1. Basic Information

1.1 Désirée Number: 2002/000-590-10-03
Twinning Component Number: LE/2002/IB/JH-03
1.2 Title: State Police
1.3 Sector: Justice and Home Affairs
1.4 Location: Latvia; the State Police

2. Objectives

2.1. Overall Objective:

Strengthen the fight against crime

2.2. Project Purpose:

Improve analytical and operational capacities of the State Police

2.3. Accession Partnership and NPAA priority

Accession Partnership priority:
“Strengthen law enforcement bodies and co-operation among them, including the judiciary, in the fight against organised crime, in particular concerning money laundering, cyber crimes, trafficking in human beings and drugs. Ensure that the pre-requirements for the conclusion of a co-operation agreement with Europol are met.”

NPAA priority:
“To implement effective human recourse policy in the State Police in order to successfully provide the public order and to strengthen the fight against crime”. (TA code – LA-058)

- Strengthening of the qualified State police staff, provision of the planning and in-service training for the police staff (Operational objective code 2.1)

3. Description

3.1. Background and justification:

The official Position Paper of the Republic of Latvia for Chapter 24 “Co-operation in the field of Justice and Home Affairs” states that one of the priorities of Latvia is a creation of an accountable, reliable and effective police organisation. Latvia has also clearly stated the intention to sign a co-operation agreement with Europol in the immediate future and the negotiations are taking place. To facilitate a co-operation with Europol as well as different EU law enforcement agencies and national services the liaison officer from State Police of Latvia will be posted to the Europol in the first half of 2002.

One of the necessary pre-conditions to improve the work of the State Police of Latvia as well as ensure the compatibility in co-operation with the Europol is the development and everyday usage of modern strategic and operational analysis systems and thereby improve planning and strategic thinking within the police. Need for further development of the capacity in intelligence analysis is stressed in Regular Report on Latvia’s progress towards accession (2001). The necessity to improve the analytical work of the State Police both in strategic and in operational levels were also underlined during the visit of the EU member state experts under the Phare horizontal programme on Justice and Home Affairs in Riga on 19 – 23 March, 2001.
Currently the analytical work done on the central level within the Administrative Department of the State Police and the Criminal Police of the State Police is more research and development based. There are two analytical units in the State Police of Latvia, which does the analytical work as well as three bureaus in the Criminal Police Department that does the collection, systematisation and analysis of information related to their field of work – Information Bureau, Drug Enforcement Bureau and Organised Crime and Corruption Enforcement Bureau. The analytical work done on the regional level is limited to statistical data collecting due to the lack of knowledge and the necessary hardware and software.

The Analysis Division of the Administrative Department of State Police includes 9 police officers. The Division does the statistical research of the results of the police work in the whole Latvia and the general or strategic analysis, including crime detection, crime prevention, improvement of quality of police work and other aspects of policing. Besides that the Analysis division prepares various situation reports, National strategies to combat crime and proposals to personal deployment based on statistical strategic analysis.

The Analysis Unit of Criminal Police of State Police consist of 13 police officers that are dealing with operational analysis in order to provide investigation support. At the moment all the structural units or bureaus of Criminal Police are also dealing with some operational analysis in specific areas. The division of the Criminal Police Department mainly deal with preparation of threat assessments, risk analysis, situation reports and particular action plans based on gathered statistical and operational information.

To evaluate the role of Analysis Unit of Criminal Police within the present structure of the State Police the consultations with the analysts from Europol has been conducted in June 2001. Looking forward to European co-operation, the Europol based model with the single professional analysis unit was decided to be most convenient model for Latvia instead of the current system where several units in the State Police are dealing with analysis without specially trained personnel. According to decision taken by high-level management of the State Police these two analytical units in the State Police will be merged in one Analytical Unit until the 1st half of year 2003. The new Analytical Unit will be based in the Administrative Department of the State Police.

To introduce a modern analytical system the experience of Member States and Europol is needed on the models used for analytical work in police. At present both analysis units in the State Police lack knowledge and technical resources and therefore do mainly statistical analysis without doing process modelling and strategic planning. The analysis units use no specific schemes and models of strategic and operational analysis. Due to the lack of knowledge within the State Police the assistance of Europol and Member States is needed to develop the analysis system and it should include also the appropriate software and hardware needed to perform an adequate level of analysis compatible to those of Europol and EU Member States. Since there are no specially trained personnel to produce an appropriate level of reports the specific training for personnel should be delivered to establish a highly qualified and professional analysis unit. The training on how to use the produced analysis will ensure the adequate implementation of analysed information also for the decision makers as well as police officers and specialists in their every day work.

The main goal of this project is to strengthen State Police in the fight against crime by developing the analytical skills and capacities and therefore improve planning and strategic thinking. It is envisaged that within this project the strategic and operational analysis system including a threat assessment model will be elaborated and implemented. This will help to identify the necessary steps for decision makers and politicians and to elaborate specific reports for law enforcement usage in their daily work. The envisaged analysis system will comply with the European Union Action Plan to Combat Organised Crime as well as Europol model on collecting and dissemination of strategic and operational information and intelligence. With the framework of this project the developed strategic and operational analysis system will ensure the supply of the suitable reports and data from Latvia to the Europol and to the Member States in order to facilitate a fight against organised crime as well as information on crime situation and prevention measures.
Elaboration and implementation of the strategic analysis system will ensure that work within the State Police will be organised more effectively and will be based on well-analysed information and intelligence. Establishment of operational analysis system and providing it with modern technical means will gradually and considerably improve the prevention and investigation of specific crimes, which will lead to higher crime detection rates and will give the operational personnel well-analysed and trustful data for their everyday work. Besides that the project will cover the whole set of training needs of police officers of all levels that are necessary to ensure the performance of established systems. Training will include the usage of different types of strategic analysis of police work and crime situation in order to collect and analyse information, to make forecast and to use the obtained data for the improvement of the police work.

3.2. Linked activities:

There have not been any particular activities or projects in the field of strategic and/or operational analysis, but representatives from State Police have taken part in different international projects in the field of Justice and Home Affairs such as:

**Under PHARE:**
- Phare Pre-Ins Facility 1998 “Anticorruption training, legislation and information programme” (LE 9812.02) - Latvian Public School of Administration, KPMG – from 2000 – June 2001;
- Phare 2000 National Programme “Development and implementation of Latvian drug control and drug abuse prevention Masterplan in accordance with the EU requirements” (LE 00.10.02)
- Phare 2001 National Programme “Preventing, combating and reducing of organised crime” (LE 01.04.03)
- Phare Multi-beneficiary drugs programme

**Linked activities by bilateral level (State Police):**

**USA**
- Regular training courses and seminars at the US International Law Enforcement Academy (ILEA) in Budapest.
- Frequent co-operation with the US Drug Enforcement Agency (DEA).
- Various seminars and study visits organised by US Federal Bureau of Investigation (FBI), including the annual participation in study session at the FBI National Academy.
- Technical assistance provided by the US Government (equipment for Criminal Police).

**Nordic Countries**
- Regular training seminars in the framework of Nordic – Baltic Police Academy.
- Several practical projects (Training program for future Latvian liaison officers; Protection of witness and victim; Illegal immigration; Crime scene investigation; Drug enforcement; Fight against economical crimes; Fight against organised crime) in the framework of Swedish – Latvian agreement.
- Annual United Nations Police Officer Courses for UN civil police missions (organised by Swedish Armed Forces).

**Germany**
- Frequent training courses, study visits and seminars at the Police Institutes of Neuss, Munster, Selma etc.
- Technical assistance (equipment).
The Netherlands
- Training courses for the experts of police forensic centre.

France
- Training courses and seminars organised by French Ministry of Interior and Police.
- Technical assistance (equipment).

Belgium; Denmark; Estonia; Finland; Italy; Israel; the Republic of Ireland; United Kingdom; Lithuania; Norway; Poland; Sweden:
- Training courses, study visits and seminars.

3.3. Results:
As an overall result of this project there will be improved analytical and operational capacities of the State Police in the fight against crime and updated computerised information network and strategic and operational analysis system with the necessary software and hardware.

Twinning guaranteed results:
- Developed Report on current situation in crime analysis in Latvia
- Established models of operational, strategic and financial analysis for all in project involved institutions
- Elaborated effective information and intelligence exchange mechanism and procedures between the different departments of the State Police
- Strategic and operational analysis system is developed and implemented
- General recommendations elaborated and adopted by Chief of State Police on the further use of the elaborated analysis systems
- Elaborated training programmes on strategic and operational analysis
- Professionals on central and regional level trained on the application of the models by using the developed training programs
- Personnel on the central and regional level trained in using in everyday work of operational analysis of different trends of crimes
- High level decision makers informed about the established strategic and operational analysis system
- All law enforcement bodies informed about the project activities

3.4. Activities:

Project Component 1- Improvement of strategic and operational analysis work
- Assess the current situation in strategic and operational analysis system on central and regional level
- Establish models of operational and financial analysis of data and strategic analysis for all involved institutions within the State Police
- Elaborated effective information and intelligence exchange mechanism
- Elaborate and implement strategic and operational analysis system
- Elaborate and adopt general recommendations
- Train personnel on usage of developed strategic, operational and financial analysis models
- Develop training programmes
- Train specialists of the State Police on specific issues of strategic and operational analysis
- Train personnel of the State Police on central and regional level on operational analysis of different trends of crimes: economic crimes, drug related crimes, money laundering, high – tech crimes, stolen vehicles, etc.
- Organized study visits for professionals and high level decision makers to Europol and EU member states
- Organized informative seminar on the established analysis system for different law enforcement bodies

**Inputs:** Twinning (one long-term (PAA) expert and short term expertise (6m/m))

**Long-term expert’s (PAA) profile (12 m/m):**

- at least ten-year experience in the field of strategic and operational analysis in Police;
- experience in the development of strategic and operational analysis systems;
- experience in planning and implementation of the Action plans;
- knowledge about the co-operation mechanisms between the responsible institutions;
- fluency in English.

**Short term expertise (6m/m):**

**Short term expert’s profile (2 m/m) – elaboration and implementation of the training programme on strategic analysis:**

- at least ten years experience in Police service;
- at least five years experience in the field of analytical work in Police field;
- experience of development of training programmes for police officers on strategic analysis issues;
- knowledge of practical implementation of training programmes;
- fluency in English.

**Short term expert’s profile (2 m/m) – elaboration and implementation of the training programme on operational analysis:**

- at least ten years experience in Police service;
- at least five years experience in the field of analytical work in Police field;
- experience of development of training programmes for police officers on operational analysis issues;
- knowledge of practical implementation of training programmes;
- fluency in English.

**Short term expert’s profile (2 m/m) – elaboration and implementation of the training programme on financial analysis:**

- at least ten years experience in Police service;
- at least five years experience in the field of analytical work in Police field;
- experience of development of training programmes for police officers on financial analysis issues;
- knowledge of practical implementation of training programmes;
- fluency in English.

Detailed description of indicative Twinning activities see Annex .

**Project Component 2- Improvement of computerised information network of the State Police**

- Improve the **central and regional level** computerised information network and update systems of the State Police with regard to implementation of strategic and operational analysis system with the necessary software and hardware.

**Inputs:** Supply contract
3.5. Lessons learned

So far the State Police has not received any Phare assistance and thereof there is no any Interim Evaluation and M&A Reports regarding to the project design in this field.

4. Institutional Framework

The responsible institution for the implementation of this project is the State Police of the Ministry of Interior.

For implementation of this project there will be established a Steering Committee including representatives from Administrative Department of State Police, Criminal Police Department of State Police (representing all structural units of Criminal Police Department), Finance and Planning Board of State Police, European Affairs and International Co-operation Department of Ministry of Interior.

The Steering Committee will be responsible for determining the general directions of the project; identify the benefits to be achieved from the development of strategic and operational analysis system; ensure that project is commensurate with the aims and objectives of the Latvian Government and the requirements of EU; approve additions and variations to the project; monitor the process against plans, approve actions to be taken to correct any major deviations from plans; monitor expenditure against budgets.

The Steering Committee will be called upon the request of Project Leader and chairman of the Steering Committee – Mr. Valdis Pumpurs, Chief of Criminal Police Department of the State Police.

Co-ordinator from Latvia of the project on day-to-day basis will be Ms. Jolanta Luta, Chief of Analytical Division of Criminal Police Department.

The direct beneficiaries of the project will be the following structural units of the State Police:
- Analytical division of Administrative Department (9 police officers)
- the Criminal Police Analysis division of Criminal Police (13 police officers)
- the Information Bureau of Criminal Police (total No of staff – 18)
- the Bureau for Combating Organised Crime and Corruption (total No of staff – 124)
- the Drug Enforcement Bureau (total No of staff – 87)
- the Economic Police (total No of staff – 38)
- the Co-ordination Agency for Detection of Serious Crimes (total No of staff – 50)
- the Service of Special Procedural State Protection
- Interpol National Central Bureau of Latvia (total No of staff – 22)
- Regional Police Boards

Detailed descriptions of beneficiaries of the project see Annex.

5. Detailed Budget (EUR)

<table>
<thead>
<tr>
<th></th>
<th>Phare Support Investment Support</th>
<th>Phare Support Institution Building</th>
<th>Total Phare (=I+IB)</th>
<th>National Cofinancing*</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 (Twinning)</td>
<td>518 000</td>
<td>518 000</td>
<td>63 000</td>
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<td></td>
<td>581 000</td>
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<tr>
<td>Contract 2 (Supply contract)</td>
<td>150 000</td>
<td>150 000</td>
<td>50 000</td>
<td></td>
<td></td>
<td>200 000</td>
</tr>
</tbody>
</table>
6. Implementation Arrangements

6.1. Implementing Agency

Implementing Agency for this project will be Central Financing and Contracting unit (CFCU), PAO - Ms Valentina Andrejeva, State Secretary, Ministry of Finance; Smilsu 1, Riga Latvia, LV-1050 (phone +371 7226672, fax +371 7095503).

CFCU will be responsible for management of tendering, contracting and payments.

The overall technical responsibility will be under the SPO at the Ministry of Interior– Mr. Viktors Elksnis, Deputy of State Secretary of MoI; Stabu 89, Riga Latvia, LV-1009 (phone + 371 7208322, fax +371 7227913).

6.2. Twinning

The responsible contact person for the PAA within the project will be Ms. Jolanta Luta – Chief of Analytical Division of Criminal Police Department of the State Police E-mail: admbirojs@vp.gov.lv

The office of the PAA will be at the premises of State Police.

The contact persons for the Twinning short-term experts within the project will be:
- Ms. Jolanta Luta – Chief of Analytical Division of Criminal Police Department of the State Police (e-mail: admbirojs@vp.gov.lv)
- Mr. Arturs Aleksejevs – Chief of Information Bureau of Criminal Police Department of the State Police (phone +3717075079, e-mail: aral@vp.gov.lv)
- Mr. Gatis Švika, Deputy Chief of the Administrative Department of the State Police of Latvia, (phone +3717075447, E-mail: gatis.svika@vp.gov.lv)

6.3. Non-standard aspects

During the project implementation DIS Manual will be strictly followed and contracts will be signed according to the procedures provided in Practical Guide for Phare, ISPA and SAPARD Contracting Procedures.

Ratio: if during project implementation the project cost for some reasons will decrease, the Phare financing will also decrease proportionally.

6.4. Contracts
- Contract 1: Twinning covenant- 518 000 EUR
- Contract 2: Supply contract- 200 000 EUR

7. Implementation Schedule

<table>
<thead>
<tr>
<th></th>
<th>Start of tendering</th>
<th>Start of project activity</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1</td>
<td>01.02.2003.</td>
<td>01.06.2003.</td>
<td>01.06.2004.</td>
</tr>
<tr>
<td>Contract 2</td>
<td>01.07.2003.</td>
<td>01.03.2004.</td>
<td>01.08.2004.</td>
</tr>
</tbody>
</table>

8. Equal Opportunity

Participation in the project will allow an equal opportunity for women and men to participate in implementation of the project.

9. Conditionality and sequencing
• A single Analytical Unit established within the State Police before start of the project activities
• Project Steering Committee established in the project inception phase
• Adequate financial support from the State budget (financial years 2003-2004)

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme
4. Chart - Criminal Police Department of the State Police
5. Chart - Central Criminal Police of the State Police
6. Detailed description of beneficiaries of the project
7. Detailed description of indicative Twinning activities
# PHARE LOGFRAME

**ANNEX No.1**

## LOGFRAME PLANNING MATRIX FOR PROJECT

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting period expires</th>
<th>Disbursement period expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Police</td>
<td></td>
<td>Total budget: 781 000</td>
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<tr>
<td></td>
<td></td>
<td>Phare budget: 668 000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the fight against crime</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increased level of crime prevention and detection</td>
<td>European Commission reports, Annual Report on work of the State Police, Respective statistics</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Indicators of Achievements</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve analytical and operational capacities of the State Police</td>
<td>Processed data reliability is higher; The quality of State Police reports improved and complies with Europol standards;</td>
<td>European Commission regular reports, Annual Reports on work of the State Police, Project report</td>
<td>Allocated budgetary resources are sufficient for the successful Project outcome</td>
</tr>
</tbody>
</table>

## Results

### Twinning guaranteed results:
- Developed Report on current situation in crime analysis in Latvia
- Established models of operational, strategic and financial analysis for all in project involved institutions
- Elaborated effective information and intelligence exchange mechanism and procedures between the different departments of the State Police
- Strategic and operational analysis system is developed and implemented
- General recommendations elaborated and adopted by Chief of State Police on the further use of the elaborated analysis systems
- Elaborated training programmes on strategic and operational analysis
- Professionals on central and regional level trained on the application of the models by using the developed training programs
- Personnel on the central and regional level trained in using in everyday work of operational analysis of different trends of crimes
- High level decision makers informed about the established strategic and operational analysis system

<table>
<thead>
<tr>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
|                           |                        | The elaborated analytical system complies with Europol of EU member states standards
|                           |                        | Recommendations on using the analytical system adopted by the May of 2004
|                           |                        | Prepared training programmes frequently used and all employees trained
|                           |                        | Employees of the State Police uses it in everyday work
|                           |                        | Organised one seminar for all law enforcement bodies
|                           |                        | Provided necessary equipotent for analysis system with computers and analytical software
|                           |                        | Annual Reports on work of the State Police, Project reports, Monitoring Reports
<p>|                           |                        | Adequate financial support from state budget                                                                                                                                                              |</p>
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>* All law enforcement bodies informed about the project activities&lt;br&gt; * Organized informative seminar on the established analysis system for different law enforcement bodies&lt;br&gt; * Updated computerised information network and strategic and operational analysis system with the necessary software and hardware</td>
<td><strong>Twinning:</strong>&lt;br&gt; * Assess the current situation in strategic and operational analysis system on central and regional level&lt;br&gt; * Establish models of operational and financial analysis of data and strategic analysis for all involved institutions within the State Police&lt;br&gt; * Elaborated effective information and intelligence exchange mechanism&lt;br&gt; * Elaborate and implement strategic and operational analysis system&lt;br&gt; * Elaborate and adopt general recommendations&lt;br&gt; * Train personnel on usage of developed strategic, operational and financial analysis models&lt;br&gt; * Develop training programmes&lt;br&gt; * Train specialists of the State Police on specific issues of strategic and operational analysis&lt;br&gt; * Train personnel of the State Police on central and regional level on operational analysis of different trends of crimes: economic crimes, drug related crimes, money laundering, high – tech crimes, stolen vehicles, etc.&lt;br&gt; * Organized study visits for professionals and high level decision makers to Europol and EU member states</td>
<td><strong>Project reports&lt;br&gt; * Annual report of the State Police&lt;br&gt; * Developed training programmes</strong></td>
</tr>
<tr>
<td>Supply of necessary hardware and software</td>
<td><strong>Twinning:</strong>&lt;br&gt; * Long term expert (PAA 12m/m)&lt;br&gt; * Short term expertise (6 m/m)&lt;br&gt; * Training on usage of strategic and operational analysis models&lt;br&gt; * Seminars&lt;br&gt; * Study visits</td>
<td><strong>Training is relevant, timely and consistent&lt;br&gt; * Strategic and operational analysis system is successfully implemented&lt;br&gt; * Turnover of employees of the State Police</strong></td>
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<tr>
<td></td>
<td><strong>Supply contract</strong></td>
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<tr>
<td><strong>Preconditions</strong></td>
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<tr>
<td>* A single Analytical Unit established within the State Police before start of the project activities&lt;br&gt; * Project Steering Committee established in the project inception phase&lt;br&gt; * Adequate financial support from the State budget (financial years 2003-2004)</td>
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## DETAILED IMPLEMENTATION SCHEDULE OF ACTIVITIES

<table>
<thead>
<tr>
<th>Institutional Building</th>
<th>2003</th>
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<tbody>
<tr>
<td>Twinning</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Long term expert PAA (12 m/m)</td>
<td></td>
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<tr>
<td>Assessment of current situation</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Assistance in the preparation and establishment of Criminal analysis system</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Assistance in the development of effective co-operation mechanism</td>
<td></td>
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<tr>
<td>Elaboration of the necessary training programmes</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Organisation of study visits (one for top level managers, one for professionals)</td>
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<tr>
<td>Elaboration of draft administrative structural model within the State Police</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Short term expert (2 m/m)</td>
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<tr>
<td>Assistance in preparation and establishment of training programme on operational analysis</td>
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<tr>
<td>Training of staff on operational analysis</td>
<td>X</td>
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<tr>
<td>Short term expert (2 m/m)</td>
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<tr>
<td>Assistance in preparation and establishment of training programme on strategic analysis</td>
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<td>Training of staff on strategic analysis</td>
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<td>Short term expert (2 m/m)</td>
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<tr>
<td>Assistance in preparation and establishment of training programme on financial analysis</td>
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<td>Training of staff on financial analysis</td>
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<td>Supply</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Tendering</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Provision of necessary hardware and software for analytical work</td>
<td>X</td>
<td>X</td>
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ANNEX No.2
## ANNEX No.3

**CUMULATIVE CONTRACTING and DISBURSEMENT SCHEDULE (EUR million)**

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<tbody>
<tr>
<td><strong>Contract 1</strong></td>
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<tr>
<td>Disbursed</td>
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<td>0.2</td>
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<tr>
<td>Disbursed</td>
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<td>0.120</td>
<td>0.180</td>
<td>0.2</td>
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</tbody>
</table>
DETAILED DESCRIPTION OF BENEFICIARIES OF THE PROJECT

The State Police analyses complexly the work of the State Police institutions, evaluates and estimates operative situation; co-ordinates the work of the State Police duty offices throughout the country; in cases of operative necessity organises co-operation with other structures and services of the Ministry of Interior, Civil Guard office, Ministry of Defence, Customs, as well as police institutions of neighbouring countries.

The tasks of the police are:
- to guarantee the safety of persons and society;
- to prevent criminal offences and other violations of law;
- to disclose criminal offences and search for persons who have committed criminal offences;
- to provide assistance, in accordance with procedures prescribed by law, to persons, institutions, undertakings, and organisations in the protection of their rights and the carrying out of tasks prescribed by law; and
- to implement, within the scope of its competence, administrative sanctions and criminal sentences.

The Criminal Police comprises the State Police Central Criminal Police administration, and the territorial and other police institution criminal police. The functions of the Criminal Police include the prevention and disclosure of criminal offences; search for persons who are hiding from inquiry, investigation and the court, are evading the serving of a sentence or are missing; as well as ensuring the participation of criminalistic experts in investigatory activities. The Criminal Police shall perform its duties in co-operation with the Public order police and local government police; the Criminal Police is entitled to acquaint itself with all the materials located in the institutions of the Public order police and local government police, and to take over from the Public order police the handling of any case regarding criminal offences and persons who have committed such. If the disclosure of a crime is being organised and measures are being carried out to arrest such persons as have committed crimes, police officers of the Public order police and local government police are obliged to follow the instructions of officials of the Criminal Police.

The main institutions involved in the project are:

The State Police is an armed public institution under the supervision of the Ministry of Interior and implements the tasks determined by Law “On the Police”: to protect the life, health, rights and freedoms of individuals and their property, and to defend the interests of the society and the state against criminal and other illegal threats.

Administrative Department is a unit of the State Police and is subordinated to Chief of the State Police. Administrative Department develops the working and administrational forms of structural units of the State Police. The main tasks of the Administrative Department are to control the implementation of orders and regulations of Minister, State Secretary of the Ministry of the Interior and Chief of the State Police, to collect and analyse information related to the fulfilment of duties of the State Police mentioned in the legislative acts, to carry out complex analysis of work of units of the State Police and to hand in the suggestions for the improvement of the work to Chief of the State Police.

Analytical Unit of Administrative Department controls the work of units of the State Police, in case of necessity carries out inspections, organises the training of the top level personnel of the State Police, maintains the implementation of the annual Action plan of the State Police and renders methodological assistance to the units in the work of realisation of Action plan, carries out complex analysis of the work of the State Police, estimates the results.

The Criminal Police Department is a unit of the State Police, which directs, co-ordinates and controls the work of the Criminal Police in prevention and detection of serious and especially serious crimes, in searching the persons who hide from prosecution and trial, who evade punishment, or persons who are lost without notice. The Board is also directly involved in carrying out these tasks. It performs organisational and practical work in the fight against organise crime, against economic crimes and illegal circulation of drugs.

Analysis Unit of Criminal Police is a structural unit of the Criminal Police, which analyses and estimates the work results of territorial criminal police units, works on the improvement of their work and controls the realisation of their tasks.
**Information Bureau of Criminal Police Department** ensures the collection, summarization, procession and maintenance of information during the operative work of Criminal Police.

**Drug Enforcement Bureau of Criminal Police Department** plans and co-ordinates work related to drug control and fight against drug addiction. It collects, coordinates, systemizes and stores the official, legal and confidential information related to the drug control.

**Organized Crime and Corruption Enforcement Bureau of Criminal Police Department** plans and co-ordinates the work related to fight against organized crime, smuggling and corruption, as well as directly involves in this work. It forecasts the development of organised crime, as well as emergence of new forms of organised crime. Bureau collects, coordinates, systemizes and stores the official, legal and confidential information related to organized crime and its forms.
DETAILED DESCRIPTION OF INDICATIVE TWINNING ACTIVITIES

Improvement of strategic and operational analysis work

Long term expert for 12 man/month

Activities and sub-activities

Assessment of current situation:
- analysis of current activities in the crime analysis on central and regional level
- analysis of existing information and intelligence exchange mechanisms between involved institutions
- analysis of existing information network and analysis work for establishment of strategic and operational analysis system on central and regional level

Elaboration and implementation of strategic and operational analysis system:
- establishment of models of operational, strategic and financial analysis for all involved institutions within the State Police
- improvement of existing information and intelligence exchange mechanisms between involved institutions
- elaboration of general recommendations on the necessary information exchange, application of the elaborated models in the analysis work and application of the analysed results in the work of the police

Training of the personnel of State Police on central and regional level:
- practical implementation of developed operational and strategic analysis systems in all involved institutions
- 1-2 days seminar for high level decision makers on latest tendencies and international experience in crime analysis and operational analysis of different trends of crime
- 3 seminars/workshops 10-days for professionals on different types of analysis – strategic, operational and financial analysis
- 2 day seminars for the personnel of the State Police (including representatives from regional police forces) from involved institutions on operational analysis of different trends of crimes: economic crimes, drug related crimes, money laundering, high-tech crimes, stolen vehicles, etc.
- study visit for 7-10 higher level decision makers to EU and Europol (approx. 3 days);
- study visit for 5-7 professionals to EU country and Europol (approx. 3-5 days).

Information for all law enforcement bodies about the established analysis system:
- 1 day informative seminar for different law enforcement bodies on the established analysis system.

Guaranteed results

- Developed Report on current situation in crime analysis in Latvia;
- Established models of operational, strategic and financial analysis for all in project involved institutions
- Elaborated effective information and intelligence exchange mechanism and procedures between the different departments of the State Police;
- Strategic and operational analysis system is developed and implemented
- General recommendations elaborated and adopted by Chief of State Police on the further use of the elaborated analysis systems
- Elaborated training programmes on strategic and operational analysis
- Professionals on central and regional level trained on the application of the models by using the developed training programs
- Personnel on the central and regional level of the State Police trained in using in everyday work of operational analysis of different
trends of crimes
- High level decision makers informed about the established strategic and operational analysis system
- All law enforcement bodies (e.g. the Customs, the State Border Guards, and the Prosecutors Office) informed about the project activities on the established operational and strategic analysis system

3. Short term expertise for 6m/m

Short term expert for 2 man/month

Activities:
- assistance in the preparation of training programme on operational analysis;
- one seminar/workshop on operational analysis system.

Guaranteed results:
- prepared training programme and training materials on operational analysis;
- one seminar/workshop 10 days for professionals on operational analysis.

Short term expert for 2 man/month

Activities:
- assistance in the preparation of training programme on strategic analysis;
- one seminar/workshop on strategic analysis system.

Guaranteed results:
- prepared training programme and training materials on strategic analysis;
- one seminar/workshop 10 days for professionals on strategic analysis.

Short term expert for 2 man/month

Activities:
- assistance in the preparation of training programme on financial analysis;
- one seminar/workshop on financial analysis system.

Guaranteed results:
- prepared training programme and training materials on financial analysis;
- one seminar/workshop 10 days for professionals on financial analysis.