Western Balkan Border Security initiative

WBBSi

INTEGRATIVE PLAN OF ACTION

2018-2020

WBBSi Lead Partners:
Austria – DCAF Ljubljana

WBBSi draft integrative Plan of action (iPA) 2018-2020 offers coordinated and concerted support of international community to the WB Countries in response to the threats to border integrity of the Western Balkans and Europe

http://wbbsi.wb-iisg.com/

With the support of the European Union

Prepared by the IISG Support Group

Acronyms and Abbreviations

API	Advance Passenger Information
AVRR	Advancing assisted voluntary return and reintegration
BCP	Border Crossing Point
CCP	Container Control Programme
CCP	Container Control Programme
CCP-AIR	CCP Air Cargo Control Units
CEPOL	European Union Agency for Law Enforcement Training
CoO	Country of Origin
COSI	Standing Committee on Operational Cooperation on Internal Security
COUNCIL OF EU	Council of the European Union
CT	Counter Terrorism
CTI	Counter-Terrorism Initiative
DCAF	The Geneva Centre for the Democratic Control of Armed Forces
EEAS	European External Action Service
EMPACT	European multidisciplinary platform against criminal threats
EU	European Union
Europol	European Union Agency for Law Enforcement Cooperation
Frontex	The European Border and Coast Guard Agency
Frontex MA in BM	Frontex Joint Master's in Strategic Border Management
FTFs	Foreign Terrorist Fighters
IATA	International Air Transport Association
IBM	Integrated Border Management
ICAO	International Civil Aviation Organization
ICMPD	International Centre for Migration Policy Development
IISG	Integrative Internal Security Governance
IISG Board	A political-level body governing the IISG implementation process
IISG SG	Integrative Internal Security Governance Support Group
INTERPOL	International Criminal Police Organization
IOM	International Organisation for Migration
iPA	Integrative Plan of Action
JRO	Joint Return Operations
LE	Law Enforcement
MARRI	Migration, Asylum, Refugees Regional Initiative
MEI	Ministry of European Integration
MF	Ministry of Finance
MFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MS	Member States
OCGs	Organised Criminal Groups
OSCE	Organisation for Security and Cooperation in Europe
OSCE (BMSC)	OSCE Border Management Staff College
P/CVE	Prevention and Countering Violent Extremism
PCC SEE	Police Cooperation Convention for Southeast Europe
PCCC	Police and Customs Cooperation Centres
PCU	Port Control Units

RACVIAC	Centre for Security Cooperation
RRP	Rapid Reaction Pool
SEE	South-Eastern Europe
SOC	Serious and Organised Crime
SOCTA	Europol threat assessments
SOM	Smuggling of migrants
SOP	Standard Operating Procedures
SSE	Schengen Self-Evaluation
THB	Trafficking in human beings
TIP	Trafficking in persons
UNCCT	United Nations Counter-Terrorism Centre
UNODC	United Nations Office on Drugs and Crime
WB	Western Balkan(s)
WBBSi	Western Balkan Border Security initiative
WBCSCi	Western Balkan Counter Serious Crime initiative
WBCTi	Western Balkan Counter-Terrorism initiative
WBRAN	WB Radicalisation Awareness Network
WCO	World Customs Organization

Draft Western Balkan Border Security initiative

Integrative Plan of Action (WBBSi iPA) 2018-2020

I.   Introduction

The EU Initiative on the Integrative and Complementary Approach to Counter-Terrorism and Violent Extremism in the Western Balkans (WBCTi) was endorsed by the Council of the EU at the level of ministers in late 2015 in the form of Council Conclusions[1], accompanied by a first multi-annual WBCTi Integrative Plan of Action (iPA) for the period 2015-2017. The Council Conclusions invited EU actors (relevant EU institutions, agencies and 28 EU Member States) to coordinate and cooperate planned actions by means of WBCTi in order to effectively identify and fill identified gaps by engaging in a more rational use of resources, joining expertise and by creating synergies – as opposed to overlapping of efforts in the region due to a lack of coordination witnessed so far. The WBCTi originated from the Brdo Process regional ministerial framework chaired by Slovenia, where the ministers of interior/security of the Western Balkan countries had demonstrated a strong and clear political demand for a more coordinated action in this policy field. The efforts of partners and donors in regional cooperation in WB (this includes EU agencies, regional organisations, 3rd countries, international organisations, state and non-state donors) have successfully been aligned for a 3-year period with the WBCTi iPA 2015-2017, and the approach turned out to be successful in ensuring coordination, alignment and elimination of duplications, while also being rewarded with high support and wide awareness.

Subsequently, based on the 2015 Brdo Process Ministerial Conference Conclusions, Slovenia proposed to expand the same approach to the area of Internal Security in the Western Balkans. The proposal for the "Integrative Internal Security Governance (IISG)" was introduced in late 2015 within Council of the EU structures and was endorsed within the Council of the EU in December 2015[2] – as an integrated approach to internal security in the Western Balkans, again with the strongest implications for all external assistance to regional cooperation efforts in the area of internal security. The Council Conclusions provided an expansion of the approach to two other pillars: Pillar II addressing Serious Crime (Western Balkan Counter Serious Crime initiative) and Pillar III addressing Border Security (Western Balkan Border Security initiative).

IISG aims to strengthen cooperation of the EU with the neighbouring region of the Western Balkans, whose security has had high implications on EU's own security. It was also aimed to advance coordination and alignment of actions and assistance on part of the EU as well as the international community, i.e. national actors of the Western Balkan Countries (IISG Beneficiaries), bilateral project managers, actors under whose auspices regional instruments operate, international organisations, EU

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[1] Council of the EU, "Conclusions of the Council of the EU and of the Member States meeting within the Council on the Integrative and Complementary Approach in the Fight Against Terrorism and Violent Extremism in the Western Balkans", doc. no. 14986/15, 4 December 2015.

[2] Council of the EU, "Council conclusions on strengthening the EU internal security's external dimension via the Integrative Internal Security Governance (IISG)", doc. no. 14796/16, 9 December 2016.

agencies, EU Member States providing external assistance in all possible frameworks of cooperation, and 3rd state donors. Its objective is to eliminate duplications and overlapping, to identify and fill any gaps in the assistance provided, to enhanced synergies and efficient investments and use of resources, and to improve long-term sustainability of assistance and policy solutions. This is to be achieved through the innovative, integrative approach, which builds upon actual needs and priorities identified together with the Western Balkan countries as well as external assistance providers, aiming to achieve the highest possible level of synergy and regional ownership. IISG had been initiated by the EU, but this does not limit its ownership to EU entities, namely a high number of other important international, regional and 3rd state actors (IISG Partners) have recognized the advantage of the approach thus participate on equal terms as co-owners of the IISG policy process.

In parallel and in the spirit of already shown endeavours to minimize overlapping and duplication of efforts in the WB Region the ministers of interior/security[3] supported the development of the WBBSi within the structure of IISG and proposed that DCAF Ljubljana administers iPA, coordinates its implementation and seeks appropriate funding.

In September 2017, the ministers of the interior/security of the Brdo Process were convened in the framework of the first, inaugural meeting of the IISG Board, supporting body at the highest level. The "IISG Board Kick-Off Meeting" took place at Brdo pri Kranju, Slovenia, on 8th September. Austria was appointed by the ministers as the Lead Partner of the WBBSi (Pillar III) together with DCAF Ljubljana.

a) The IISG mechanism

The intra-pillar coordination of activities within this iPA is a fundamental task of implementing the overarching IISG (Integrative Internal Security Governance) concept in the Western Balkan region, formally established by the IISG Board at the IISG Board Kick-Off Conference hosted by the Brdo Process ministerial framework on 8th September 2017.

The WBBSi Lead Partners as well as all Partners contributing or supporting at least one activity within the WBBSi iPA are IISG Partners. They are obliged to contribute to thorough intra-pillar coordination, to execute regular mutual communication, to exchange information and to report to the Lead Partner in line with any relevant donor requirements.

Scheme 1: IISG mechanism structure as endorsed on 8th September 2017

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[3] During the 11th Annual Ministerial Review Conference on Cooperation in the Field of Border Security in Southeast Europe in Jahorina, Bosnia and Herzegovina, from 31 May to 1 June 2016.

II. Methodology

The WBBSi iPA 2018-2020 process of preparation and planning was based on the methodology developed in the framework of the WBCTi iPA 2015-2017, utilising also some of the important lessons learned from its coordination and implementation.

The development of the draft WBBSi iPA 2018-2020 was a transparent process which has started already in late 2015 during a meeting on the Preparation of Regional Action Plan 2016-2019, where the experts from border police services and migration services of the ministry of the interior/security discussed and identified the needs and priorities relating to border security. The needs identified were further confirmed by the Heads of border police services in the Region, together with all relevant international partners active in the region and civil society representatives.

The needs identified were translated into main strategic SMART (specific, measurable, attainable, relevant, and timely) goals in order to provide for as much clarity as possible and foreseen timeline for achieving them. In accordance with the input of all WBBSi partners, they are also relevant, attainable and defined in time. The attainment of each goal is clearly defined by objectives.

The WBBSi iPA 2018-2020 is a non-binding document, which invites IISG/WBBSi Partners to implement agreed activities relating to a list of jointly-agreed priorities. It also recommends to all other IISG Partners and IISG Observers active in the region to consider it before entering into the planning or

funding of a new activity in the Western Balkans related to border security and provides a list of legitimate needs and priorities identified by the Beneficiaries.

a) Needs Assessment

Between 30 November 2015 and 3 December 2015, a meeting on the Preparation of Regional Action Plan 2016-2019, producing a list of needs and priorities in the field of border security which was reconfirmed during the DCAF Extended Meeting of Border Police Chiefs with Heads of Migration Services, which convened the chiefs of the Border Police services of the Region. In order to assure the widest possible array of needs identified and means of addressing them, the meeting was also attended by representatives of various agencies and organisations. The Meeting was intended to produce a list of priority needs on part of the Beneficiaries which would serve for further planning and preparation of the WBBSi iPA 2018-2020. The draft WBBSi iPA was presented during the Meeting of the border police chiefs in Postojna, Slovenia, in December 2016, where the integrative approach to border security was again supported and the priorities and needs identified re-adjusted and confirmed.

The following priorities were identified and deemed crucial to address:

- enhancing communication and exchange of information between relevant stakeholders;
- preventing overlaps and duplication;
- better identifying risks;
- enhancing analytical capabilities and operational measures;
- developing national capacities;
- strengthening information exchange and cooperation at regional borders;
- enhancing migration management.

The resulting list of needs was disseminated to all WBBSi iPA 2018-2020 beneficiaries, partners and other, additionally interested partners, for comments and proposals. In the continuing phase of needs assessment, the input of the beneficiaries, EU Member States, agencies and institutions was sought. The draft WBBSi iPA 2018-2020 was discussed at the DCAF Meeting of the border police chiefs in in end of January 2018, where relevant international organisations an EU MSs were also present, agreeing to support and continue the integrative approach in addressing identified needs. Needs and priorities were discussed also in the context of serious cross-border crime and serious crime which affects the security of the EU at the Standing Committee on Operational Cooperation on Internal Security (COSI) the valuable proposals of which have been duly incorporated. The EU Enlargement Strategy and all relevant actions of its annexed action plan have been taken into account and incorporated as high priorities.

b) Prioritisation

In order to ensure efficient planning and implementation of the activities, the objectives and the ensuing actions are to be considered according to the following criteria: (1) urgently needed actions; (2) actions addressing the root causes of a problem and /or are of strategic importance and are thus expected to bear positive long-term impact; (3) actions that offer a response to threats estimated as

most significant to the internal security of the Western Balkan region and to European security as a whole as well as (4) cross-cutting inter-pillar security threats and horizontal needs.

Prioritisation also takes into account the following parameters: (1) existing level of interest on part of Partners to take the lead in an action addressing an objective, taking into consideration the current phase of their efforts (e.g. on-going activities); (2) funding available to conduct a certain action that will avoid the lack of implementation; and (3) expressed interest/priority on part of the Beneficiaries.

Cross-cutting inter-pillar security threats identified by the IISG partners

The organised crime's foothold on the Western Balkans remains strong, whether in terms of trafficking in human beings, drugs or weapons, or risk of criminal infiltration of the political and economic systems and the organised crime groups have learned to adapt to changing circumstances such as governmental interventions or changed environments, making their structures, activities and methods opportunistic in nature.

The Europol threat assessments (SOCTA) and strategic analytical reports have revealed a changed criminal landscape in Europe. Organised Criminal Groups (OCGs) are using a 'crime-as-a-service business model' and a 'trading in diversified commodities model', which means that Serious and Organised Crime (SOC) is constantly looking for commodities which promise better criminal profits at lower risk. OCGs are increasingly flexible, becoming more inter-connected and cooperative at international level but also financially and politically stronger. They engage in multiple forms of cross-border crime, various means of communication, including internet, which makes criminal groups more mobile and also brings them closer together[4]. As indicated by the EU Global Strategy (2016), the challenges of migration, energy security, terrorism and SOC are shared by the EU and the Western Balkans.

The Western Balkans has been identified as having significant deficiencies in combatting SOC, especially when it comes to tackling its financial dimension. At the same time, the nature of modern SOC challenges in/emanating from the region call for a coordinated and more efficient approach at EU level in assisting the beneficiaries to dismantle SOC's and to further operational cooperation.

The European Commission in February 2018 releases "A credible enlargement perspective for and enhanced EU engagement with the Western Balkans" document depicting EU involvement in the Region and interdependence of the EU and the WB, a connection made more evident during the migration crisis. As such the prospect of EU membership for the Western Balkans is in the Union's very own political, security and economic interest.

As underlined by the European Agenda on Security and the European Migration Agenda, human trafficking is both devastating and highly lucrative form of crime. Apart from that the migration crisis also established a potential for the OCGs with regard to migrant smuggling. With trafficking of firearms,

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[4] Europol Serious and Organised Crime Threat Assessment 2017

money laundering remaining issues of concern, the situation provides an opportunity for terrorist organisations and individuals to fund their illegal activities.

The Balkan Route is heavily controlled by organised crime and any activity along this route is likely to present an opportunity for convergence. It is essential to further step up strategic and operational cooperation with the Western Balkans on migration and border management. This includes ensuring access to international protection, sharing of relevant information (such as risk analyses), enhancing border control, ensuring the effective implementation of readmission and return policies and the fight against irregular migration and migrant smuggling. Strengthening international and regional cooperation (including with EU agencies and the respective liaison officers in the region), and further consolidating border and migration management capacities is also necessary.

The available evidence, research and analysis suggest the following cross-cutting inter-pillar security threats:
- Illicit Firearms
- Foreign Terrorist Fighters (FTFs)
- Facilitation of illegal immigration
- Forged and Fake travel documents
- Organised property crime
- Illicit trafficking of cultural goods
- Money laundering

The topic of illicit firearms is both a priority in terms of fighting Serious Crime as well as a threat subject to cross-pillar coordination. In relation to the latter, the existing mandate of SEESAC is to be noted here, as it will facilitate coordination of activities related to arms control and combatting illicit trafficking of firearms, based on the "Regional Implementation Plan on Combatting Proliferation of Small Arms and Light Weapons in South East Europe". SEESAC is invited to conduct a regular exchange information with the IISG Support Group to the benefit of the successful achievement of the objectives of the IISG.

IISG partners have identified the following horizontal needs:
- To further develop information exchange between WB Countries and between them and relevant EU agencies and relevant international partners, including information of operational nature, taking into account the principle of reciprocity and further development of automated data exchange;
- To set-up a WB pool of experts represented also by beneficiary countries' experts following terms of reference developed in close cooperation with donors who will provide funding.

c) Planning of activities

Some activities have been well defined and are part of long-lasting processes and have funding provided – they are inserted in the table of actions of this integrative plan of action whilst the others will be developed later on in line with actions planned and objectives of this integrative plan of action.

The IISG Support Group will, as an on-going business, coordinate and support WBBSi partners in implementation of their actions and reflect that in adjustment of the plan of action as a living document. The IISG Support Group will adjust and publish adjusted WBBSi iPA 2018-2020 on its website (http://wbbsi.wb-iisg.com/). Coordination and cooperation with WBBSi partners and donors will be run in accordance with IISG Terms of Reference.

d) Funding

The WBBSi iPA 2018-2020 methodology integrates the funding already available for activities/processes supported by IISG Partners' funding or external (incl. EU) donors merely investing in iPA objectives. Coordinating the financial planning of each iPA implementation is one of the main responsibilities of the Lead Partner, while all Partners report to donors in line with any existing formal requirements.

While the funding for certain actions has been obtained certain activities will still require funding and donors are invited to co-fund these actions.

e) Communication with WBCTi international partners, beneficiaries and donors

Communication between WBBSi partners, beneficiaries and donors is ensured by following concept:

- WBBSi international partners communicate via designated contact points on regular basis and on case by case basis during their planning, implementation, monitoring of evaluation phase. IISG SG is available to coordinate and support leading partners to avoid duplication and overlapping, to address priorities in accordance with this plan of action, to support them actively when seeking for funding, expertise or partners for joint activities.

- Beneficiaries have designated WBBSi or IISG contact points to enable systematic and efficient communication.

- Besides regular communication with the IISG Support Group, the donors have the opportunity to meet and discuss priorities, needs and the state of play, at various conferences.

The endorsement of the Integrative Plan of Action, its development and implementation is reflected in the *IISG Terms of Reference* endorsed by the IISG Board.

f) Logical Framework

Strategic Goal	Improved effectiveness and cooperation among regional and national capacities in tackling issues impacting the border security in the WB, improving the security situation in the Western Balkans region and Europe as a whole.
Outcome (Purpose)	Enhanced border integrity in the WB Region and improved safety of individuals and communities in the WB Region and EU

Goal 1	To enhance regional cooperation and coordination in addressing issues affecting border security
Goal 2	To enhance capacities in the Western Balkan Region in addressing issues affecting border security
Goal 3	To further develop operational cooperation and responsiveness to border security challenges in the Western Balkan Region
Goal 4	To enhance the cooperation in the area of migration management
Outputs	The direct and tangible results (goods and services) that the WBBSi iPA 2018-2020 will deliver and which are largely under the project management control
Actions	The tasks (work programme) that need to be carried out to deliver the planned results
Indicators	Indicators are linked to the objective-based planning and measure how the objectives, purpose and results will be achieved: 1. Time lag between collection of data and dissemination of results (Time) 2. Proportion of datasets documented (Percentage) 3. Number of datasets that have been quality-controlled and are designed as official statistics (Number)

g) Monitoring and Evaluation, including Reporting system

The IISG Support Group will run a continuous process of collecting and analysing information throughout to assess and monitor the quality of the implementation of the WBBSi Integrative Plan of Action 2018-2020. Monitoring will focus on activity implementation and output delivery. The IISG Board will be regularly informed as well as each stakeholder upon its request of progress and difficulties in achieving results and compared achievements with those expected from the outset. The IISG Support Group will suggest to the IISG Board to take any necessary corrective measures. The frequency of monitoring foreseen is annual.

Evaluation will identify which expected results have been achieved and which have not been, and the reasons for this, in order to re-direct the actions foreseen. Evaluation will include two points in the process: mid-point evaluation and final evaluation. The mid-point evaluation will enable an analysis of the differences between recorded results and expected results in order to enable the necessary changes to be made, including to the schedule of activities for the second half of the strategy period. The final evaluation will allow lessons to be learned and progress to be built on for a future WBBSi Integrative Plan of Action.

The system of evaluation will incorporate the flexibility necessary to take account of the inevitable changes that will occur during the WBBSi Integrative Plan of Action 2018-2020 implementation period.

These changes may result in more or less significant adjustments to the strategic goals or objectives selected, which will require changes to the schedule of actions themselves.

Monitoring and evaluation framework will be based on internationally recognized standards and practices. The selected indicators will be measurable.

WBBSi partners (international partners, regional mechanisms and beneficiary) countries shall appoint contact point for communication with the IISG Support Group and take responsibility to inform IISG Support Group in foreseen timeframe for monitoring and evaluation on results achieved and potential obstacles identified. Reporting is an integral part of monitoring and evaluation framework. Its main goal is to provide and publish comprehensive and regular information on the implementation of the WBBSi Integrative Plan of Action 2018-2020. The IISG Support Group must provide IISG Board with timely information and analysis to enable possibility of taking the necessary decision by the IISG Board.

III. Policy areas

The WBBSi iPA 2018-2020 needs assessment have shown the need to define the policy areas we address in order to work efficiently towards addressing threats to border security and integrity of the Western Balkan. The following policy areas should therefore be evaluated and monitored based on separate sets of indicators, but not necessarily be strictly divided, i.e. they can still both be subject of one and the same effort under the auspices of the WBBSi iPA 2018-2020. This conceptualisation dividing them was created in order to provide more clarity as to the monitoring and evaluating the progress of implementation:

a) <u>Capacity building</u>

The capacity building comprises of addressing the needs related to the Schengen/EU integration, education and training, legal reform, organisational development and integrity building.

b) <u>Contributing to an effective operational response to border security challenges in the WB region</u>

The operational response is targeted on several levels and addresses improvement in the field of improvement of regional joint analysis and "real-life" cross-border operational cooperation.

c) <u>Cooperation in the area of migration management, incl. associated forms of SOC</u>

Migration issues remain prominent topic in the region and within the iPA provides for efforts related to readmission and return, however includes also the elements of capacity building, in connection to the phenomenon.

IV. Identified Needs translated into Goals, Objectives and Actions

The clusters and actions are based on the resulting list of needs obtained since end of 2015 and complemented by regular consultation with all WBBSi international partners as well as beneficiaries by end of 2017, following primarily bottom-up approach. They are to be transformed into detailed listed actions feeding objectives and attaining goals identified.

The provided list of needs and WBBSi activities (starting on the next page) is a compilation of activities aimed at addressing the needs identified during needs assessment phase, as they were provided and highlighted by the beneficiaries, partners and other, additionally interested partners. In line with the integrative approach methodology, certain activities, which were indicating a clear duplication of efforts, or were borderlining, were omitted or combined with activities already addressing the same specific need.

In addition, addressing certain needs can be approached from various different aspects. As such, some activities specified in the list of needs and WBBSi activities may bare resemblance to other activities and/or may be complementary. Partners in these types of activities shall seek synergies in order to avoid possible duplication and improve efficiency of their efforts.

Please see the next page for the list of needs and WBBSi activities and endnotes following the list for comments on possible complementary activities.

WBBSi Integrative Plan of Action (iPA) 2018-2020
The List of WBBSi Actions

Overall WBBSi iPA 2018-2020 Goal

To improve effectiveness and cooperation among regional and national capacities in tackling issues impacting the border security in the WB, improving the security situation in the Western Balkans region and Europe as a whole.

Goal - 1
WBBSi Strategic Development

OUTCOME - 1
Coordinated efforts on priorities and activities to be undertaken in addressing the threats to border security

REGIONAL SCOPE: WB Region and national level where specified
TIMEFRAME: 2018-2020

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
/	**1.1** To provide WBBSi with political backing and guidance	Regular Ministerial Events	• Adopted strategic/political guidelines • Endorsed reports on RAP implementation • Signing multilateral agreements or political declarations • Achieving political agreement on operational priorities and possible response • Role in IISG-level monitoring of WBBSi implementation	annually	LP: DCAF P: UNODC and other partner organisations/agencies (to be invited); RACVIAC
	1.2[i] To provide WBBSi with strategic –level management	**1.2.1** Regular meetings of senior border police management (Heads of Border Police)	• Confirming the annual plan of activities • Planning of budget • Planning national resources and staff • Agree on experts involved • Monitoring and evaluation • Suggesting the strategic/political solutions • Deciding on operational priorities • Bridging work of Working groups and other forms of implementation of the WBBSI	2x / year (*proposal: DCAF 1x/year, Frontex 1x/year*) IOM	LP: 1x DCAF 1x Frontex P: OSCE, UNODC, RACVIAC, IOM
	1.3[ii] a) To close the gap between theory and	Regular meetings of existing SEE Network of Institutions Responsible for Police	• Harmonized regional trainings on specific matters • Regular guidelines for bridging the gap	2x / year	LP: CEPOL

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	practice related to police education and training in each beneficiary b)To provide a regional coordination platform in the area of police education and training c) To provide strategic platform to connect CEPOL and Beneficiaries' police education and training institutions	Education and Training	• between theory and practice • Regular meetings of a coordination platform (recommendations, plans) • Strategy and regular guidance on how to enhance language training capacities in Beneficiaries • Overview of training programmes		P: Frontex, DCAF, national police education and training institutions, police bodies, OSCE (BMSC), UNODC, IOM, Austria, a certified partner university/educational institution
	1.4 a) To produce shared Schengen Integration strategic goals b) To address Schengen Integration in an interagency setting, raise awareness	Regular meetings of the existing Schengen Task Force at senior management level	• Overview of training programmes • Regular familiarisation of all relevant national sectors in Beneficiaries on Schengen-related issues • Transferred knowledge on EU funding and formed coordinated approach • Decisions delivered on strategic approaches • Guidance issues	1x / year	LP: DCAF P: Frontex, CEPOL, national relevant sectors (MoI, MFA, MEI, MF)

Goal - 2 **Capacity-Building**		**OUTCOME - 2** **Enhanced capacities in the Western Balkan Region in addressing issues affecting border security**		REGIONAL SCOPE: WB Region and national level where specified TIMEFRAME: 2018-2020	
Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
2.1 Schengen integration	**2.1.1** a) To identify operational and legal gaps and challenges in Schengen	Regular meetings of the existing regional Schengen Task Force at expert level	• Regular familiarization with EU-level developments • Exchanged good practice in implementing IBM standards • Facilitated self-evaluation process via	2-3x per year	DCAF

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	integration b) To provide input and monitor implementation of national Schengen action plans		existing web SSE module • Conducted planning of field activities • Reviewed and improved practical requirements for implementation of national Schengen Action Plans • External reporting • Reported suggestions for changes to strategic level (legal, organizational, financial…) • Regional gap analyses		
	2.1.2 Monitoring progress and identification of gaps and challenges regarding EU/Schengen integration	Regular field evaluations (peer to peer Schengen evaluations) at national BPCs/border surveillance units (the DCAF Schengen Task Force regional format) and inputs and updates into "Schengen Self-Evaluation Module" – SSE	• Gained expertise on Schengen Evaluation on part of designated Beneficiaries' representatives • Transferred EU good practice • Results provided to Beneficiaries so they can utilize them in further planning and reform • Results provided to national level so Beneficiaries can utilize them in further planning and reform • Platform for familiarization with changes and developments within the Schengen Task Force format	2x / year	LP: DCAF
2.2 Education and Training	**2.2.1** Enhance capacities of police education and training for English language training	Train-the-Trainers Course with a Training Programme on the English Language (with necessary translated versions)	• EU good practice transfer on English language training for police • Up-To-Date Training Programmes in Beneficiaries' languages • Delivered knowledge to educators and trainers on English language training		LP: CEPOL P: Frontex, SEE Network for Police Education and Training, national police education and training institutions, police bodies, OSCE
	2.2.2 Enhance knowledge of English language	Online English Language course for law enforcement staff	• Improved knowledge in police English language	On-going	LP: CEPOL

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	2.2.3 Enhance leadership and management capacities of regional border police commanders	Beneficiaries' participation in existing accredited international courses	• Delivered training on leadership and management	2x / year	LP: CEPOL P: Frontex, DCAF, OSCE (BMSC) *coordination between DCAF and OSCE to provide graduates the possibility to attend Frontex MA in BM
	2.2.4 Enhance leadership and management capacities of border police station commanders	Deliver a mid-level course to border police station commanders of the Western Balkans; language of the modules – mixed (English and local)	• Modules as in the existing EU-level course • Translations where necessary • Utilisation of local trainers	Course developed by end 2018; 1st course delivery: late 2019.	LP: Frontex P: DCAF, national police education and training institutions, police bodies
	2.2.5[iii] Enhance skills of border police top management representatives	2-day workshops on relevant issues regarding their working responsibilities	• Enhanced capacities of top management	2x / year	LP: DCAF P: national police education and training institutions, police bodies, IOM
	2.2.6[iv] To upgrade the skills of border police trainers and police education professionals in SEE	2.2.6.1 Annual international Train-the-Trainers Course for Trainers	• Enhanced capacities of police educators and trainers • Raise awareness on international practices • Delivered modern teaching and learning and team-building methods • Delivered modern team-building methods	1x / year	LP: DCAF P: Austria, CEPOL, Frontex, a certified partner university/educational institution, a hosting Beneficiary education and training institution (in Hungary), IOM
		2.2.6.2[v] Train-the-Trainers on detection of forged documents and imposters	• Enhanced capacities of police educators and trainers on detection of forged documents and imposters	1x / year	LP: OSCE P: IOM, Frontex, DCAF, Austria
		2.2.6.3 Train-the-Trainers on detection of firearms	• Enhanced capacities of police educators and trainers on detection of firearms	1x / year	LP: UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		2.2.6.4 Train-the-Trainers on migrants' rights and gender	• Enhanced capacities of police educators and trainers on migrants' rights and gender	1x / year	LP: IOM
	2.2.7 a) To raise readiness for cooperation on modern teaching and learning methods for the police (within existing cooperation arrangements) b) To help develop national capacities for executing local/regional webinars and e-learning methods – practicalities and resources	National staff training activities	• Enhanced capacities of police educators and trainers on modern teaching and learning methods • Enhanced national capacities for executing webinars and other e-learning methods	2x / year	LP: CEPOL P: DCAF, Austria
	2.2.8[vi] Integrating the newly developed training materials and modern teaching and learning technologies into the national and institutional capacity building programmes of the border management services	Capacity building activities on integrating the new training materials and modern training methodologies into institutional training programmes by border management services	• The institutional training programmes are up-to-date in terms of content as well as delivery		LP: IOM P: DCAF, Austria, CEPOL, Frontex, a certified partner university/educational institution, national police education and training institutions, police bodies, OSCE (BMSC), UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	2.2.9 To enhance training on Schengen matters	Training seminars for MoI and border police practitioners	• Enhanced national training capacities on Schengen matters	2 trainings per year	LP: DCAF P: CEPOL, national police education and training institutions
	2.2.10 To improve capacities of PCCC staff	**2.2.10.1** Training seminars for PCCC staff	• Enhanced national capacities	2 trainings / year	LP: OSCE (Mission to Skopje)
		2.2.10.2 Regular collection of information on seized firearms, their parts and components and ammunition	• UNODC methodology for the collection of data is used • Assistance is provided to the Western Balkans to increase their capacity to organize the process of collection and sharing data • Trainings provided by UNODC on harmonized approach for collection and sharing of data on seized firearms, which will enable the countries to contribute to the global efforts of collection of information on and analysis of trafficking in firearms	1 in each Beneficiary country / x year (2018-2020)	LP: UNODC
		2.2.10.3 Networking visits of PCCC staff to other PCCCs in EU and beyond	• Exchanged experience and knowledge		LP: IOM
	2.2.11 Exchanges of police trainers	Participation in CEPOL Police Exchange Programme	• No. of annual exchanges of trainers from Beneficiaries	Dec 2018	LP: CEPOL P: DCAF, Austria
	2.2.12 Increase knowledge on fundamental rights	Fundamental rights training (including gender) for border police officers, Train-the-Trainers Course	• Delivered training for 30 trainers and multipliers in each Beneficiary		LP: CEPOL P: IOM, Austria
		Develop E-learning tools at national level	• E-learning module • Translated versions	Dec 2019	LP: CEPOL P: IOM, Austria

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	2.2.13 To increase knowledge on criminal intelligence	Trainings on intelligence led-policing	• Development of the curriculum, learning material and methodology to increase knowledge on criminal intelligence • National trainings on intelligence led-policing and criminal intelligence	1 in each Beneficiary / x year (2018-2020)	LP: UNODC
	2.2.14 To provide technical and legislative assistance to the countries of Western Balkans with regards to the implementation of national Advance Passenger Information (API) systems	Follow-up consultancies in the locations where National Workshops for aviation security stakeholders were organised from 2016 to 2018	• Support national authorities in the implementation of the Roadmaps for Establishing an API System drafted during the National Workshops • Provide legislative and technical advice • Assist national authorities in setting up a single window/Passenger Information Unit responsible for collecting, processing and exchanging passenger data transmitted by airlines	1 in each location where National Workshops for aviation security stakeholders were organised from 2016 to 2018 (2018-2019)	LP: OSCE P: ICAO, Interpol, IATA, IOM, UNCCT, WCO
	2.2.15 To enhance the capacities on detection of illicit trafficking cultural goods	Workshops and trainings for relevant services	• Workshops and trainings on illicit trafficking of culture goods • Enhanced capacities for detection of illicit trafficking of culture goods	1x year	LP: DCAF
	2.2.16[vii] Enhancing the capacity to detect falsified travel documents	National trainings on detection of the falsified documents	• The capacity of the national border management services to detect falsified travel documents is enhanced • Translation of the IOM Passport Examination Procedures Manual (2nd Edition) to national languages		LP: IOM P: OSCE, Frontex, DCAF, Austria
	2.2.17 Enhancing the national services capacity to counter smuggling of migrants and THB	**2.2.17.1** National trainings on countering THB in former Yugoslav Republic of Macedonia and Montenegro	• Enhanced national services capacity to counter THB		LP: IOM
		2.2.17.2[viii] Mapping of smuggling of migrants and trafficking in human beings in the Western Balkan region	• Consolidated report on smuggling of migrants and trafficking in human beings in the Western Balkan region		LP: IOM

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
2.3 Legal Reform	2.3.1[ix] To enhance legal alignment in the area of Schengen Integration and IBM	2.3.1.1 Regular meetings of MoI and police legal experts	• Evaluating existing legislation and prepare gap analysis • Addressing legal requirements • Creation of templates for legal acts, procedural documents, bylaws, • Agreements on local border traffic • Creation of the system for exchange of data on migrants • Legal arrangements/bases for the exchange of data on migrants • Legal arrangements/bases for establishment of PCCCs communication	6x year	LP: DCAF P: Frontex, IOM, UNODC
2.4 Organizational Development	2.4.1 To develop a Rapid Reaction Pool	Regional expert-level workshops	• Develop RRP	By 2019	LP: DCAF P: IOM
	2.4.2 To foster development of WB research and development unit/centre of expertise, which will coordinate availability	Regional expert workshops	• Developed R&D unit • Developed repository in case of extraordinary pressures	By 2019	LP: DCAF P: IOM
	2.4.3 To foster further development of Police and Customs Cooperation Centres (PCCCs)	2.4.3.1 Development of separate plan of action	• Regionally endorsed plan of action on PCCCs functioning and sustainable development • Duplications prevented	2 expert meetings, 1 regional meeting (Jan-Aug 2018)	LP: DCAF P: Germany, Frontex, OSCE, IOM, Austria
		2.4.3.2 Establish shared system for information exchange	• Signed and ratified implementation agreement based on the PCC SEE Convention	2 regional events / year (Jan 2018 - Jul 2020)	LP: DCAF P: Austria
		2.4.3.3[x] Conducting Awareness-raising	• Raised awareness on better use of PCCCs in cross-border cooperation	1 event / year	LP: IOM P: Austria

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		2.4.3.4 Development of HR plans		Dec 2018	LP: DCAF P: IOM, Austria
	2.4.4 Improve internal working procedures in border law enforcement forces	**2.4.4.1** Maintenance, including follow-up and mentorship, of already-established under the UNODC-WCO Container Control Programme (CCP) Port Control Units (PCUs) in Albania (Durres), Bosnia & Herzegovina (Bijača) and Montenegro (Bar)	• Continued effectiveness and sustainability of PCUs ensured through regular support and mentorship to address issues on a case-by-case basis	4 x visit per PCU/ year (2018-2020)	LP: UNODC
		2.4.4.2 Delivery of advanced specialized trainings to already-established PCUs in Albania, Bosnia & Herzegovina, and Montenegro	• Measurable results – seizures, investigations, convictions – as a result of PCUs' officers gaining a thorough understanding of specific areas of cross-border trafficking	1x regional training/ year (2018-2020)	LP: UNODC
		2.4.4.3 Establishment of new land PCUs in the former Yugoslav Republic of Macedonia, Bosnia & Herzegovina, and Kosovo*	• Customs and other relevant law enforcement officials at selected land border crossings acquire enhanced technical skill due to establishment of PCUs • Selected officials from national law enforcement agencies qualified in modern risk assessment and interdiction techniques – as a result of theoretical and practical trainings and capacity building • Law enforcement agencies and the private sector in targeted land border crossings cooperate effectively on container control matters	establishment – in 2018-2019; support and capacity building – in 2018-2020	LP: UNODC

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* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		2.4.4.4 Establishment of CCP-AIR in Tirana, Albania and CCP-AIR in Sarajevo, Bosnia & Herzegovina	• Customs and other relevant law enforcement officials at selected airports acquire enhanced technical skill due to establishment of Air Cargo Control Units • Selected officials from national law enforcement agencies qualified in modern risk assessment and interdiction techniques – as a result of theoretical and practical trainings and capacity building • Law enforcement agencies and the private sector in targeted airports cooperate effectively on container control matters	establishment – in 2018-2019; support and capacity building – in 2018-2020	LP: UNODC
		2.4.4.5 Establishment of working procedures in cases of detection of firearms in support of successful investigation and prosecution of criminal offences	• Review of the current situation and formulation of recommendations for the Manual on Standard Operational Procedures concerning seized firearms • Capacity building activities for border police forces on detection of firearms trafficking	SOP Manual (2019) 1 training in each Beneficiary state / x year (2019-2020)	LP: UNODC
		2.4.4.6 Review of good practices in the region and exposure to good practices from other regions on intra-agency cooperation (through workshops or incoming experts study visits)	• National working procedures are mapped and existing good practices from within the region and globally are shared	1 activity / x year (2018-2020) Continued hands-on mentorship support (2018-2020)	LP: UNODC
		2.4.4.7[xi] Strategic and political assessment of risks and vulnerability (in the context of WCO-UNODC CCP)	• Risk assessments to be reviewed in connection to regional partners' planning and resources in combination with ongoing mentorship support	Continued hands-on mentorship support (2018-2020)	LP: UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
	2.4.5 To develop Joint Border Crossing Points		• No. of established joint border crossing points between Beneficiaries / with neighbouring EU Member States	Dec 2020	LP: Frontex P: DCAF, IOM
2.5 Integrity Building	**2.5.1** To establish national anti-corruption and integrity building systems in the border police forces	**2.5.1.1** Dissemination of DCAF Police Integrity Toolkit	• Shared ideas, know-how and good practice	On-going	LP: DCAF P: UNODC
		2.5.1.2 Establish a network of leading national experts in integrity from Beneficiaries	• Established network • Shared ideas and good practice • Shared experiences, know-how and moduses operandi • Established system for cooperation on cross-border cases	Jun 2018	LP: Frontex P: OSCE
		2.5.1.3 Workshop on integrity building	• Shared knowledge on integrity building	1 x year	LP: RACVIAC
		2.5.1.4 Executing training on police integrity	• Better use of existing curriculum • Better use of existing e-learning module • Necessary translations for sustainable use on national level • Integration of integrity elements into existing training courses of all border control and police authorities	1x regional training / year update of existing curricular to include integrity elements (2018-2020)	LP: OSCE P: DCAF, UNODC
		2.5.1.5 Trainings on the use of corruption risk assessment in the individual border police agencies	• Trainings organized to exchange good practices • Action plans developed for further assessment of risks in the region	national trainings for each beneficiary / x year and one regional workshop (2018-2020)	LP: UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		2.5.1.6 Assistance to border police agencies in performing corruption risk assessments and developing mitigation plans in order to identify and address risks to integrity	• Mitigation plans developed according to UNODC's methodology • Corruption risk assessments carried out	On-going hands-on mentorship support (2018-2020)	LP: UNODC
		2.5.1.7 Assistance to border police agencies in implementing the mitigation measures planned in the risk mitigation plans developed under 2.5.1.5	• Assistance is provided on case-by-case basis and working together with the agencies in accordance with the findings of 2.5.1.5	On-going hands-on mentorship support (2018-2020)	LP: UNODC
		2.5.1.8 Regional workshop to share the experiences in using the corruption risk assessment methodology	• Regional workshop organized using regional and global experience and expertise	2020	LP: UNODC
	2.5.2 To address gender issues in border police work	**2.5.2.1** Workshop on gender issue	• National action plans on gender programme in border police	1x year	LP: DCAF P: ICMPD, IOM
		2.5.2.2 Train the Trainers on gender issues in police work	• Enhanced capacities of police educators and trainers on gender related issues in police work		LP: RACVIAC P: OSCE
		2.5.2.2xii Gender mainstreaming throughout activities 2.4.4.1 – 2.4.4.7 above under UNODC-WCO Container Control Programme (CCP)	• Awareness raising of gender • Port Control Units' (PCU) officers	Continued hands-on mentorship support (2018-2020)	LP: UNODC

Goal - 3: Contributing to an effective operational response to border security challenges in the WB region		OUTCOME - 3: Further developed operational cooperation and responsiveness to border security challenges in the Western Balkan Region		REGIONAL SCOPE: WB Region and national level where specified TIMEFRAME: 2018-2020	
Specific field	**NEEDS ADDRESSED**	**ACTIVITY**	**OUTPUTS**	**SUGGESTED TIMELINE**	**LEAD PARTNER(S) / PARTNER(S)**
3.1 Joint Analysis	**3.1.1**[xiii] To improve regional capacities for a Risk Assessment and vulnerability	**3.1.1.1** Alignment of existing tools and needs assessment / development of a common methodology for data collection	• Risk analyses is available and enables development of concerted regional responses • Interdisciplinary expertise and methodologies also address the inter-relationship between transnational organized crime and sustainable development	2 regional expert meetings (mid-2018) and the process of collection of data and dissemination of it (2018-2019) On-going hands-on mentorship support (2018-2020)	LP: Frontex P: DCAF, UNODC, IOM *proposal put forward by Serbia to have Frontex as lead partner in activities falling under 3.1*
		3.1.1.2 National and Regional trainings to establish a network of focal points/experts/institutions which are responsible for the risk assessment exercise and its regular updates (in connection to the early warning system – 3.3.1)	• The network is active in exchange of information new data or analysis.	3x / year or 1 national / x 2018-2019 + 2 regional / 2019-2020	LP: Frontex P: DCAF, UNODC, OSCE
		3.1.1.3 Preparation of regional risk assessment (in alignment with/upgrading WBRAN)		1x / year	LP: Frontex P: DCAF
		3.1.1.4 Regular expert meetings	• Agreed methodology • Provided guidance for national implementation	2 events / year	LP: Frontex P: DCAF, IOM

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		3.1.1.5 Advocating for public-private partnerships and collaboration between national and international institutions and private sector organisations, allowing for more effective and efficient research focused on the causes of, indicators and possible reforms aimed at eradicating transnational organized crime	Improved involvement of private sector and better cooperation of the law enforcement and other governmental entities with private sector on preventing, reporting and countering transnational organized crime	2 regional events (2019 and 2020)	LP: UNODC P: IOM * Serbian remark that activity should be approached horizontally
		3.1.1.6 Expert advice to the countries in the Western Balkans, on a regular basis, for the preparation of a joint regional plan of operational measures in the firearms area	• UNODC is providing substantive advice for the planning and organizing of regional joint operations against firearms trafficking and movement of terrorist (INTERPOL Trigger 2 and 3; and Europol EMPACT Firearms Joint Action Day) • UNODC is in a position to contribute and provide expert advice on operational measures on firearms	On-going hands-on mentorship support (2018-2020)	LP: UNODC
	3.1.2 To enhance capacity in countering border-related threats - Development of different sets of risk indicators for border police	**3.1.2.1** Workshop Human smuggling	• Enhanced capacities on detection of human smuggling	1 regional event (2018) 1 Global event /IOM-UNODC (2018)	LP: Frontex 1 IOM-UNODC 1 P: DCAF
		3.1.2.2 Weapons smuggling	• Enhanced capacities on detection of weapons smuggling	1 regional event (2018 – Frontex)	LP: Frontex, P: DCAF, IOM, UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		3.1.2.3 Training on detection of weapons smuggling	• Enhanced national capacities on detection of weapons smuggling	2 national trainings in each Beneficiary country x year (2019-2020)	LP: UNODC
		3.1.2.4[xiv] Workshop on falsified documents	• Enhanced capacities on detection of falsified documents	1 regional event (2019)	LP: Frontex P: DCAF, OSCE, IOM, Austria
		3.1.2.5 Workshop on stolen vehicles	• Enhanced capacities on detection of smuggling vehicles	1 regional event (2019)	LP: Frontex P: DCAF, Austria
3.2 "Real-Life" Cross-Border Operational Cooperation to fight border security challenges	**3.2.1** To improve planning of operational measures	**3.2.1.1** Workshop on joint regional plan of operational measures	• Regional joint action plan for operational measures	1x / year	LP: DCAF P: Frontex
	3.2.2[xv] To improve execution of operational measures to ensure security of regional borders	**3.2.2.1** Common Operations – green/blue border, BCPs	• Enhanced cross-border operational skills • Operational results	1x / year	LP: Frontex P: DCAF, IOM, UNODC
		3.2.2.2 Common Operations – inland, green, BCPs within the WB Region	• Enhanced cross-border operational skills • Operational results	1x / year	LP: DCAF P: Frontex, Austria, IOM
		3.2.2.3 Coordinated Operations – green/blue border, BCPs	• Enhanced cross-border operational skills • Operational results	1x / year	LP: Frontex P: DCAF, IOM
	3.2.3 To maintain possibility for flexible response to occurring changes in security situation related to border security	**3.2.3.1** *Ad hoc* common/coordinated operations	• Provided flexible response to occurring security situations 2018-2020 • Operational results • Enhanced cross-border operational skills	5 operational measures 2018-2020	LP: DCAF P: Frontex

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
3.3 Other measures	**3.3.1** To develop Early Warning System		• Full use/upgrade of Border Sentry system	2020	LP: DCAF P: UNODC
Goal - 4 Cooperation in the area of migration management, incl. associated forms of SOC	**OUTCOME - 4** Enhanced cooperation in the area of migrant management				REGIONAL SCOPE: WB Region and national level where stated TIMEFRAME: 2018-2020

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
4.1 Readmission and Return	**4.1.1** To further develop capacities and skills of officers for a functioning readmission and return procedures in line with European standards	**4.1.1.1** Expert meetings on readmission and return	• Exchange of experience • Developed Standard Operational Procedure (SOP) on readmission and return • Translated versions • Develop system for remote interpretation and pool • Support the WB countries in developing the readmission framework • Support negotiation and implementation of readmission agreements	2x / year	LP: Frontex P: DCAF, ICMPD, IOM
		4.1.1.2 Practical training on Regional Joint Return Operations (JRO) to extra-regional countries of origin	• Enhanced national capacities on execution of JROs	3 trainings / year	LP: Frontex
		4.1.1.3 Pilot Regional Joint Return Operations (JRO) to extra-regional countries of origin	• Operational results (conducted JROs)	2 pilot JROs 2019-2020	LP: Frontex P: DCAF
		4.1.1.4 Exchanges of officers	• Enhanced capacities for execution of JROs		LP: Frontex P: CEPOL, DCAF
		4.1.2.2 Regional training			LP: Frontex P: MARRI

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		4.1.2.3 Regular expert meetings	• Agreed methodology • Guidance for national implementation		LP: Frontex P: MARRI
	4.1.3[xvi] To develop Early Warning System for Irregular Migration	**4.1.3.1**[xvii] Upgrading Border Sentry – AFIS	• Full use/upgrade of Border Sentry system	LP: DCAF	LP: DCAF P: Frontex, IOM-UNODC
		4.1.3.2 Training seminars	• Tutorial prepared and disseminated • Webinar prepared and translated into local languages	1x / year (2018-2020)	
		4.1.3.3 Webinars	• Webinars executed by national authorities	1 in each Beneficiary (2019-2020)	
	4.1.4 Enhancing the national agencies capacity in implementing the readmission agreements	**4.1.4.1** Policy level technical support on readmission related matters	Enhanced national legal and policy framework on readmission issues		LP: IOM
		4.1.4.2 Capacity building activities aimed at enhancing the national readmission capacity	Enhanced national agencies capacity in the area of readmission		LP: IOM
4.2 Improving migrants' reception capacities	**4.2.1** Enhancing the national agencies capacities to provide for dignified and humane temporary accommodation of migrants	Capacity building activities aimed at: - upgrading the infrastructure of the current reception facilities; - training the reception facilities personnel to provide for dignified treatment of migrants; - providing migrants' immediate needs	• Improved reception facilities infrastructure • Addressed migrants immediate needs • Enhanced capacity of the reception facilities personnel to provide for dignified treatment of migrants		LP: IOM

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
4.3 Preventing and countering migrants smuggling and trafficking in human beings	**4.3.1** Reinforcing the international cooperative mechanisms and enhancing the national services capacity to counter migrants smuggling	**4.3.1.1**[xviii] IOM-UNODC Counter Migrants Smuggling Platform	• International platform providing for additional mechanism for cooperation in the area of countering human smuggling		LP: IOM-UNODC P: DCAF, Frontex
		4.3.1.2[xix] Alignment of existing tools and needs assessment			LP: Frontex, MARRI P: ICMPD
		4.3.1.2a Assessing of needs, at national and regional levels, in the fields of trafficking in persons (TIP) and smuggling of migrants (SOM), including by mapping and aligning existing tools	• Assessment of criminal justice response to TIP and SOM at the borders, including: - risk assessment on these crimes; - strategies and action plans to mitigate the risks identified	On-going hands-on mentorship support (2018-2020)	LP: UNODC
		4.3.1.2b National, regional and trans-regional workshops on cooperating against SOM by air, land and sea	• Benefitting from the UNODC methodology developed for SOM by sea in the Mediterranean, adaptation is produced for the Western Balkans with a focus on border security concerning human traffickers and migrant smugglers	1 national, regional, inter-regional / x year (2018-2020)	LP: UNODC
		4.3.1.2c National, regional and trans-regional workshops for border control officers on detecting and preventing TIP	Benefitting from the UNODC methodology developed in the TIP field, the workshops could include the following formats: - multidisciplinary and inter-agency; - specialized trainings, i.e. real-case simulations, mock trials, etc.; - study visits or short-term structured internship to selected pertinent countries	1 national, regional, inter-regional / x year (2018-2020)	LP: UNODC

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		4.3.1.2d Regional expert group workshops on TIP and SOM thematic regional tools and informal networks, with a possible specific focus on illicit financial flows related to TIP and SOM	UNODC has been organizing a series of regional Expert Group Meetings on strengthening capacities to improve joint criminal investigations and prosecutions; to use cross-border special investigative techniques; and to disrupt illicit financial flows deriving from smuggling of migrants in the South-Eastern Europe (2016-2017). UNODC has also supported the preventing and combatting organized crime involvement in migrant smuggling and human trafficking in South Eastern Europe through a series of regional workshops co-organized by UNODC with OSCE and IOM since 2014	1 regional / x year (2018-2020) On-going hands-on mentorship support (2018-2020)	LP: UNODC
		4.3.1.2e Provision of e-learning modules on investigating SOM for all countries in the region, to reinforce the criminal justice capacity to investigate and prosecute SOM through developing and piloting training curricula	Benefitting from the existing UNODC methodology for e-learning modules on investigating SOM in Serbia and the former Yugoslav Republic of Macedonia, national capacities of all countries in the Western Balkans region are strengthened to reinforce the criminal justice capacity to investigate and prosecute SOM	1 x beneficiary / 2019	LP: UNODC
		4.3.1.2f[xx] Review of legislation, including secondary legislation; development of Standard Operating Procedures (SOPs); supporting establishment of national coordination or inter-agency mechanisms	• Model laws on TIP and SOM, various thematic documents, Case Law Databases on TIP and SOM, • SOPs for addressing TIP and SOM at the borders • Support to establishing of national coordination or inter-agency mechanisms to address TIP and SOM • TIP and SOM prevention, including identification of weaknesses in the relevant legislative frameworks concerning TIP and SOM and in the subsequent amendment/development of	2018-2019	LP: UNODC P: DCAF, Frontex, IOM

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
			adequate legislation in line with the UN Convention against Organized Crime and it TIP and SOM Protocols		
	4.3.2 Reinforcing the international cooperative mechanisms and enhancing the national services capacity to counter migrants smuggling and human trafficking	**4.3.2.1** National and regional capacity building activities aimed at enhancing the national border management services capacity to counter and prevent migrants smuggling and human trafficking	• Enhanced cooperation and national services institutional capacity to counter and prevent migrants smuggling and human trafficking		LP: IOM
		4.3.2.2[xxi] Capacity building activities to enhance the border management capacity to conduct special joint operational measures aimed at prevention of migrants smuggling and human trafficking	• Enhanced border management services capacity to conduct special joint operational measures aimed at preventing and countering migrants smuggling and human trafficking		LP: IOM P: Frontex, DCAF, Austria
		4.3.2.3[xxii] Capacity building activities on enhancing the operational information exchange among the border management services in the region	• Improved information exchange among the border management services in the region		LP: IOM P: DCAF, Frontex, UNODC
4.4 Assisted Voluntary Return and Reintegration (AVRR)	**4.4.1** Advancing assisted voluntary return and reintegration structures on national level	**4.4.1.1** Formulation of AVRR programmes	• AVRR programs are designed and funded on national level		LP: IOM
		4.4.1.2 Advancement of culturally sensitive counselling	• Institutional arrangements and services are in place for the provision of culturally sensitive counselling • Provision of information		LP: IOM

Specific field	NEEDS ADDRESSED	ACTIVITY	OUTPUTS	SUGGESTED TIMELINE	LEAD PARTNER(S) / PARTNER(S)
		4.4.1.3 Enhance cooperation with Country of Origin in AVRR process	• Communication channels with CoO established and functional specifically on return of vulnerable migrants		LP: IOM
4.5 Identification of and assistance to vulnerable migrants	**4.5.1** Enhancing the border management agencies capacity to manage mass mixed migration flows	**4.5.1.1** Capacity building activities aimed at enhancing the border management services capacity to provide for: • Migrants' proper registration; • migrants assistance and adequate referral; • migrants 'temporary accommodation	Enhanced border management services capacity to provide for: • migrants' proper registration; • identification of voluntary categories of migrants; • migrants assistance and adequate referral; • migrants' temporary accommodation		LP: IOM P: DCAF
		4.5.1.2 Capacity building in humanitarian border management	Enhanced national services capacity in humanitarian border management		LP: IOM
4.6 Proper identification of migrants	**4.6.1** Enhancing capacities for interviewing of irregular migrants	**4.6.1.1** Specific trainings for interpreters in each of the Beneficiary states	Trained interpreters for recognition of signs of THB, FTF and migrant smuggling		LP: DCAF P: UNODC
		4.6.1.2 Maintaining the network of interpreters	Up-to date list of available trained interpreters for the Region		LP: DCAF P: UNODC
		4.6.1.3 Law enforcement training for conduct of interviews with irregular migrants	Trained LE for conduct of interviews with irregular migrants, able to recognise signs of THB, FTF and migrant smuggling		LP: DCAF P: UNODC

5. HORIZONTAL NEEDS
(cross-cutting issues)
Specific needs requiring additional alignment and cross-pillar cooperation and coordination0

Specific field	WBBSi			Horizontal link
	NEEDS ADDRESSED - WBBSi	ACTIVITY	LEAD PARTNER (S) – PARTNER(S) – WBBSi	
WBBSi Coordination	1.1 To provide WBBSi with political backing and guidance	Regular Ministerial Events	LP: DCAF P: UNODC; RACVIAC	IISG level – identification of cross-cutting inter-pillar threats
Cooperation in the area of migration management				WBCSCi – Support to the WB IISG – Prosecutors network and police cooperation – support to investigations with a dedicated strand focusing on smuggling of migrants/refugees WBCSCi – Address the need for an interpreters pool for authorities dealing with migrant smuggling /THB WBCSCi – Targeted training (Travel documents)
	4.3.1.2 To build capacities on Risk Assessment on Migration Flows		Frontex, MARRI, ICMPD UNODC	WBCSCi – Support the work of law enforcement with relevant analytical reports (reports on THB and illegal migration)
2.2 Education and Training	2.2.17 Enhancing the national services capacity to counter smuggling of migrants and THB	2.2.17.2 Mapping of smuggling of migrants and trafficking in human beings in the Western Balkan region	LP: IOM	WBCSCi – Support the work of law enforcement with relevant analytical reports (reports on THB and illegal migration)
	2.2.10 To improve capacities of PCCC staff			WBCSCi – Enhancing the capacities of the Police and Customs Cooperation Centres (PCCCs)
2.2 Education and Training		2.2.6.3 Train-the-Trainers on detection of firearms	LP: UNODC	WBCSCi – Regional networking (regional interdisciplinary workshops for law enforcement and judicial representatives from SE with the purpose to share the latest threats, with focus on trafficking firearms and drug trafficking
		2.2.10.2 Regular collection of information on seized firearms, their parts and components and ammunition	LP: UNODC	
		2.4.4.5 Establishment of working procedures in cases of detection of firearms in support of successful investigation and prosecution of criminal offences	LP: UNODC	

	WBBSi			
Specific field	NEEDS ADDRESSED - WBBSi	ACTIVITY	LEAD PARTNER (S) – PARTNER(S) – WBBSi	Horizontal link
2.2 Education and Training	2.2.10 To improve capacities of PCCC staff	2.2.10.1 Training seminars for PCCC staff	LP: OSCE (Mission to Skopje)	WBCSCi – Improve regional cooperation and regional exchange of information among judicial, custom and police services (further improving of common contact centres for police and customs cooperation)
		2.2.10.3 Networking visits of PCCC staff to other PCCCs in EU and beyond	LP: IOM	
2.4 Organizational Development	2.4.3 To foster further development of Police and Customs Cooperation Centres (PCCCs)		P: Germany, Frontex, OSCE, IOM, Austria	
	2.4.6 To improve information exchange and the facilitation of PCCCs	2.4.6.1 Awareness raising activities for law enforcement agencies	IOM	
2.5. Integrity Building	2.5.1 To establish national anti-corruption and integrity building systems in the border police forces		LP: Frontex P: OSCE LP: RACVIAC P: DCAF, UNODC LP: ICMPD	WBCSCi – Western Balkan Programme on Transparency, Accountability and integrity
3.1 Joint Analysis	3.1.1 To improve regional capacities for a Risk Assessment and vulnerability	3.1.1.6 Expert advice to the countries in the Western Balkans, on a regular basis, for the preparation of a joint regional plan of operational measures in the firearms area	UNODC	WBCSCi – Regional networking (regional interdisciplinary workshops for law enforcement and judicial representatives from SE with the purpose to share the latest threats, with focus on trafficking firearms and drug trafficking
	3.1.2 To enhance capacity in countering border-related threats - Development of different sets of risk indicators for border police	3.1.2.4 Workshop on falsified documents	LP: Frontex P: DCAF, OSCE, IOM, Austria	WBCSCi – Provision of equipment for first/second line control – for detection of fake and forged documents
4.2 Improving migrants' reception capacities	4.2.1 Enhancing the national agencies capacities to provide for dignified and humane temporary accommodation of migrants		LP: IOM	WBCSCi - Enhancing the national services capacity to provide for migrants' fundamental rights protection and Enhancing the national agencies capacity to enhance the gender responsive treatment of migrants

	WBBSi			Horizontal link
Specific field	NEEDS ADDRESSED - WBBSi	ACTIVITY	LEAD PARTNER (S) – PARTNER(S) – WBBSi	
2.2 Education and Training	2.2.12 Increase knowledge on fundamental rights		LP: CEPOL P: IOM, Austria	
4.5 Identification of and assistance to vulnerable migrants	4.5.1 Enhancing the border management agencies capacity to manage mass mixed migration flows	4.5.1.1 Capacity building activities aimed at enhancing the border management services capacity to provide for: • Migrants' proper registration; • migrants assistance and adequate referral; • migrants 'temporary accommodation	LP: IOM P: DCAF	**WBCSCi** – Addressing the challenge of undocumented migrants / assistance in establishing identity
4.6 Proper identification of migrants	4.6.1 Enhancing capacities for interviewing of irregular migrants	4.6.1.2 Maintaining the network of interpreters	LP: DCAF	**IISG level, WBCSCi** – Address the need for an interpreters pool for authorities dealing with migrant smuggling/THB "interviewers pool" is part of the wider IISG-level effort on Interpreters Pool and its Sustainable Functioning

Please consider the remarks on the next page.

[i] Activity was combined with the "Regular quarterly meetings of the heads of border management services", as proposed by the IOM, to avoid duplication.

[ii] This activity is connected to activity 2.2.8

[iii] Activity was combined with the "Capacity building activities aimed at improving cooperation among the border management services within the region", as proposed by the IOM, to avoid duplication.

[iv] This activity is connected to activity 2.2.8, as proposed by IOM

[v] This activity, as proposed by the OSCE, is connected to activity 2.2.16 and 3.1.2.4

[vi] This activity, as proposed by IOM, is connected to activities 1.3 and 2.2.6 and 3.1.2.4

[vii] This activity, as proposed by IOM, is connected to activity 2.2.6.2.

[viii] This activity is connected to activity 4.3.1.2

[ix] This activity is connected to activity 4.3.1.2f

[x] Activity was combined with the activity "Awareness raising activities for law enforcement agencies", as proposed by the IOM, to avoid duplication.

[xi] This activity is connected to activity 3.1.1

[xii] This is not a stand-alone activity but a part of an on-going Programme under UNODC -WCO

[xiii] Activity is combined with the "Development of a common methodology for data collection", as proposed by UNODC, in order to avoid duplication and in line with recommendation by Serbia. The activity is connected to activity 2.4.4.7

[xiv] This activity is connected to activity 2.2.6.2 and 2.2.16

[xv] This activity is connected to activity 4.3.2.2

[xvi] This activity is connected to activity 4.3.2.3

[xvii] This activity is connected to 4.3.1.1

[xviii] This activity is connected to activity 4.1.3.1

[xix] This activity is connected to activity 2.2.17.2

[xx] This activity is connected to 2.3 Legal Reform

[xxi] This activity is connected to activity 3.2.2

[xxii] This activity is connected to activity 4.1.3 and 4.3.1

V.   Scopes of engagement

The WBBSi iPA 2018-2020 activities cover all the countries of the Western Balkans and also takes into consideration the geographical scopes of the WBBSi partners. The WBBSi partners and relevant EU stake-holders are committed to the implementation of the WBBSi iPA 2018-2020.

With aim of avoiding overlapping and duplication a Matrix containing all existing and planned activities in the Western Balkans focusing on the border security is prepared. All those being, or seeking to become, an integrated part of the WBBSi iPA agree to regularly update the matrix (at least twice annually) on their part and to consult the matrix before approaching planning of any bi- or multi-lateral efforts in the area of border security, in order to avoid overlapping and duplication. The Matrix will be accessed through a specially designed web-based platform, nested on the IISG platform.

EU Member states, the Commission, the European External Action Service (EEAS), EU agencies and other services are invited to support the WBBSi iPA implementation and to consult the Matrix to avoid duplication and overlapping during the process of planning new activities.

The Commission, EEAS, EU agencies and other services are also to provide information needed to update the Matrix as well as information on financial resources available for measures defined by iPA, to inform international partners of iPA existence and also inform on the state-of-play of its implementation when necessary.