22 April		
13.00	Riho Kuppert, Head of the Financial Department, Police Board	Police Board, Pagari 1
15.00	Rene Vihalem, Deputy Police Director in the Development and Information Department, Police Board	Police Board, Pagari 1
16.30	Krista Kull, Prosecutor, Tallinn Prosecutor's Office	Tallinn Prosecutor's Office, Suur-Karja 17/19
17.30	Tuula Jutila, Task Manager, Delegation of the European Commission	Delegation of the European Commission, Toomrütli 7
Tuesday 23 April		
10.00 (car 9.45 at Police Board – until 13.00)	Kaja Rodi, Chief Specialist, Forensic Service Centre Sigrid Pure, Senior Police Inspector of the Northern Crime Scene Centre, Forensic Service Centre	Forensic Service Centre, Pärnu mnt 328
13.00	Lauri Tabur, Head of the Internal Security Analysis Department, Ministry of Internal Affairs Marvi Kask, Leading Police Inspector in the Senior Police Inspector, Drug Crime Department, Central Criminal Police, Police Board	Ministry of Internal Affairs, Pikk 61
15.00	Kristel Praun, Head of the Foreign Relations Unit in the Prosecutor's General Office Gina Kilumets, Head of the Administrative Department, Data Protection Inspectorate captain Ago Tikk, Senior Officer in the Border Department of the Border Guard	Ministry of Internal Affairs (MIA), Pikk 61
Wednesday 24 April		
10.00	Mailis Pukonen, Head of the Foreign Cooperation Division, European Integration Office, State Chancellery Andreas von Uexküll, Second Secretary, Embassy of Sweden	Office of European Integration, Tõnismägi 2
12.00	Katrin Savomägi, Head of the Foreign Relations and European Integration Department, Citizenship and Migration Board Priit Seimann, Deputy Head of the Visa and Illegal Immigration Department, , Citizenship and Migration Board	Citizenship and Migration Board, Endla 13
14.00	Raul Savimaa, Police Director in the Development and	Police Board,

	Information Department, Police Board	Pagari 1
15.00	Elina Rikken, Superintendent in the Personnel Department, Police Board Elmar Nurmela, Police Director in the Personnel Department, Police Board Katrín Linnamäe, Leading Police Inspector in the Personnel Department, Police Board (with a translator)	Police Board, Pagari 1
Thursday 25 April		
9.00	Jüri Kasesalu, Deputy Director-General of the Police, Tallinn Police Prefecture (with a translator)	Police Board, Pagari 1
10.00	Harry Tuul, Director-General of the Police Board (with a translator)	Police Board, Pagari 1
11.00	Raivo Palu, Police Prefect in the Tartu Police Prefecture Raimond Träss, Deputy Police Prefect in the Tartu Police Prefecture (with a translator)	Police Board, Pagari 1
13.00	Ralf Palo, Police Director in the Police School (at Paikuse)	Police Board, Pagari 1
14.00	Erki Nelis, Police Director in the Administrative Department, Police Board (with a translator)	Police Board, Pagari 1
15.15	major Igor Liiv, Head of the Department of Military Rescue Companies, Rescue Board Mati Mullas, Chief Specialist in Demining, Department of Military Rescue Companies, Rescue Board Margus Kurvits, Head of Demining Centre, Department of Military Rescue Companies, Rescue Board	Rescue Board, Raua 2
19.00	Dinner with Natalja Mjalitsina, Deputy Head of the Foreign Relations and European Integration Department acting Head of Department, MIA Tairi Haabu, Chief Specialist of the Foreign Relations and European Integration Department, MIA Ave Poom, Chief Specialist of the Foreign Relations and European Integration Department, MIA	Restaurant Troika (Russian cuisine)
Friday 26 April		
9.00	Meelis Rataspepp, Deputy Police Chief, Security Police Board Piret Kõrge, Senior Assistant, Security Police Board Sven Sihvart, Superintendent, Security Police Board Heiti Priimets, Chief Assistant, Security Police Board Allan Juhe, Leading Expert in the Technical Examination Unit, Forensic Service Centre Sigrid Pure, Senior Police Inspector of the Northern Crime Scene Centre, Forensic Service Centre	Security Police Board, Toompuiestee 3
ca 11.00	Piret Kõrge, Senior Assistant	Security Police

	Sven Sihvart Margus Laub, Police Chief, Security Police Board Heldur Lomp, Leading Police Inspector in Rapid Response Department, Central Criminal Police, Police Board	Board, Toompuiestee 3
12.00	Raivo Aeg, Police Director in the Law Enforcement Department, Police Board (with a translator)	Police Board, Pagari 1
13.00	Ulvi Oksa, Head of the Foreign Relations Bureau, Police Board	Police Board, Pagari 1

Appendix D

Latvia

Evaluation of Sida projects; Police co-operation 1999–2000/01

Persons met and projects;

Narcotics

Aleksandra Rozova, Deputy head, Drug Enforcement Bureau

Normunds Vilnitis, Drug Enforcement Bureau, Deputy Chief

Organised Crime

Dmitrisj Ceplis

Forensic

Līga Peisniece, Deputy Director, Forensic Research Centre, State Police

Liaisons Officers;

Ivar Brivuliuss, State Police, Personnel Department, (project coordinator)

Aleksandra Rozova, Drug Enforcement Bureau

Kent Hultgren

Witness Protection

Mihailis Jelizarovs, Chief, Department of Special Operations for State Protection, State Police, (project coordinator)

Mr Edmund Jankovskis, Department of Special Operations, State Police

Skangal

Zelite Loze, Riga Police Department

Illegal Immigration

Jūrys Priļēpishevs, Chief, State Border Guard, Immigration Board, Control and Expulsion Service

Ojars Zosuls, Deputy Chief of Border Control, State Border Guard, Riga Airport

Dace Zirdzina, Officer of International Relations and Agreement Service, State Border Guard

Special Forces

Name, Latvian Security Police, Counter Terrorist Unit, Omega

Others

Ministry of Interior:

Maris Skudra, Head of International Co-operation Division, European Affairs and International Co-operation Department

Reinis Ernstreits, Senior Inspector, International Co-operation Division, European Affairs and International Co-operation Department

Dace Mezale, Head of International Projects Co-ordination Division

Appendix E

Persons met in Vilnius

2 May

Re Schengen project:

Audrone Perkauskienė; Deputy Head of International Relations and European Integration Department, Head of European Integration Division

Rita Rutkauskienė, Chief Executive Officer, Economics and Investment Projects Division, Economics and Finance Department, Ministry of Interior

Rita Zibikiene, Chief Executive Officer, International Relations Division, International Relations and European Integration Department

Re Illegal Immigration project;

Jolanda Narienė, Commissioner Inspector, State Border Protection Service

All projects

Gediminas Levickas, Head of Development Assistance Division, Ministry of Foreign Affairs

Virginija Umbrasienė, Attaché of Development Assistance Division, Economics Department
Ministry of Foreign Affairs

3 May

General

Neringa Naujokaitė, Phare Programme manager, Delegation of the European Commission

Forensics-Crime Scene Investigation

Giedrius Birmontas, Deputy Director of Forensic Center, Police Department

Liaison Officers and all projects

Olegas Skinderskis, Director, International Relations and EU integration Department,
Ministry of the Interior

Jorn Haugaard, Detective Superintendent, Nordic Liaison Officer

Appendix F

ASSISTANCE FOR HOME AFFAIRS

Concluded projects (excl. SIDA projects)

Project	Donor	Duration	Objective(s) (both overall and immediate)
Support to the departure of Russian military persons	Finland	1996 - 1999	To assist voluntary repatriation of retired voluntary military persons of Russian Federation and their family members from Estonia to Russia.
Phare Baltic Eastern Border Management Programme ZZ-9704	EU, Phare	1997 - 2000	To strengthen Estonian Eastern border with the assistance of developing IT basis of Border Guards and Citizenship and Migration Board.
Preparedness against oil spill accidents	Sweden	1998 - 1999	To carry out local risk analysis in one of the harbours of Tallinn. To conduct special training in Sweden for rescue officers from Estonia in response against oil spill accidents. To deliver special equipment according to the needs which will be presented in the risk analysis.
Support for the implementation of the Law on Citizenship	European Council, European Commission	1998 - 1999	To give assistance with legislative, administrative and procedural matters related to the status of residents and non-citizens and the implementation of the Law on Citizenship. To give assistance with developing language tests for naturalisation purposes and bilingual education policies. To test language skill for professional purposes. To develop language tests for naturalisation purposes.
Project for Visa Registry	Sweden	June 2000 – June 2001	To product and implement visa registry. To train administrators.
EU Integration Project 00/1/174 "Collecting, defining and translating terminology concerning aliens"	EU, Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	2000	To compile a small dictionary in a digital format of English-Russian—Estonian aliens' terminology.
EU Integration Project 99/1/36 "Support to Schengen Acquis"	EU, Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	September 1999 – April 2000	Expert assistance in analysing screening list and implementation of Schengen acquis. To train the staff in specific fields (Ministry of Internal Affairs, Police Board, Citizenship and Migration Board, Board of Border Guard).
EU Integration Project "JHA and formation of new Estonian documentation system"	EU, Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	April 2000 – September 2000	Assistance in analysing information and training needs to implement EU acquis. To train staff in specific fields (Ministry of Internal Affairs, Police Board, Citizenship and Migration Board, Board of Border Guard).
EU Integration Project 01/1/295 "Collecting, defining and translating terminology concerning aliens"	EU, Phare Support to European Integration Process in Estonia (No ES	2001	To continue the work under 00/1/174 "Collecting defining and translating terminology concerning aliens". To compile the explanatory information for the users of the dictionary and updating the existing digital dictionary.

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EU Integration Project 00/1/172 "Combating Corruption"	9620.01.01 EU; Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	2001	To strengthen the fight against corruption.
EU Integration Project 99/1/35 Money Laundering / Organized crime	EU; Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	2001	To give expertise on current legislation in EU and Estonia. To prepare recommendation for amendments in law. To give recommendation on work methodology of Police Board Financial Intelligence Unit. To work out, organise and conduct a training
Continuation to "Support to Schengen Acquis" and "JHA and formation of new Estonian documentation system"	EU; Phare Support to European Integration Process in Estonia (No ES 9620.01.01)	March 2001	To conclude projects "Support to Schengen Acquis" and "JHA and formation of new Estonian documentation system".
DVI	Finland	Concluded on 2001	To create a DVI unit in Estonian and to give specialised training on that field.
Development of Criminalistics	Finland	Concluded on 2001	To upgrade the forensic service on the basis of four regional centres. To establish and equip regional centres and train the staff.

Ongoing projects

Project	Donor	Duration	Objective(s) (both overall and immediate)
Developing of Estonian Police Operations	Finland	1995 - 2002	The project aims at improving the capacity of the Estonian Police in various sectors of operations in terms of the professional skills of the personnel as well as of material support measures. The project consists of the several small-scale projects.
Prevention of Financial Crime in Estonia	Finland	1998 - 2002	The aim of the project is to improve the surveillance system and train police officers dealing with financial crimes, also to develop information system. The main beneficiary is Estonian Police Board.
Finnish Estonian Prevention Programme for Drug Offences	Finland	2000 -- 2002	The working group FINESTO operating between Estonian and Finnish Central Criminal Polices to prevent cross-border drug offences. The main beneficiary is Central Criminal Police under Estonian Police Board.
Development of Police Criminalistics and Forensic Science (ES-9905)	EU; Phare	October 2000 – July 2002	To improve the fight against national and international crimes and to secure fair legal proceedings.
Police Co-operation Program between Estonia and Netherlands	Netherlands	April 2000 – July 2002	To improve criminal prevention in Estonia.
Visas, Migration and Borders	EU; Phare Horizontal Programme	2001 - May 2002	To contribute to the transfer of the EU acquis and the adaptation of legislation, institutions and procedures in candidate countries towards creating the

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			conditions and environment necessary for adoption of standards and practices in the field of migration, visa and border management.
Fight against economic and financial crimes in Estonia	Netherlands	May 2001 — June 2002	To improve fighting against economic and financial crimes and administrative capacity in Estonia (Police Board (Central Criminal Police), Security Police Board, Customs Board, Tax Board.
Developing the Readiness to implement SIS (ES01.04.01)	EU; Phare	November 2001 – November 2003	To join Schengen Information System (SIS). To prepare national information systems (incl. databases, registers, implementation of data protection rules) so that they could operate together and will be ready for integration into SIS.
Program of Information System for Criminal Investigation and Criminal Analysis (ES01.04.03)	EU; Phare	November 2001 – November 2001	To improve efficiency of police work in the areas of crime detection, analysis and investigation. To improve the capacities for criminal investigation and analysis of the Police and other law enforcement agencies by providing relevant software, information systems and training.
Police Training and Educational System (ES0007.02.01)	EU; Phare	December 2001 – December 2002	To improve skills and effectiveness of police force.
Phare Anti Money Laundering Project	EU; Phare Horizontal Programme	January 2002 – December 2003	To strengthen the capacity of the anti-money laundering systems ¹ established in the Central and Eastern European candidate countries (CEECs), in full compliance with the EU Acquis and international standards. To improve the necessary legal, administrative and operational conditions for the further operationalisation of the anti-money laundering systems, in full compliance with the EU Acquis and international standards. To improve effective co-operation between all institutions of the money laundering chain in each CEEC. To achieve effective international co-operation by focussing on enhancing the information exchange between – in the first place – the FIUs in the Beneficiary Countries (BC) and between the FIUs in the BCs and the FIUs in the EU.
Assistance and training on terrorism	United Kingdom	February 2002 – December 2002	Assistance to analyse the current situation and the ability to fight against terrorist threat and also training of staff in specific fields.
Practical Training on Combating Environmental Crime	Norway	March 2002 – May 2002	To obtain expert opinion of the current environmental situation. Based on the gathered information, the expert will provide Estonian police officers with the necessary know-how and advise on preparing the Flora Protection Act and the Landscape Conversation Act. To develop the knowledge of police officers on environmental protection issues.
Training on Police Ethics and	United Kingdom	April 2002 – June 2002	To obtain expert opinion of the police

¹ Anti-money laundering systems refer to all institutions co-operating in the identification, investigation and prosecution of money laundering activities. Money Laundering is the processing of criminal proceeds to disguise their illegal origin.

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Human Rights			ethics and human rights current situation. To develop the knowledge of police officers on police ethics and human rights issues
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Planned projects

Training of Trainers in Facilitation Skills	United Kingdom	2002 (3 months)	To compile a 3-week facilitation skills training programme that would meet the conditions of the Estonian Police. The training course to provide the trainees with the knowledge and skills necessary for delivering training courses on facilitation skills in the future.
Anti-terrorism fight related expertise and training	Denmark	2002 (3 months)	To intensify the methods and possibilities in fight against terrorism.
Fight against corruption	United Kingdom	2002 - 2003	To improve the effectiveness of the investigators who are working with corruption cases and thus to decrease the corruption level in Estonia.
Intensive English Language Course for Police Officers	United Kingdom	2002 - 2003	To improve the English Language skills of key project leaders. To give the participants practice in using English to communicate. To improve the participants' intercultural awareness. To improve the participants' knowledge of the language of reports, letters, presentations and meetings. To build up participants' knowledge of criminal justice vocabulary. To practice writing reports, letters and e-mails. To practice making presentations and participation in meetings. To revise grammar.
Child Protection	United Kingdom	2002 - 2003	To strengthen the capacity of the police to deal with cases of child abuse. To facilitate the victim centred approach by the police and courts to the protection of children in Estonia.

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ONGOING PHARE PROGRAMMES

Sector	Agriculture
Implementor	Ministry of Agriculture
PO	Kaido Kroon
PAO/IA	Renaldo Mändmets/CFCU

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Agriculture
ES008.01.01	Development of Agricultural Support System Administration

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Administrative Capacity
ES01.01.01	Development of Market Regulation System for Agriculture
	Objective: Agriculture
ES01.05.01	Strengthening of Food Inspection System
ES01.05.03	Procurement of equipment for the foundation of animal waste rendering system in Estonia

Sector	Economic Affairs
Implementor	Ministry of Economic Affairs
PO	Signe Ratso
PAO/IA	Renaldo Mändmets/CFCU ESC: CFCU/Business Development Foundation

COP 1999	Commitment/Disbursement: 31.07.01/31.07.02
	Objective: Reinforcement of Institutional and Administrative Capacity
ES 9903.01.01	Metrology and Accreditation Centre
ES 9903.02.01	Consumer Protection Board
ES 9903.03.01	Patent Office and Patent Library

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Internal Market
ES0005.01.01	Market Surveillance

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Internal Market
ES01.02.01	Development of Conformity Assessment Infrastructure in the Fields of Metrology

Sector	Economic and Social Cohesion
Implementor	Ministry of Economic Affairs (ES0009.02, ES0009.03, ES01.07.01), Ministry of Education (ES0009.02 sub-component 5, ES0009.03 sub-component 5, ES01.07.04), Ministry of Finance (ES 9912, ES01.07.02), Ministry of Internal Affairs (ES9911.02.01, ES0012, ES01.09), Ministry of Social Affairs (ES0002)

PO	Raul Malmstein (0009.02, 0009.03, 01.07.01)
	Mati Kask (0009.02 sub-component 5; 0009.03 sub-component 5, 01.07.04)
	Andres Kuningas (01.07.02)
	Kerli Lorvi (9912)
	Priidu Ristkok (ES9911.02.01, ES0012, ES01.09)
	Riho Rahuoja (ES0002)
PAO/IA	Renaldo Mändmets/CFCU

COP 1999	Commitment/Disbursement 31.12.01/31.12.02
	Objective: Reinforcement of Inst/Adm Capacity
ES 9912	Project Preparation Facility

ES9911	Commitment/Disbursement: 15.12.01/15.12.02
ES9911.02.01	Small Project Fund

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Economic and Social Cohesion
ES0009.02	Economic and Human Resources Development Project of South-Estonia - MoEA
ES0009.03	Economic and Human Resources Development Project of Ida-Viru - MoEA
ES0009.02 sub-component 5	Economic and Human Resources Development Project of South-Estonia - MoEDU
ES0009.03 sub-component 5	Economic and Human Resources Development Project of Ida-Viru - MoEDU
	Commitment/Disbursement: 30.11.02/30.11.03
ES0002	Special Programme for strengthening the Civil Society and preparing for accession of the ten candidate countries in CEE (Access 2000)

CBC 2000	Commitment/Disbursement 15.12.02/15.12.03
ES0012	Special Action in Favour of the Baltic Sea Region Estonia

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Economic and Social Cohesion
ES01.07.01	Structures and Instruments for Implementation of Business Support Measures
ES01.07.02	Completing Preparations for the Management of EU Structural Funds and Cohesion Fund (SPP+)
ES01.07.04	Enhancing Human Resources Development in West Estonian Islands

CBC 2001	Commitment/Disbursement 15.11.03/15.11.04
ES 01.09	Small Project Fund

Sector:	Education
Implementor:	Ministry of Education

PO	Tõnu Tender (0003.01)
	Rein Vaikmäe (01.05.02)
PAO:	Renaldo Mändmets
IAs:	CFCU CFCU/Non-Estonians Integration Foundation (0003.01) CFCU/Foundation VET Reform (01.07.04)

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Political Criteria
ES0003.01	Social integration and language training programme for ethnic minorities in Estonia

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Agriculture
ES01.05.02	Competence Centre for Veterinary Health

Sector	Environment
Implementor	Ministry of Environment
PO	Allan Gromov (ES01.06.01) Rainer Rohesalu (ES 0009.01, ES0011.01) Priidu Ristkok (ES9911.01.01, ES0013.01.01)
PAO	Renaldo Mändmets
IA	CFCU

ES 9911	Commitment/Disbursement 15.12.01/15.12.02
ES9911.01.01	Expansion of Kuressaare Water and Sewage Network

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Economic and Social Cohesion
ES0009.01.01	SMIP: Estonian Small Municipalities Water & Wastewater EU accession investment project
	Commitment/Disbursement: 30.11.02/30.11.03
ES0011.01.01	Supplementary Investment Facility for Estonia in 2000 (Tartu Drinking Water and Water Protection Project)

CBC 2000	Commitment/Disbursement 15.12.02/15.12.03
ES0013.01.01	Cross Border Co-operation Estonia (Rakvere Water and Sewage System)

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Environment
ES01.06.01	Nature Conservation Accession - Enforcement of EU Habitats Directive

Sector	Finance
Implementor	Ministry of Finance
PO	Andres Kuningas (0004.01, 01.01.03, 2002/000-266.01.01, 2002/000-266.02.01, 2002/000-266.02.02) Rein Talvik (0005.02) / Rein Velling

PAO/IA	Renaldo Mändmets/CFCU
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COP 1999	Commitment/Disbursement 31.07.01/31.07.02
	Objective: Reinforcement of Inst/Adm Capacity
ES 9904.01.01	Reinforcement of Inst/Adm Capacity of the Financial Sector

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Administrative Capacity
ES0004.01.01	Strengthening good governance and accountability in the public sector of Estonia by building up Sound Financial Management and Control Systems
	Objective: Internal Market
ES0005.02.01	Computerized Master Tariff System

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Administrative Capacity
ES01.01.03	Assistance to Tax Administration in the Development Activities Proceeding from the Fiscal Blueprints

NP 2002	Commitment/Disbursement: 31.12.04/31.12.05
	Objective: Administrative Capacity
2002/000-266.01.01	Phare project Preparation, Training and Management Facility
	Objective: Internal Market
2002/000-266.02.01	Integration of the Estonian Customs information system with the DG TAXUD computer systems and modernisation of basic customs procedures
2002/000-266.02.02	Assistance to the Ministry of Finance (Competition Board, Competition and State Aid Division of the Ministry of Finance) and Public Procurement Office to achieve fair competition

Sector	Justice/Home Affairs
Implementor	Ministry of Internal Affairs Ministry of Justice
PO	Robert Antropov (9905) Enno Loonurm (0007.03, 01.04.02, 2002/000-266.03.01) Lauri Tabur / Marco Anderson (0007.02) Märt Kraft (01.04.01) Kalev Timberg (01.04.03)
PAO/IA	Renaldo Mändmets/CFCU

COP 1999	Commitment/Disbursement 31.07.01/31.07.02
	Objective: Justice and Home Affairs – MoIA
ES 9905	Development of Criminalistics and Forensic Science 2,7 mio

NP 2000	Commitment/Disbursement 31.12.02/31.12.03
	Objective: Justice and Home Affairs
ES0007.02.01	Police training and educational system – MoIA 390,000€
ES0007.03.01	Crime prevention – MoJ 700,000€

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Justice and Home Affairs – MoIA
ES01.04.01	Developing the Readiness to Implement SIS ~ 2€ mio
ES01.04.03	Program of Information System for Criminal Investigation and Criminal Analysis ~ 600,000 €
	Objective: Justice and Home Affairs – MoJ
ES01.04.02	Enhancing the Administrative Capacity of the Court System ^a 600,000 €
NP 2002	Commitment/Disbursement: 31.12.04/31.12.05
	Objective: Justice and Home Affairs – MoJ
2002/000-266.03.01	Improving the effectiveness of Criminal Procedure ~ 600,000 €

Sector	Social Affairs
Implementor	Ministry of Social Affairs
PO	Piret Lilleväli (9906)
	Tiit Kaadu (01.03.01)
	Pille Rebane (0006.01, 01.07.03)
	Katrin Saluvere (ES0007.01)
	Jana Järvik (Consensus III)
PAO/IA	Renaldo Mändmets/CFCU

COP 1999	Commitment/Disbursement: 31.07.01/31.07.02
	Objective: Employment and Social Affairs
ES 9906.01.01	Development of the occupational health and safety sector
	Commitment/Disbursement: 31.12.01/31.12.02
ES 9910	Consensus III

NP 2000	Commitment/Disbursement: 31.12.02/31.12.03
	Objective: Employment and Social Affairs
ES0006.01.01	Support to the balanced development of the labour market services
	Objective: Justice and Home Affairs
ES0007.01.01	Support to development and implementation of National Drug Strategies

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Employment and Social Affairs
ES01.03.01	Promotion of Social Dialogue on the Employers' and Employees' Unions Level
	Objective: Economic and Social Cohesion
ES01.07.03	Support to Youth Employment

Sector	Transport
Implementor	Ministry of Transport
PO	
PAO	Tõnu Naestema (9808)
IA	CFCU / Ministry of Transport

LSIF II	Commitment/Disbursement 31.01.01/31.01.04
ES 9808.01.01	Tallinn-Narva and Tapa-Petseri Railway line renewal and reconstruction (IA – Ministry of Transport and Communication)

Sector	European Integration
Implementor	Office of European Integration
PO	Märt Kivine
PAO	Renaldo Mändmets
IA	CFCU

NP 2001	Commitment/Disbursement: 31.12.03/31.12.04
	Objective: Administrative Capacity
ES01.01.02	Support for Accelerating Estonian Accession to the EU

Community Programmes	
ES01.08.01	Participation in Community programmes and Agencies
	Budgets for: Socrates, Leonardo, Youth, Framework 5, SME IV, Health Monitoring, Injury Prevention, Daphne, Towards a Community Framework Strategy on Gender Equality, Culture, Fiscalis, Customs, LIFE III, European Environmental Agency
2002/000-266.04.01	Participation in community programmes in 2002, inter alia MEDIA

LITHUANIA

Justice and Home Affairs Phare Projects

Border Management/ Migration/Asylum

Project No	Title	Costs, €	Beneficiary	Status	Objectives	Envisaged Output
LT2002*	Consular Procedures Management System	0.88 M	Ministry of Foreign Affairs	Programmin g	Strengthen the administrative, operational and co-operation capacities of the Ministry of Foreign Affairs to align the Lithuanian visa regime with the Schengen <i>Acquis</i> facilitating the exchange of electronic information between the authorities concerned.	Consular information system installed. Data exchange network between the Ministry of Foreign Affairs, Consular Services, Ministry of Interior in place. Training on new IS provided.
LT2002 Fast Track	Migration and Asylum Management System	2.9 M	Migration Department under Ministry of Interior	Programmin g	The objective is to align Lithuanian asylum and migration legislation with the relevant <i>Acquis</i> and strengthen its administrative capacity to fully implement that <i>Acquis</i> , including establishment of comprehensive asylum and migration data processing and communication system.	Trained staff of institutions involved in asylum and migration matters increasing its competence. Internal working rules prepared and put in force. Co-operation methodology/manual prepared for asylum and migration institutions. Asylum procedure Handbook prepared and published. Recommendations for alignment of legislation prepared. Establishment of Register of Foreigners, comprehensive asylum and migration data processing and communication system.

LI0013 Supplementary Investment Facility	Three Infrastructure Components at Lithuania's Eastern Border	4.3 M	State Border Guard Service under the MoI	Ongoing	The project aims at enhancing the ability of the border police to combat cross-border crime, contraband and illegal migration, assistance to meet the international standards of Lithuanian border management, and improvement of the security of Lithuania and the Baltic Sea Region through reinforcing the overall capacity of the border police.	Installation of border security (demarcation infrastructure) at Lithuanian-Belarus border (Ignalina district); construction of two border police stations; construction of seven surveillance towers at Lithuanian-Russian (Kaliningrad) border.
LI9908.02	Demarcation of the Eastern Border of the Republic of Lithuania with the Republic of Belarus	2M	State Border Guard Service under the MoI	Ongoing	The objective of this investment project is to secure the whole border along Lithuania's eastern border with Belarus. This area will be created by extending the demarcated zone along the border with a 5-metre wide border control strip and 3-metre path. This project is complementary and a prerequisite to the proposal for the Preparation for Accession to the Schengen Agreements in the 1999 Phare National Programme as it will strengthen the border infrastructure.	5 metre wide demarcated zone with border post-markers; 5 metre wide border control strip; Build 3 metre wide border control path; Erect low security fence between the path and the border control strip.
LI9908.01	Adoption and Implementation of the Schengen Acquis including the Establishment of a National Schengen Information System	4 M 2.2 Twinning 1.8 Investment	Ministry of Interior State Border Guard Service Migration Department Customs Department	Twinning undergoing Investment completed	The wider objective of this Twinning and Investment Project is to increase Lithuania's compliance with EU requirements in security and protection of "common territory". This will be achieved through the extensive use of twinning and to address Lithuania's preparation for implementing the key elements of the Schengen Acquis in a timely and efficient manner.	This project comprises 2 components: (1) Twinning and Training Package of personnel; (2) Investment in Hardware and Software in order to develop the National Schengen Information System.

LI9804.02	Training of the Border Police and Customs Administration (Twinning with Finnish Frontier Guard)	250.000	State Border Guard Service under the MoI	Completed 17/09/00-30/10/01	The project aims to enhance the capabilities of the Lithuanian Border Police to carry out effective border supervision and control of border crossings.	Modern and effective planning and follow-up system for the Border Police developed; training for all levels of the border police from senior officials to border guards covering passport control procedures and border checks, provided.
LI9804.01.01	Construction of Border Police Stations and TA	2.5 M	State Border Guard Service under the MoI	Completed	Strengthening the infrastructure of the Border Police through building 4 new Border Stations for protection of the state border.	Construction of 4 new Border Police Stations at Belarus border- Purvenai, Kabeliai, kackonys, Tveriacius.
LI9701.04.03	Pabrade Foreigners Registration Center	649.000	Ministry of Interior	Design, renovation, construction completed by January 2000	To improve the living conditions for illegal immigrants and asylum seekers, which are detained in the registration center.	Construction of a new building for 200 inhabitants and refurbishing of the sanitary facilities at the existing building. Design, renovation, construction completed by January 2000.
ZZ97-04	Supply of Thermal Imaging Equipment	1.2 M	State Border Guard Service under the MoI	Completed by June 2001	Strengthening of Border Police through supply of modern surveillance equipment to meet the requirements of Schengen treaty.	Procurement of mobile opto-electronic sensor equipment.

Police Cooperation/ Organized Crime/ Drugs/Crisis Management

Project No	Title	Costs, €	Beneficiary	Status	Objectives	Envisaged Output
LT0107.01	Strengthen the Fight against Organised Crime through the Establishment of the National EUROPOL Bureau and Upgrading the Forensic Science Service Central Laboratory	3.0 M 0.3 M Twinning Europol 0.8 Twinning FSS 0.1 TA 1.8 Investment	Police Department under MoI Forensic Science Service under PD	Europol Twinning starts 06/2002 FSS Twinning starts 04/2002	Establishment of the National EUROPOL Bureau for better crime investigation. Improved material evidence examination by the Forensic Science Service, effective exchange of forensic science information, and quality assurance programme corresponding to the relevant European Union standards.	New rules and methods for the National EUROPOL Bureau approved, documented and implemented. Up to 26 officers qualified for the National EUROPOL Bureau, trained. New equipment installed and fully operational. Quality assurance unit of Forensic Science Service established. 70 specialists of the FSS Central Laboratory, selected number of FSI specialist, 80 judges and prosecutors, and 20 representatives of other law enforcement institutions completed training course. Renovated laboratory supplied with new analytical equipment. New equipment installed and fully operational.
LI0007.01	Strengthening Illicit Drug Demand and Supply Reduction Capabilities	1.0 M 0.75 Twinning 0.25 Investment	Ministry of Health Ministry of Interior	Twinning ongoing Investment under preparation	Reinforce Lithuanian authorities in fighting drugs through strengthening inter-ministerial coordination of drug policy and information management as well as law enforcement coordination and cooperation, analysis and strengthening of information management and technical enforcement capacities.	Elaboration of National drug policy and drug supply reduction strategy, training of health professionals and drug experts, establishment of the national drug information system focal point, introduction of methodology and tools of key indicators developed by EMCDDA, drug intelligence database elaborated.
LI9804.01.02	Support to Lithuanian Government in Creation of a National Crisis Management System	500.000	Civil Protection Department under MoD	Completed 22/11/00-22/10/01	Assist Lithuanian Government in establishing NCPMS by providing advice and training support to Lithuanian authorities.	Development of a needs analysis document for development of NCPMS. Training seminars. Implementation and test NCPMS.

Corruption/Fraud/Economic Crime

LT2002*	Strengthening of Administrative and Technical Capacity of Tax Police while Implementing effective Money Laundering Prevention measures	1.175 M	Financial crime Investigation Service under Ministry of Interior	Programme	The objective of the project is to ensure that money laundering prevention system corresponds to EU requirements and operates properly.	Legislation in the field of money laundering approximated with EU requirements. Sustainable specialised training for Tax Police Department and other services or institutional bodies active in money laundering prevention delivered. Automated analysis system of the Financial Intelligence Unit (The Money Laundering Prevention Division) of the Tax Police Department fully operational.
LI9913.02 Catch-up Facility	Review and Implementation of the National Anti-Corruption Programme, the Preparation and Implementation of Sector Anti-Corruption Strategies and Actions Plans	2.5 M 1.8 TA 0.3 TA 0.4 Investment	Special Investigation Service Law Enforcement Authorities	Twinning (1.8 MEUR) cancelled – shifted into TA project Ongoing. Investment completed	Focus is on the adoption of skills and techniques common to similar anti-corruption services in the European Union. The objectives are to review and implement the established National Anti-Corruption Programme, identify target areas and institutions that will develop and implement Sector Anti-Corruption Strategies and Sector Anti-Corruption Action Plans.	Development of new training programs for officers, seminars, workshops, supplying a range of specialised equipment, which will enable training and operations in fighting corruption.

* 2002 Phare programming ongoing

LI9809.02 Catch-up Facility	Support to the Lithuanian Government's Anticorruption Commission	300.000	Special Investigation Service	Completed 22/12/00- 22/12/01	The purpose of this project was to assist and facilitate the Lithuanian Government in the creation of a National Anti- Corruption Policy, Strategy and Implementation Programme.	A clear review of the corruption problem in Lithuania. Assemble a team of EU and Lithuanian experts, analyse the dynamics and modalities of corruption in Lithuania, identify agencies and sectors of public administration most at risk from corruption and develop a national anti- corruption strategy.
LI9809.03 Catch-up Facility	Establishment of a Group for the Investigation and Analysis of Economic Crime (Twinning with National Criminal Intelligence Service, UK)	250.000	State Security Department	Completed 23/01/01- 31/11/01	The objective was to assist in training and development of the capacity and skills the State Security Department by providing with a range of appropriate skills and tools designed to combat organised crime and other economic crimes.	This project envisages training of a small cadre of instructors (15-20 officers) who will be tasked to cascade their skills to those officers selected for work in the investigation and Analysis Group. A training programme will be prepared for future officers training.

Judiciary

Project No	Title	Costs, €	Beneficiary	Status	Objectives	Envisaged Output
LT0107.02	Strengthening of the Capacity of Lithuania's Judiciary	1.8 M 0.6 Twinning 1.2 Investment	Ministry of Justice	Covenant under preparation	Training courses for judges and prosecutors in Community law, focusing in judicial cooperation in civil and criminal matters; efficiently operating courts system.	Programme for training of judges in acquis related subjects in place, judges, prosecutors and trainers trained. Equipment for courts administration system procured and operational.
LI9804.02	Training for Judges in EC Law and Acquis Enforcement (Twinning with Germany and Sweden)	250.000	Ministry of Justice	Completed 28/02/00- 31/12/00	Training of Judges on already approximated EC law, and in Judicial cooperation matters (Lugano Convention) and on court administration.	Training system based on the existing structure, development of training methodology for about 40 Judges.
LI9701.02	Support for enforcement of EU law (SEIL sub project)	N/A	Various	Completed	Training of Judges (Supreme and Administrative Court)	

No.	Project No.	Title	Budget	Duration	Start date	Implementing institution	Beneficiary institution
1.	LI9701.02	Support for Enforcement of EU law	N/a				
2.	LI 9701.04	Pabrade Foreigners Registration Center	649.000		Completed 01/2000		Ministry of Interior
3.	ZZ9704	Procurement of mobile opto-electronic sensor equipment	1.420.000		Completed 05/2001	Zeiss Optonic GmbH Germany	State Border Guard Service under Mol
4.	LI9804.01.01	Construction of Border Police Stations and TA	2.500.000		Completed 07/2000-09/2001	Dukljios stajiba - South Lot VII - North Lot	State Border Guard Service under Mol
5.	LI9804.01.02	Support to Lithuanian Government in Creation of a National Crisis Management System	500.000	11 months	Completed 22/11/2000-21/10/2001	Disaster Management Center, Cranfield University UK	Civil Protection Department under MoD
6.	LI9804.02.01	Training of Judges in EC Law and Acquis Enforcement	250.000	12 months	Completed 01/01/2000 - (28/02/2000) - 31/12/2000	Project Leader Ken Westgate German Foundation for International Legal Cooperation Project Leader Paul Schuster PAA Helena Stolle	Ministry of Justice Project Leader Darius Zilys
7.	LI9804.02.02	Training of the Border Police and Customs Administration	250.000	14 months	Completed 01/09/1999 - (17/09/1999) - 30/10/2000	Frontier Guard of Finland Project Leader Esa Asikainen PAA Hanno Lavia	State Border Guard Service under Mol
8.	LI9809.02 Catch-up	Support to Lithuanian Governments Anti-corruption Commission	300.000	12 months	Completed 22/12/2000-21/12/2001	PLS Ramboll, Denmark Project Leader Ian West	Special Investigation Service
9.	LI9809.03 Catch-up	Establishment of a Group for the Investigation and Analysis of Economic Crime	250.000	12 months	Completed 01/12/2000 - 31/11/2001	UK National Criminal Intelligence Service Project Leader Mark Baynam PAA Ewen MacLeod	State Security Department Project leader Rimas Petruskevicius
10.	LI9908.01	Adoption and Implementation of the Schengen Acquis including the Establishment of a National Schengen Information System	2.200.000 +1.800.000	24 months	01/12/2000-31/11/2002	Finnish Frontier Guard Project Leader Isto Mattila PAA-A1 Kari Hovi PAA-B1 Heikki Pietila Sintagma (lots 1,2) Baltic Anadeus (lot 3) COWI under FWC (0.2MERO) Plunges laguna (lot 1) Kelda and Kortas (lot 2)	Ministry of Interior State Border Guard Service Migration Department Police Department
11.	LI9908.02	Demarcation of the Eastern Border of the Republic of Lithuania with the Republic of Belarus	2.000.000	24 months	10/2001 - 10/2002	Teeside University Project leader Robert Alan Dolg, Mr Butler	State Border Guard Service under Mol Special Investigation Service, line ministries
12.	LI9913.02 Catch-up	Review and Implementation of the National Anti-Corruption Programme, the Preparation and Implementation of Sector Anti-Corruption Strategies and Actions Plans	1.800.000 +300.000 +400.000	18 months	21/12/2001-21/12/2002		
13.	LT0007.01	Strengthening Illicit Drug Demand and Supply Reduction Capabilities	8.500.000 750.000 +250.000	24 months	11/2001-11/2003	Spanish Governmental Delegation for the National Plan on Drugs in cooperation with Swedish National Institute for Public Health Project Leader Camilo Yaquez Bello PAA Miguel Angel Perdomo Guerra COWI engineering SAFEGE	State Public Health Protection Service under Ministry of Health, Ministry of Interior
14.	LI0013 Supplementary Investment Facility	Three Infrastructure Components at Lithuania's Eastern Border	4.300.000				State Border Guard Service under Mol
15.	LT01.07.01	Strengthening Fight against Crime through Establishing the National Europol Bureau and Upgrading the Forensic Science Service's Central Laboratory	5.300.000 3.000.000	Tw 1-24 months Tw 11-12 months	05/2002-05/2003	National Criminal Intelligence Service Project Leader Mr Giles Herbert PAA Lee Uthman UK Home Office Project Leader Mr Mike Silverman PAA Andy Williams	Police Department under MoIA
16.	LT01.07.02	Strengthening the Capacity of Lithuania's Judiciary	600.000 +1.200.000	24 months	04/2002-04/2004 06/2002-06/2003	Swedish National Courts Administration Project Leader Annika Sehlstedt PAA Ove Lindstrom	Ministry of Justice

+500,000						
SUB-TOTAL (1997-2001):						
				24.769.000		
17.	LT2002XX*	Migration and Asylum Management System	12 months	2.800.000	09/2002-09/2003	Austrian Center of Legal Competence Project Leader Theo Ohlinger FAA Martin Wagner Migration Department under MoA
18.	LT2002XX**	Strengthening of Administrative and Technical Capacity of Tax Police while Implementing effective Money Laundering Prevention Measures	12 months	1.175.000		Tax Police Department under MoA
19.	LT2002XX**	Consular Procedure Management System	6 months	880.000		Ministry of Foreign Affairs
20.	LT2002XX**	Strengthening Administrative and Technical Capacity of Personal Data protection, IT and Electronic Data Security	18 months	600.000 700.000 +400.000		Ministry of Interior, State Data Protection Inspectorate

*Accelerated programming of 2002; Financing Memorandum to be signed 30 April 2002

** Programming 2002/2003

Appendix G

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