Inter-agency co-operation in the fight against organised crime

1. Basic Information
1.1 CRIS Number: **2004/016-829.05.03** Twinning No: PL2004/IB/JH/03
1.2 Title: Inter-agency co-operation in the fight against organised crime
1.3 Sector: Justice and Home Affairs
1.4 Location: Poland

2. Objectives

2.1 Overall Objective(s)
Strengthening interagency co-operation in the area of fighting against organised crime.
Increasing the effectiveness of the Polish Services, such as: the Police, the Border Guard, the Customs and Prosecution Services in fighting against organised crime and terrorism.

2.2 Project purpose
- Working out new methods and techniques of fighting against organised economic crime
- Familiarizing with the new aqcuis concerning cyber crime
- Implementing the recommendations and standards of the EU in the field of recruiting, evaluation and personnel training for fighting against organised crimes
- Familiarizing with advanced techniques and methods of operational analysis concerning economic and strategic analysis
- Working out an effective functional model on liaison officers’ recruitment, training, coordination and supervising
- Obtaining knowledge of new methods, tactics and techniques of combating international terrorism
- Broadening range and possibilities of combating cross-border crime.

2.3 Justification
Paragraph 9, chapter 24 (referring to Justice and Home Affairs) of the Comprehensive Monitoring Report of the European Commission from the 5th of November, 2003 on Poland’s preparations for membership in UE reads “further efforts are still required to ensure that Poland has an accountable, reliable and fully co-ordinated Police organisation. Training and information sharing in the field of combating economic and organised crime needs to be considerably improved (especially smuggling of drugs and cigarettes). The sufficient financial support should be allocated to conduct all the planned undertakings”.
Moreover, according to paragraph 10, chapter 24 of the above mentioned document “in the fight against terrorism, Poland has ratified the most important Conventions in this area, in particular the 1999 UN Convention for the Suppression of the Financing of Terrorism. Poland should accelerate its preparatory efforts in order to accede to the Convention on Mutual Assistance in Criminal Matters between the EU Member States (2000) upon accession”.

3. Description

3.1 Background and justification

Article 29 of the Treaty on European Union identifies a necessity of providing the EU citizens with a high level of safety within an area of freedom, security and justice as one of the EU objectives. This objective will be achieved by preventing and combating crime, organised or otherwise, in particular terrorism, trafficking in persons and offences against children, illicit
drug trafficking and illicit arms trafficking, corruption and fraud, through among other closer cooperation between Police forces, customs authorities and other competent authorities in the Member States. 

Necessity of fighting against and counteracting organised crime is also repeatedly stressed in many European official documents and taken into consideration during official meetings, such as:

- “European Strategy for Security”; according to the priorities stated in this document the main goal of all activities in the international area is to build the safe neighborhood;
- Conference in Tampere where the heads of governments of the EU MS decided to expand police co-operation based on criminal intelligence. The objective of the adopted solution was to improve efficiency in fight against serious crime among EU MS where crime intelligence units were established. Fulfilling conclusions of the Tampere Council in Brussels in the matter of financial crime and corruption, European countries are obliged to strengthen their effectiveness in combating cross-border crimes, interagency co-operation, including the Police and the Customs Service;
- “The EU Millenium Strategy” reads that specialized law enforcement agencies should aim at improving international standards in carrying out preparatory proceedings in all MS based on international experience exchange. Such approach should be prevalent in preventing and counteracting Organised Crime at the EU territory (Chapter 2.5 of the Millenium Strategy). The Irish presidency intends to build on the outcome of the Dublin Conference on Tackling Organised Crime held in November 2003 by bringing forward proposals to promote the development of co-operation between the public and private sectors to combat this phenomenon. Closer co-operation between Customs and other law enforcement agencies involved in the protection of the external border will also be given a high priority;
- ”A Safer Union: Strengthening the area of Freedom, Justice and Security -Europeans working together” – programme set by the Irish presidency. According to this document the most dangerous type of crime in Poland is economic crime and terrorism;
- From the recommendations of Twinning 2000 follows that in effectively fighting against organised crimes the well trained and well selected personnel is necessary, therefore, the component concerning the selection of staff to work in police services dealing with OC was included in the project;
- To fulfill the EU Council decision 2003/170/JHA the Police wants to train liaison officers for police international co-operation.
- According to the Communication from the Commission to the Council, The European Parliament and the European Economic and Social Committee on the role of customs in the integrated management of external border Customs “are the gatekeepers tasked with the responsibility of guarding against any dangerous or even illegal activity that might damage the well being of our society (...). Moreover customs acts against criminal activities such as pornography, illegal trade in arms or dual-use items, money laundering and the circumvention of international sanctions. Customs is also protecting society's economic interests by fighting against fraud in the field of own resources, VAT and excise duties as well as agricultural policy instruments”.
- Declaration on co-operation in the field of counteracting organised and drug crime signed in Berlin by the Ministers of Interior and Ministers of Justice of the EU MS and CC from Central Europe. The parties declared that, complaint with the EU standards, tools and procedures should be elaborated to gather, process and exchange information. One of the tools mentioned was the system of criminal analysis and intelligence ALERT. The system has been adopted in Poland.
From documents mentioned above it is clear that fighting against organised crime requires the involvement not only Police forces and the prosecutor officers, but also other services (the Customs Service and the Border Guard) which are responsible for security and safety on the external EU border. Therefore there is a strong need of strengthening efforts in upgrading the institutional and administrative capacity of these authorities in combating organised crime and terrorism, establishing full co-operation between national and the EU law enforcement agencies according to the EU legal procedures by providing necessary administrative training and logistical support.

It is worth noting that the institutional bases for development of inter-institutional co-operation to combat organised crime already exist. There was an Interagency Centre to Combat Organised Crime and International Terrorism established at the end of the year 2002. The centre is a supportive body to the Prime Minister. It is headed by the secretary of state appointed by the Minister of Interior and Administration and is comprised of, among others, Commander in chief of the Police, Commander in chief of Border Guards, General Inspector for Fiscal Control, General Inspector for Financial Information, General Customs Inspectorate. The centre co-ordinates and ensures co-operation among various governmental bodies in the field of gathering intelligence, counteracting and combating organised crime and international terrorism. The most important tasks of the centre are to monitor organised crime and terrorist acts, to analyse and evaluate current trends, to organise training and conferences on organised crime and terrorism, to elaborate directions for activities targeted on counteracting organised crime and terrorism, to initiate legislative work targeted at improving methods and forms of combating organised crime. The centre can also set up task teams to deal with organised crime.

There are also special working groups established dealing with fight against different aspects of organised crime. The good example of such co-operation is also inter-ministry team for fight against the irregularities against the financial interests of Poland and/or European Union established on 28th July 2003.

In January 2004 there was signed the agreement concerning the co-operation between the Polish Customs Service and the Border Guard on joint controls at the “green borders” which is a legal basis for establishing common working groups. On 24th October 2003 similar agreement was signed between the Police and the Customs Service. Organizing a joint training sessions or workshops for the Police and the Customs officers and exchanging the training materials is in line with this inter-ministry agreement (paragraph 8). Joint controls at the “green borders” carried out by the Border Guards and the Customs Service or co-operation between the Customs Service and the Police in fighting against crimes connecting with importation, exportation as well as foreign currency dealings are also the examples of existing cooperation.

The co-operation between the Police and the Border Guard is realised on the agreement no 3 between Border Guard Commander in Chief and Police Commander in Chief from 15 June 1998 on joint action of organisational units of Border Guard and voivodeship chiefs of Police and first of all is based on exchanging information, prevention, operational and reconnaissance as well as inquiry and investigation operations.

The purpose of the preventive operations is to strengthen security of national border and citizens, combat border and criminal crime near to the national border, especially illegal immigration, smuggling and control of the legality of stay of aliens on the Polish territory. The realisation of operational and reconnaissance as well as inquiry and investigation operations are based on co-operation plans and inquiry and operational join actions. These actions are concentrated on criminal groups, which prepare illegal immigrations, smuggling and drug distribution.
Exchange of information concerns:
- wanted and missing persons, crime and misdemeanor perpetrators which is in interests of both services,
- threats which appear in areas of professional responsibility of both services (Police and Border Guard),
- crime and infraction of public order in Border Patrol Station areas.

In the scope of co-operation between the BG and the Police, BG units use Police database. On the other hand, the Police uses possibility of stipulation of wanted people on national border. Exchanging information as well as common operation and inquiry actions result in increase in efficiency of operation and inquiry work, especially in collecting evidence in preliminary proceedings. Thanks to that evidence a number of BG proceedings finished with the act of charge.

The project within Transition Facility is to promote and further develop inter-institutional co-operation and to encourage services to organise and carry out the joint actions and exchange information. The outcome of the project will be that the officers trained could work in multidisciplinary task groups dealing with OC, that would comprise people from different institutions. They will be able also to work abroad in Joint Investigative Teams that are to be established in the EU, based on Framework Decision from the 13th of July 2002 on Joint Investigative Teams (JIT can be established on the basis of agreements concluded between the relevant bodies of the EU countries in the case of carrying out serious criminal investigation of cross border character). Moreover, thanks to TF a fulfillment of agreements on co-operation between Border Guards, Customs and the Police is guaranteed as far as joint training are concerned. In addition the officers trained will also be involved in cascade training for other professional staff. Also, as the training under TF are provisioned for various law enforcement agencies, working contacts shall be established that will facilitate future inter-agency co-operation to combat OC and will form a springboard for multidisciplinary approach to the phenomenon. To conclude, there is need to stress that the strategy against organised crime is an important missing link in the chain. In the view of organisational reform of Police service, Bureau for Police Strategy was established at General Police Headquarters in June 2004 whose main tasks, among others, are to draft long term strategies and set short term directions for police work, international co-operation included, elaborate evaluation methods and tools to measure the level of successful realisation of the set tasks and finally to identify partners to cooperate with in the process of strategy implementation. The a/m document on fighting organised crime may be drafted there. Furthermore, training conducted under TF project will be helpful to construct the institutional, organisational and training aspects of the said strategy.

**Component 1 – Fighting against economic and cyber crime**

Undertaking training activities on fighting against organised economic crime results from the necessity of preparing specialized Police officers from the economic division of the Central Investigation Bureau of the General Police Headquarters as well as selected customs officers from special operational units in order to fulfilling recommendations of the EU connected with implementation of the EU standards and after twinning activities. Due to the fact that increase of the amount of cyber crime act is observed it is also necessary to put the special attention to the development of the legislation on such type of crime (incl. child pornography, hacking, denial of service attacks, spread of malicious viruses, fraud involving electronic data, racism and promotion of xenophobia, infringements of intellectual property and illegal invasions of privacy).
Within this project not only Police forces and prosecutors officers should be involved but also the Customs Service, especially taking into account the fact that starting from 1st January 2004 The Customs Service has received new competences in the field of operational activities. That is why there is a legal obligation resulting from Art. 277 of the Customs Code to train customs officers working in the operational units in a field of operational (surveillance) activities. This is also in line with Training Strategy for Customs Service developed in January 2004 (objective 2). The central unit for fight against crime within Customs Control Department (Ministry of Finance) identified the need of training session in the scope of modern methods, techniques of fighting against new kinds of organised economic crimes, methods and systems of monitoring data transmissions by the Internet and e-mail, and to increase and improve their knowledge, skills in the scope of the advanced techniques and methods of operational analysis with the special emphasis on IT tools and information technologies.

In accordance with the recommendations of the Millenium strategy MS should regularly consult analysed cases of financial fraud especially those to the detriment of the financial interests of the communities and expand knowledge on the phenomena. Commission in cooperation with Council and MS has been invited to implement training for the appropriate services that would improve their fight against economic crime (Chapter 2.2. of the Millenium Strategy).

The central priority in the training policy of CBI is new trends in economic crime. In the framework of National Programme for Preparation to the Membership in the EU (NPPC) 160 training on various types of economic crime have been already conducted, among others, the training concerning criminal mechanisms on financial markets, criminal activities to the detriment of economic entities, taxes, excise and smuggling crimes, crimes to the detriment of financial interests of the community. Training on economic crime is also a follow up to activities conducted under Twinning 1999 and 2000. However, the so far realised projects have focused on chosen aspects of the phenomenon in question. Despite receiving the support for the Police and the Prosecution Service in the pre-accession period there is strong need to develop this area, especially because of appearing new kinds of crimes. The proposal for Transition Facility has a wider scope and focuses on interdisciplinary character of the a/m crime with a special emphasis put on the new trends in economic crime and on committed to the detriment of the financial interests of the EU community. Fighting against economic crime requires specific knowledge in economy, accounting, public finance, and surely a good investigation background. The level of competence of the CBI specialists in this field is very high at the central level. Unfortunately is not like that in other parts of Poland (Second monitoring mission JHA Sector; p.74). The TF project should help the CBI to address the diagnosed training needs. It will be as well an excellent opportunity to train Police officers from regional CBI divisions. An active participation of the Prosecution Service would further enhance the effectiveness of the project.

In addition, as it has been recommended in Twinning 2000 Final Report (Component 1.2, Final Report, Twinning for the Police Services, p. 23) the dovetailing of economic crime should be made through gathering intelligence with a full co-operation of different services such as treasury control, fiscal control, customs, taxes services etc. Therefore procedures should be established for tactical co-operation of the Police with other law enforcement agencies in order to perform mandatory activities to combat for example money laundering, which would involve enhanced level and quality of the exchange of information about new criminal mechanisms/schemes and the practical use of procedures. The interagency characteristics of the TF project should enable the Police to work out practical guidelines for such co-operation which should involve not only Polish, but also foreign institutions. Financial markets are linked, thus the training should also help establish working contacts
between law enforcement agencies of the EU so that common co-operation standards on tackling economic crime are worked out. Hence, the possibility of joint European investigation teams follows naturally. The expected result will be institutional enhancement of the specialized officers, guidelines for co-operation with other law enforcement agencies, strategic objectives to be included in the strategy of fighting against organised crime.

**Component 2 – Aspects of personnel recruitment for services combating organised crime**

The demand for staff strengthening in order to enable more efficient execution of CBI strategic activities was implied by forecasts of organised crime development, including drug and economic crime, stemming from threat analysis presented in the documents *Main strategic objectives for CBI for 2003 and CBI strategy for 2001-2003*. In compliance with the Commission recommendations, CBI keeps fulfilling its negotiation commitments as far as, among others, staff strengthening is concerned. According to the assumptions of *National Program of Preparation to the EU Membership* there should be 2005 regular posts in the CIB by the end of 2004. Employing new staff demands establishing effective selection procedures for Police officers who are to work in the OC divisions. It is necessary to define the policy of the Police organisation that regulates the areas linked to recruitment and selection, external and internal. A *Human Resources Knowledge Centre* is recommended to be set up within the Polish Police organisation in the long term (recommendations for Component 1.5 of Twinning 2000,– Final Report, Twinning for the Police Services, page 22).

In connection with these recommendations concerning organisation of center for staff selection in order to elaborate evaluation tools and methods, there is a need for organisational and training support of this venture. Such a support would accelerate institutional arrangements for staff selection. It will also facilitate the elaboration and implementation of IT systems equipped with selection tools and database containing recruitment and selection results. The recommendations indicate that the Police should use the information gathered during the project to influence the development of an appropriate legal framework to support the introduction of objective assessment methods.

In addition, with reference to the Second JHA Monitoring Mission recommendations in the area of implementation of EU standards in managing the Police, there is a need to train the Police managing staff in the area of implementation of EU regulations in management process, staff policy, employment strategy and other projects as well as to supervise their execution.

Bearing the above in mind, the sub-components concerning staff policy of the Polish Police and managing the Police according to EU standards have been introduced to the Transition Facility project. Continuation of the EU assistance in that matter should contribute to implementation of negotiation commitments in the area of strengthening structures and efficiency of activities of services dealing with the fight against Organised Crime.

It is also important for the Customs Services to improve qualifications, skills and knowledge of a staff dealing with management (HR management, process management), recruitment and training of the operational customs officers. This will allow to create a coherent recruitment and training policy, action plans in the future.

**Component 3 – Criminal analysis**
To fight against serious organised crime, the use of criminal analysis in the investigative process is essential. Criminal analysis forms an integral part of criminal intelligence and is a tool supporting the police in its investigative work (operational analysis) and criminal policy making (strategic analysis). The ultimate goal of the police is to build structures for criminal intelligence.

Concerning criminal analysis Europol published analytical guidelines in the field of intelligence model, training and selection of analysts, intelligence analysis.

The building up of criminal intelligence in Poland has been laid down in the “Programme of implementation of criminal analysis in Polish police units”. The main objective of the strategy is to prepare staff, as well investment background, and institutional framework to launch electronic intelligence system and criminal analysis. In recent years, substantial investments have been made in an infrastructure for crime analysis. Large numbers of Polish analysts have been trained and independent analysis units were set up in many places. Training programmes were designed and trainers continue to develop the infrastructure by training new analysts and analysts’ supervisors. Many analysts—most of them police officers with many years of experience in the Police Service—have enthusiastically embarked on their task. The following elements of the strategy have been achieved: the selection procedures for criminal analysts elaborated, Police officers trained in operational criminal analysis, trainers for operational analysis trained, a centre for training on criminal analysis in Szczyno established. The centre trains not only Police officers but also analysts from other law enforcement agencies, especially Border Guard and Agency for Internal Security. The former, on the basis of agreement from June 1998 on cooperation between the Police and Border Guard, has been introduced to various aspects of criminal analysis use in the Police.

According to the JHA Monitoring Mission (September 2003) an impressive infrastructure for crime analysis has been built in Poland for several years. It was realised in the framework of PHARE assistance funds and twinnings. The results are positive and promising. The level of equipment is very high. Owing to Polish equipment and skills, the EU experts consider it useful to intensify further the exchanges of experience and technical information between Poland and Member States (Second JHA monitoring mission, page 47). During the last meeting of the Strategic Steering Group which has taken place in Łódź and in the report that followed the EU experts Mr Richard Landman from the Dutch NCID and Mr Christian Hoppe from the German BKA evaluated positively the work of the police concerning the development of criminal analysis and wrote that a continuous and considerable progress had been made in the implementation of criminal analysis in Poland. Methods of organisation and techniques adopted by analytical teams of Central Investigation Bureau GPH and regional police headquarters were judged as compliant with the European standards. It was advised by the EU experts to continue the adopted directions of development in the framework of implementation of structures for criminal intelligence and analysis.

Under Twinning 1998, 1999 and 2001 specialized training were conducted, which allowed Polish Police to gain new skills in techniques and methods of the operational analysis and strategic analysis. During three years of running various projects 162 operational analysts from central and regional police quarters as well as police schools have been trained. The timely execution of all the training activities and program investment tasks allowed to accomplish the project entitled “Introduction of the criminal analysis into the police units”, accepted by the Commander in Chief of the Polish Police. Currently the Police is working out criminal intelligence framework which is to secure complex methods of acquiring and
exchanging information in the form of computer system of criminal intelligence and analysis – Electronic Information Report (SMI). Based on the experience gathered, the Police wants now to acquire new skills in the field of economic and strategic analysis, as well as to learn the advanced techniques and methods of operational analysis. The suggested training are a follow-up of activities conducted in the framework of previous Twinnings.

Published by Europol recommendations of the EU experts from Twinnings 98 and 99 and SSG experts concern further training on operational analysis based on the EU standards, launching training for the trainers on operational analysis, training for police management on how to use criminal analysis and finally integrated training for Police and other law enforcement agencies.

In the period of four years (2000-2004) the police has elaborated and launched procedures and directions for implementing, functioning and developing criminal analysis in accordance with the standards and recommendations of the EU experts.

In the nearest future (2004) an intense information campaign is planned covering the goals, the functions and the practical use of criminal analysis, aimed at the managerial staff of all levels, police officers of the criminal, investigation and prevention services, as well as prosecutors – all of them future customers. In addition, it is foreseen to launch training in the field of economic analysis fully. The development of training concerning strategic analysis is planned for the years 2005/2006, until which time a full preparation of the managerial staff is foreseen, along with an adequate skill level of operational and economic analysts and the execution of an at least sufficient amount of analytical work based on the implemented standards of the Police information, allowing for the making of general assessments of threats, situation reports and risk assessments. (Second JHA monitoring mission, page 76, 77)

The co-operation with extra-Police entities will also be developed.

As far as structures for criminal intelligence are concerned the police has also prepared investment, personnel and structural infrastructure for criminal intelligence, at the local, regional, and national level, which will be built based on the assumptions for model of criminal intelligence worked out by NCIS and own solutions compliant with Polish reality.

On the first of June 2004 the Criminal Intelligence Board was established at General Police Headquarters which will initiate, co-ordinate, supervise and monitor the process of building new structures for criminal intelligence at regional level from the beginning of July this year. Its tasks will cover strategic policy making in the field of combating crime, setting up priorities among counteracting specific types of crime, gathering intelligence on criminal structures and their modus operandi, building up criminal intelligence structures at the local, regional and national level. The board will comprise three divisions: recruitment division, basically responsible for recruiting and co-operating with informers; criminal analysis division, basically responsible for the development of criminal analysis in the police, coordination of analytic information exchange country wise and abroad, supervision of recruitment and selection of candidates for criminal analysts, coordination of trainings on criminal analysis; electronic report system division basically responsible gathering and processing information within the ER system. On the 15th of June a pilot project of new criminal intelligence structures at regional level will be launched (Opolskie, Śląskie, Dolnośląskie, Wielkopolskie) wherea division of criminal intelligence will be established consisting of three teams: one for criminal analysis one for Electronic Report System and one for recruitment. Once the pilot project succeeds similar structures will be launched in other regional police units. During the pilot edition in the four voivodships mentioned above the project will be supervised by the Criminal Intelligence Board of General Police Headquarters.

The tasks of Criminal Intelligence Board as described above clearly demand continuation in the form of professional training for criminal analysts, especially in the field of advanced techniques of operational analysis as well as financial and strategic analysis that would
facilitate future co-operation with other EU MS. Analysts are well acquainted with basic analytic tools and perform operational analysis of criminal cases, billings, threats assessment ever since the year 2000. However, they do not have satisfactory knowledge on techniques and methods used by analysts in other EU MS especially as far as financial and strategic analysis is concerned. The police are also interested in trainings in the field of organization and functioning of criminal intelligence in other EU MS.

A natural continuation of the already accomplished tasks and a supplement to activities planned for the coming years will be to expand the scope of the criminal analysis training to advanced techniques of operational analysis, economic analysis and strategic analysis, as well as to train a new target group consisting of Police officers not only from the General Police Headquarters but also from regional police quarters and other institutions with which the co-operation is vital, for example Border Guard. Hence, criminal analysis has been introduced to the Transition Facility project.

Combating organised crime and illegal migration requires strengthening of investigative services and setting up the criminal analysis system not only in the Police but also in the Border Guard and the Customs. Criminal analysis is an important tool in improving the efficiency of border services in this field. In 2002 General Police Headquarters presented the Border Guards with plans to develop criminal analysis in the police concerning organisation, structure and investment. In addition, the Border Guards were acquainted with programme and scope of training for criminal analysts in the police. The police also performed analyses for BG on their request. Based on the information received from the police “and on recommendations of the EU experts in former twinning projects, Criminal Analysis Implementation Programme” was prepared in the Border Guard, and entered in 2002.

Activities aiming at establishing criminal analysis system in BG (strategic and operational) and training of investigators were carried out under the Twinning project 2000 and 2001. Similar activities were planned under Twinning projects 2002 and 2003, gradually leading to creation of the criminal analysis system, training future trainers and setting up a training centre for future analysts. However, there is a need for further co-operation between the police and BG and other services in this respect in terms of joint training as well as best practice, information and experience exchange.

Implementation and development of criminal analysis in BG correspond with the EU experts’ recommendations, presented in the First Quarterly Twinning Report (PL2000/IB/JH/02) and Phare 2003 investment project for the Border Guard Protection system of the future external European Union border.

The fact of constant changes of methods of activity used by criminal organised groups causes that the Border Guard and Customs officers require permanent exchange of knowledge on combating organised crime. Planned training should concentrate on exchanging know-how and recent experience with other border services for example on investigative techniques, undercover operations in fighting organised crime and illegal migration. Training should also concentrate on using criminal analysis (also in relation with corruption issues). It will allow to assure the continuation of the knowledge transfer and realisation of further training for officers of criminal analysis units in accordance with their needs.

Due to the fact that this activity concentrates on advanced techniques and methods of operational analysis training can be addressed to officers from the Border Guard Training Centre in Kętrzyn as a unit responsible for training future BG analysts.

Component 4 – Principles of the liaison officers recruitment, training, coordination and supervising
Working out the effective organisational model in the matter of the recruitment, training, coordination and supervising liaison officers is with compliance with the EU Council Decision 2003/170/JHA of 27 Feb, 2003 in the scope of the common using of liaison officers accredited abroad by the EU members law enforcement services and the Act of 27 July, 2001 on the foreign service.

The legal basis for establishing liaison officers in Polish legislation is Memorandum of Understanding (MoU) from 22 December 1994 with amendment from 7 June 1999, between the Ministry of Foreign Affairs and the Ministry of Interior and Administration on establishing the positions of Police, Border Guard liaison officers in some Polish diplomatic agencies. According to § 1 of the MoU establishing BG liaison officer position in Polish diplomatic representations in country with which Poland has the Agreement concerning border services’ co-operation.

Moreover institution of liaison officer is regulated by Agreement on co-operation in combating organised crime (Agreement inter alia: with Romania signed 11.07.2000, with Spain signed 27.11.2000, with Belgium signed 13.11.2000). Also other Agreements on co-operation in combating organised crime, which do not concern the possibility of exchanging liaison officers but show that contacts related to implementation of the Agreement will be carried out among responsible authorities, can be legal base for establishing position of BG liaison officer.

At the moment BG possesses one liaison officer - in Polish Embassy in Berlin, although the BG plans foresee to delegate further liaison officers, to Ukraine, Russia and Belarus firstly.

Additionally, in the framework of wide European co-operation, BG delegated two officers to RAC (since September 2003) and ACT (since November 2003).

In order to prepare Police staff to take part in international police co-operation at the beginning of the year 2001 the Police started the Young project. It was addressed to Police officers with at least five years work experience, good knowledge of English and an interest for international co-operation. The training lasted one and a half year and covered in detail the following areas: European Community law (with a special emphasis put on the third pillar and police co-operation), Schengen acquis, Europol, Eurojust, Interpol as well as comprehensive language training. In the year 2002, a twinning project in co-operation with the Dutch Police was started. The third component of the mentioned project covered the area of Police co-operation in the European Union. The project was financed from the PHARE fund and co-financed from Police budget. As additional twinning activities, the Dutch side organised two study visits in various European Union institutions in the sector of Justice and Home Affairs for the Young group. The recommendations from Twinning 2000 indicate that the Polish police authorities should involve the participants of the Young and Twinning projects in the work linked with international police co-operation and conduct further training on European police co-operation for the target group as well as for other Police officers. It is also recommended by the Dutch side that the post of regional liaison officer is created so that the people trained under the above mentioned programmes could deal with international co-operation at the regional level and be among others a competent local partner for Polish liaison officer residing abroad.

European Union Council Decision 2003/170/JHA of 27 Feb, 2003 puts new obligations on liaison officers from the EU Member States. Approaching Polish accession to the EU causes necessity to work out new rules and procedures of recruitment, training and activity of liaison officers working abroad.

So far liaison officers have been appointed in Russia (since 1994); Ukraine (since 1995); Germany (since 1997) and Holland (since 1998). The officers have been carrying out the
tasks assigned to them by the Chief Commander of the Police. The posts of liaison officers have been set up in those countries as a result of an analysis concerning the following factors:

- crime threat assessment as well as an assessment of typology of crimes committed by Polish citizens at the territories of the respective countries;
- evaluation of the intensity of international police co-operation.

Ever since 1998 (that is since the establishment of the post of liaison officer in Holland) the scope of tasks in international co-operation as well as the typology of crimes committed by Poles abroad and estimated threats have significantly changed. The changes stem from new obligations in police co-operation on international scale which is a consequence of Poland's approaching membership in the EU structures. The conducted studies show that in order to fulfil the present needs and obligations in terms of international police co-operation the following actions should be taken:

- Once Poland's joins the Europol Convention in the second half of the 2004 the post of two separate liaison officers in Holland should be established: one for Europol followed by a gradual expansion of the Polish team in Europol, one in Holland with an expansion of co-operation on the Benelux countries and the European Council.
- In addition liaison officers should be appointed to the following countries:
  - Lithuania (due to the increased co-operation of Polish and Lithuanian criminal groups operating at the German territory especially in the field of smuggling of excise goods through the Polish Lithuanian border).
  - Estonia (due to the developing co-operation of Polish and Estonian criminal groups operating in Scandinavia)
  - Belarus (Polish liaison officer would promote the interests of Europol in this region)
  - Czech Republic (due to increasing threat of international criminality posed by simplified border checks between the Wyszczegrad countries).
  - Slovakia (due to increasing threat of international criminality posed by simplified border checks between the Wyszczegrad countries).
  - Austria (due to the high level of activity of Polish criminal groups in the field of drug trafficking as well as stealing vehicles then smuggled to the Eastern Europe countries)
  - Great Britain (due to the necessity to co-operate with NCIS and through NCIS with British liaison officers' network in the Far East and South Africa)
  - Spain (due to increased threat posed by drug-related criminality)
  - Romania (co-operation with South East European countries recommended by the Council of Europe)
  - Bosnia and Hercegovina or Serbia and Montenegro (to co-ordinate co-operation with the West Balkan countries as well as to perform advisory function under Cards project run by the European Commission in this region.

With all the above mentioned countries Poland has signed the relevant agreements that set a formal ground to appoint Polish liaison officers there.

In the view of the above mentioned plans to expand the Polish liaison officers' network abroad as well as in the view of accession of Poland to the EU, there appears a necessity to create new rules and procedures concerning recruiting, training and functioning of the Polish Police liaison officers abroad, especially considering the fact that the structure and type of crimes committed by Poles abroad are constantly changing. Well trained liaison officers are helpful in combating various types of crime. Developing an effective liaison officers' network may be very fruitful in that matter. In a result the Polish Police is developing the liaison officers network. In order to do such a special section is necessary to supervise and manage the liaison officers.
Component 5 – Methods, tactics and techniques of combating international terrorism and cross border crime.

Because of the events of 11\textsuperscript{th} of September 2001 border control and security standards on airports and seaports qualifying passengers for detailed control, detection of dangerous materials and forged documents are one of the major concerns of Polish Police and BG. On the other hand the fact of Poland close accession to the EU, the problems with increasing amount of received asylum applications, migration to Poland and through Poland to Western countries showed up that new challenges are appearing for the Border Guard and Police. Last year BG experience shows that border traffic in seaports and airports is increasing.

In relation to constant changes of migration flows, border traffic, evolution of border protection techniques, technical means and related law and organisational procedures as well as the new methods used by terrorist organisations, there is a need of permanent development of skills and knowledge of prevent terrorists’ attack, for BG and Police officers. This kind of training will assure constant exchange of recent experience between European services. Issue of terrorism wasn’t implemented earlier in wide scope of problem. In projects realized by the Border Guard, implemented activities focused on selected topics (Twinning 2000) only (measures taken in response bombs threats and terrorist attacks, measures taken in critical situation with taken hostages). Police HQ Antiterrorist Operations Bureau takes part in Phare 2002 Twining cooperation, focused on Polish and German special units activities in the scope of fighting against serious crimes, in particular weapon and explosives smuggling on international scale.

Nevertheless, the Police emphasizes the need of improving the knowledge about antiterrorist squads activities within the EU Member States in the scope of cooperation in fighting against terrorism. There is a strong need of constant improvement of skills, acquiring new qualifications and sharing experience in the field of combating terrorism that is also tightly connected with fighting against cross border crimes.

The European Security Strategy, adopted by the European Council on December 2003, identified terrorism as one of the key threats to EU interests and requested the Presidency and Secretary-General/High Representative Solana, in coordination with the Commission, to present concrete proposals for implementing the Strategy, including recommendations for combating the threat posed by terrorism and dealing with its root causes. To meet that challenge Europol has created a new division to carry out such projects as Counter terrorism Program and Counter Proliferation Program.

In light of the events in Madrid, the European Council believes that full implementation of measures to combat terrorism is a matter of urgency. (Draft declaration on combating terrorism March 20047486/4/04 REV 4, LIMITE). In compliance with the recommendations of the Irish presidency gathering intelligence on terrorism threats in Poland should be continued (report form the proceedings of Working Party On Terrorism. Brussels 08.01.2004).

Terrorism and organised crime permeate themselves. Dynamically changing situation, evolving nature of terrorism and the changing modus operandi of terrorists, makes it necessary to expand Police and Border Guards officers knowledge and improve their qualifications so that co-operation in fighting terrorism can be tightened. Financial resources of terrorist organizations and organized criminal groups, mainly derive from different criminal activities (mainly smuggling, drugs and arms trafficking, financial frauds, prostitution, trafficking in human beings, robberies) Therefore, the scope of the planned training should be expanded on various aspects of preventing and fighting against the financing of terrorism.
In the view of the above, as well as in consideration for the organisational changes in the police structures, there arises a need to train Police officers who now form the manpower of AOB (Anti-terrorist Operations Bureau). It is they who will have to implement the EU counter terrorism strategies on the basic police level. Consequently, terrorism issues have been included in the Transition Facility project as the training will be run by fellow Police officers from the EU forces. The knowledge thus gained may be used to train Police officers from independent AT teams in Poland.

In order to support the Police and the Border Guard activities the Prosecution Service will participate in the project, which contributes to the successful realization of the aforementioned activities.

3.2 Linked activities
Polish services responsible for fighting against organised crime has been participating in twinning projects since 1998. In this period the following projects have been realized:

PHARE 1998
Eastern Border Management and Infrastructure – the project focused among others on the following issues: criminal intelligence; organisational development (comprehensive institutional audit – incidence of serious and organised crime); combating illegal immigration networks;

PHARE 1999
Fight against organised crime – the project included inter alia activities focused on: computer crimes (personnel selection for services combating organised crime); combating major financial crimes (money laundering and corruption); criminal intelligence and analysis;

Reinforcement of home affairs administration and border management – the project focused on the following issues: border management and control (development and improvement of organisational structures at the external and maritime border, structural changes at the EU internal borders, development of counter-measures in the case of corruption, development and improvement of border control and surveillance management and procedures, co-operation with border Police forces of other EU Member States);

PHARE 2000:
Twinning for the police services – Project included inter alia the following subjects: combating organised and economic crime (corruption, money laundering, drug-related criminality, IT criminality, personnel selection);

Twinning for border and visa policy - the project included inter alia activities focused on intervention in crisis situation, data collecting and processing, inter-institutional co-operation, use of technical equipment used in border control;

PHARE 2001
Twinning for the police services – Among others the following subjects were performed under the project: human resources (the assessment of personnel, quality/effectiveness evaluation of the work and service of training units, personnel management); combating serious crime (maritime (overseas) smuggle, the post-explosion investigation, criminal analysis, protection of crown witness);

Twinning for border services - the project included inter alia activities focused on training on combating organised crime within the responsibilities of the Border Guard, combating corruption and illegal migration.

PHARE 2002
Fight against organised and economic crime in the view of European integration Among others the following tasks are scheduled to be performed under the project: combating
economic crime (money laundering, access to non-police databases, internet and computer crime); combating serious crime (smuggling on international scale, criminal analysis);

**Twinning for border management and visa policy** – the project included inter alia activities focused on: combating organised crime and illegal migration (investigative techniques, operational work (related to corruption issues), detection of explosives and smuggling);

**PHARE 2003**

**Twinning for Border Guard** - the project includes inter alia activities focused on combating organised crime and illegal migration such as: training in investigative techniques and management aspects of surveillance and undercover operations in fighting against organised crime and illegal migration (e.g. smuggling of humans and dangerous materials).

**Fight against organised crime** – among others the following issues are scheduled to be performed under the project: combating economic crime (money laundering, VAT fraud in international turnover, corruption, threats connected with the introduction of EURO, Internet crimes); combating terrorism and organised crime (bio-terrorism attack, attack with a substantial use of explosives, extortions, cross border abductions, kidnapping for ransom, recruiting and trafficking women to work as prostitutes in the EU countries, computer and electronic crime, criminal analysis).

### 3.3 Results

**Component 1:**
- 80 people from the Police, Customs Services, Prosecution Office trained in the field of current forms and methods of fighting against new kinds of economic crime
- best practices on counteracting and combating economic crime, including cyber crime and economic crime to the detriment of the EU, financial interests exchanged
- best practices exchanged on operational procedures and surveillance used in cases concerning economic crime as well as on co-operation with informants in such cases
- the EU acquis concerning combating economic crime, including cyber crime and economic crime to the detriment of the EU, screened and analyzed
- procedures and guidelines for multi-agency co-operation to fight economic crime drafted.
- analysis of new trends in economic crime prepared in co-operation with the EU experts so as to set key objectives for the strategy to fight economic crime (as a part of strategy to fight organized crime), to be later drafted by Polish police.

**Component 2:**
- 190 people from the Police and Customs Service trained in the field of selecting, recruiting, evaluating personnel to fight organized crime.
- Guidelines for a system of recruiting, evaluating and training personnel to work at Organized Crime Divisions elaborated;
- Structure and Tasks for Human Resources Knowledge Center described

**Component 3:**
- 141 people from the Police, Border Guard and Customs Service trained in the field of advanced methods and techniques of operational analysis as well as economic and strategic analysis
- knowledge on organization and functioning of criminal intelligence in other MS increased
- best practices exchanged on the functioning of criminal intelligence in other MS
- guidelines for policy concerning further development of criminal intelligence and criminal analysis within the already established structures drafted with the aid of the EU experts.
Component 4
- 35 people from the Police trained in the field of recruiting, coordinating and supervising the work of liaison officers
- an effective model for recruiting, training, coordinating and supervising work of liaison officers worked out with the help of the EU experts
- compliance with the EU Council Decision 2003/170/JHA/ of February 2003 reached

Component 5:
- 310 people from the Police, Border Guard and Prosecution Office trained in the field of operational activities to counteract terrorism as well as preventing/fighting financing of terrorism:
  - sources of financing terrorism (both legal and illegal)
  - money laundering as a means to finance terrorism
  - methods and ways of analyzing financial flows
  - co-operation with various financial institutions in the field of financial flows analysis
  - financing terrorism by Non Governmental Organizations
    - knowledge about the EU regulations in the scope of standards and procedures obligatory during a terrorist threat increased
  - best practices in the area of counteracting terrorist attacks with the use of explosives, running negotiations with terrorists and the use of sharpshooters in anti-terrorist operations exchanged
  - Guidelines and procedures for multi-agency co-operation in fighting terrorism drafted

3.4 Activities

The following activities for the Police, the Border Guard, the Customs Service and prosecutor officers are provisioned:

Component 1:
Fighting against economic and cyber crime- a series of training (approx. 5) in the form of joint seminar and workshop for approx. 60 Police officers and 20 Customs officers and prosecutors aimed at transfer of know how and best practices concerning the following issues:
- new trends in development of economic crime, including cyber crime and economic crime to the detriment of the EU,
- the new UE legislation concerning economic crime including cybercrime and economic crime to the detriment of the EU financial interests
- international links of organized criminal groups active in economic sector and their partners in Poland,
- latest techniques to combat economic crime
- the use of modern technologies in investigating economic crime
- professional ways of securing computer equipment against unauthorized access
- electronic intelligence and monitoring of computer networks by the police
- methods and systems of monitoring data transmission through internet by the police
- operational procedures used in performing operational and surveillance activities and related documentation
- co-operation with informants in operational and surveillance activities and related documentation
- the operational techniques and methods used in obtaining the information
- the use of newest software and IT technologies to facilitate police operational work
Based on the exchange of information and experience during the training sessions an analysis of new trends in economic crime will be prepared in co-operation with the EU experts and the EU acquis concerning combating economic crime, including cyber crime and economic crime to the detriment of the EU will be reviewed, so as to set key objectives for the strategy to fight economic crime (as a part of strategy to fight organised crime), to be later drafted by Polish police. In addition, the EU experts will prepare drafts of guidelines on optimal tactics of detecting and combating particular kinds of economic criminality and procedures for multi-agency co-operation to fight economic crime.

Component 2:
Aspects of personnel recruitment for services combating organized crime- a series of training approx. 2 seminars and 4 workshops for 170 people from the Police and 20 from Customs Service aimed at transfer of know how and best practices concerning the following issues:
- personnel recruitment for services fighting against organized crime,
- systems of recruiting, evaluating and training personnel to work at Organized Crime Divisions in other EU MS
- personnel management in the light of the EU standards in managing, supervising and career planning for services fighting against organised crime

Based on the exchange of information and experience during the training sessions EU experts will prepare guidelines for a system of recruiting, evaluating and training personnel to work at Organised Crime Divisions. In addition milestones for the policy concerning selection and personnel recruitment for OC divisions laid.

Component 3:
Criminal analysis- a series of training approx. 4 seminars and 4 workshops for 115 people from the Police and 20 from Customs Service, as well as 6 from Border Guard aimed at transfer of know how and best practices concerning the following issues:
- advanced techniques and methods of operational analysis with a special emphasis put on the newest version of ‘Analysts Notebook and iBase software
- methods and techniques of economic analysis
- methods and techniques of strategic analysis
- organization and functioning of criminal intelligence in other MS

Based on the exchange of information and experience during the training sessions the EU experts will analyse and prepare drafts of guidelines for policy concerning further development of criminal intelligence and criminal analysis in the Police within the already established structures (see also description in the Background and justification, p. 7-8).

Component 4
Principles of the liaison officers recruitment, training, coordinating and supervising- a series of training (approx. 4) in the form of joint seminar and workshop for approx. 35 people from the Police aimed at transfer of know how and best practices concerning the following issues:
- principles of recruitment of candidates for liaison officers,
- methods of training liaison officers
- coordinating and supervising of liaison officers’ work

Based on the exchange of information and experience during the training sessions an effective model for recruiting, training, coordinating and supervising work of liaison officers worked out with the help of the EU experts.
Component 5:
Methods, tactics and techniques of combating international terrorism and cross border crime - a series of training approx. 4 seminars and 4 workshops for 310 people from the Police, Border Guard aimed at transfer of know how and best practices concerning the following issues:
- EU regulations concerning combating terrorism and cooperation of anti-terrorist units
- EU regulations in the scope of standards and procedures obligatory during a terrorist threat
- structures, modus operandi, recruitment strategies of terrorist organizations
- ways of worldwide communications among terrorist nets
- methods and ways of financing terrorist organizations
- counteracting terrorist attacks with the use of explosives, running negotiations with terrorists and the use of sharpshooters in anti-terrorist operations
The Police are also interested in training on fighting/preventing financing of terrorism, where Police officers from money laundering divisions and experts from Prosecution Office will be included.

Based on the exchange of information and experience during the training sessions guidelines and procedures for multi-agency co-operation in fighting terrorism will be drafted.

The activities will be realised by means of analysis, seminars, workshops, case studies and study visits. Study visits will be financed by the beneficiaries. Detailed description of activities will be elaborated in the process of Contract preparation.

The RTA post is expected in the framework of twinning for 15-month period. The successful candidate for RTA should have sufficient experience in the above-mentioned matters and management skills and be fluent in speaking and reading English language (also Polish language would be advisable). The RTA will be involved in:
- securing the effective co-ordination and implementation of the twinning project’s objectives and the delivery of planned outputs by day to day management of the project,
- consultation with relevant representatives of the Polish authorities and the twinning partners looking to secure necessary support and back-up required to implement the project,
- participating in drafting the guidelines and strategies for the Polish Police,
- assisting the Polish Ministry of Interior and Administration to implement its objectives.

The RTA will be placed in the Ministry of Interior and Administration. Short-term experts involved in activities are expected to have vast knowledge of EU acquis in the subjects covered by this Twinning project, adequate professional experience and abilities to use active methods of training.

To realise the project it is necessary to reserve financial means for: conference room, materials, accommodation, transport and study visits. The profile of the experts needed: Officers specialised in the issues taking up in this project.

3.5 Lessons learned
This project corresponds with the EU recommendation in a scope of Transition Facility. Transition Facility will be continuation of earlier Phare IB programs. Recommendations
included in the final reports from the realization of the previous twinning projects (1998, 1999, 2000) financed from Phare funds, listed in p. 3.2, also underline a necessity of further development in the aforementioned area.

4. Institutional Framework
The Ministry of Interior and Administration is responsible for implementation of the project. The beneficiaries of the project are the Police and the Border Guard which both operate under the supervision of the Minister of Interior and Administration. The Police structure is decentralized excluding Central Investigation Bureau of General Police Headquarters dealing with organised crime and drug related crime. Implementation of the project does not change the above institutional framework. Various branches of General Police Headquarters will be involved in the realization of the project. The Department of Customs from The Ministry of Finance and the Prosecution Service are also beneficiary of the project.

5. Detailed Budget

<table>
<thead>
<tr>
<th>Transition Facility</th>
<th>Support</th>
<th>Total TF(=I+IB)</th>
<th>National Cofinancing*</th>
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</thead>
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<tr>
<td>Contract</td>
<td>Institution Building</td>
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<td>Total</td>
<td>1,5</td>
<td>0,3</td>
<td>1,8</td>
<td></td>
</tr>
</tbody>
</table>

* In cases of co-financing only

6. Implementation Arrangements

6.1 Implementing Agency
PAO: Mr Tadeusz Kozek, Under-Secretary of State in the Office of the Committee for European Integration, Aleje Ujazdowskie 9, Warsaw; phone +(48 22) 455 52 41; fax +(48 22) 455 52 43
Finance and Contracts Unit, Foundation “Co-operation Fund”, CFCU Director Mr Andrzej J. Janicki, Górnośląska 4a; 00-444 Warsaw, phone: +(48 22) 622 88 20, fax: +(48 22) 622 75 65

6.2 Twinning
RTA: The Ministry of Interior and Administration.
Contact person: Ms. Elżbieta Sidorkiewicz, Department of International Co-operation, the Ministry of Interior and Administration, Domaniewska 36/38; 02-672 Warsaw, phone: +(48 22) 60 143 05; fax: +(48 22) 601 41 07; e-mail: sidorkiewicz.e@mswia.gov.pl

6.3 Contracts
Number of contracts – 1 Contract for 1,5 M€. Co-financing 0,3 M€ - Co-financing covers direct and indirect cost of the beneficiary administration in compliance with Twinning Manual as well as the study visits.

7. Implementation Schedule

7.1 Start of tendering/call for proposals 4th quarter 2004
7.2 Start of project activity 4th quarter 2005
7.3 Project Completion 4th quarter 2006

8. Sustainability
The project concerns Institution Building. From the side of the beneficiary the International Police Co-operation Bureau of the General Police Headquarters and Bureau of European Integration and International Cooperation of Border Guard National Headquarters will maintain the administrative function.

9. Conditionality and sequencing
The project will be implemented in compliance with the realization schedule provisioned in the Contract and co-financed from the budget of the Polish Police and the Border Guard, Prosecution and Customs Services. The project does not require specific sequencing. Activities will be performed simultaneously.

Conditionalities:
The Contract is planned to be signed in the 4th quarter of 2005.
The Steering Committee is to meet quarterly to monitor the implementation of the project. The Steering Committee will evaluate quality of performed activities, taking into consideration financial sources involved in the implementation of the project. The evaluation will provide proper use of twinning budget and improvement of services. The Steering Committee will also evaluate results of completed activities with regard to achievement of goals, improvement of fight against organised crime and adoption of the UE requirements in this area. The Steering Committee will be responsible for approval of the RTA’s quarterly reports.
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 (including disbursement period)
## Fight against organised crime

**Overall objective**
- Strengthening interagency co-operation in the area of fighting against organised crime
- Increasing the effectiveness of the Polish Police, the Border Guard, the Customs and Prosecution services in fighting against organised crime and terrorism.

**Objectively verifiable indicators**
- Approach to the EU norms and standards, efficiency of Polish Police services performance increased

**Sources of Verification**
- Reports of the EU representatives and the EC experts,
- Reports of the Ministry of the Interior and Administration,
- Statistic data

**Project purposes**
- Working out new methods and techniques of fighting against organised economic crime
- Familiarizing with the new aqcuis concerning cyber crime
- Implementing the recommendations and standards of the EU in the field of recruiting, evaluation and personnel training for fighting against organised crimes
- Familiarizing with advanced techniques and methods of operational analysis concerning economic and strategic analysis
- Working out an effective functional model on liaison officers recruitment, training, coordination and supervising
- Obtaining knowledge of new methods, tactics and techniques of combating international terrorism
- Broadening range and possibilities of combating cross-border crime

**Objectively verifiable indicators**
- At least 500 participants from the Polish Police and the Border Guard trained and certified by the end of the project, using acquired knowledge in the field of fighting against organised crime and international terrorism
- Better cooperation between the Police, the Border Guard and prosecution service in the fight against the organised crime and international terrorism
- Decrease of specific type of criminality
- Rise in citizens’ sense of personal safety

**Sources of Verification**
- Reports of the EU experts,
- Reports of beneficiaries,
- Statistic data

**Assumptions**
- Proper strategy of employment and EC kept on time; proper strategy of employment policy and staff training; Polish authorities commitment in fight against crime maintained; financial obligations by the Polish government and EC kept in time; services involved in the implementation of the project professionally prepared.

## Results

### Component 1:
- 80 people from the Police, Customs Services, Prosecution Office trained in the field of current forms and methods of fighting against new kinds of economic crime
- Best practices on counteracting and combating economic crime, including cyber crime and economic crime to the detriment of the EU, financial interests exchanged
- Best practices exchanged on operational procedures and surveillance used in cases concerning economic crime as well as on co-

**Objectively verifiable indicators**
- At least 60 participants from the Polish Police trained and certified by the end of the project, using acquired knowledge in the field of fighting against economic and cyber criminality.
- 20 Customs officers and Prosecutors trained by the end of the project, using acquired knowledge in the field of fighting against economic criminality.
- At least 170 participants from the Polish

**Sources of Verification**
- Credit bills,
- Reports of contractors,
- Reports of the EU experts,
- Reports of beneficiaries,
- Statistical materials

**Assumptions**
- Financial, logistical and human resource commitment of beneficiaries of the project,
- Efficient co-operation between MS experts and national officials and experts.
operation with informants in such cases - the EU acquis concerning combating economic crime, including cyber crime and economic crime to the detriment of the EU, screened and analyzed - procedures and guidelines for multi-agency co-operation to fight economic crime drafted. - analysis of new trends in economic crime prepared in co-operation with the EU experts so as to set key objectives for the strategy to fight economic crime (as a part of strategy to fight organized crime), to be later drafted by Polish police.

Component 2:
- 190 people from the Police and Customs Service trained in the field of selecting, recruiting, evaluating personnel to fight organized crime.
- Guidelines for a system of recruiting, evaluating and training personnel to work at Organized Crime Divisions elaborated;
- Structure and Tasks for Human Resources Knowledge Center described

Component 3:
- 141 people from the Police, Border Guard and Customs Service trained in the field of advanced methods and techniques of operational analysis as well as economic and strategic analysis
- knowledge on organization and functioning of criminal intelligence in other MS increased best practices exchanged on the functioning of criminal intelligence in other MS - guidelines for policy concerning further development of criminal intelligence and criminal analysis within the already established structures drafted with the aid of the EU experts.

Component 4
-35 people from the Police trained in the field of recruiting, coordinating and supervising the work of liaison officers -an effective model for recruiting, training, coordinating and supervising work of liaison Police trained and certified by the end of the project, using acquired knowledge in the field of personnel recruitment for services fighting against organised crime.
- 20 Customs officers trained by the end of the project, using acquired knowledge in the field of personnel recruitment for services fighting against organised crime.

-At least 115 participants from the Polish Police trained and certified by the end of the project, using acquired knowledge in the field of criminal analysis.
- At least 6 officers from BG training centres trained by the end of the project, using acquired knowledge in the field of criminal analysis.
- 20 Customs officers trained by the end of the project, using acquired knowledge in the field of criminal analysis.

- At least 35 people from the Police trained in the field of recruiting, coordinating and supervising the work of liaison officers

-At least 310 participants from the Polish Police, Polish Border Guard and Prosecution Office trained by the end of the project, using acquired knowledge in the field of combating terrorism as well as preventing/fighting financing of terrorism

-increased number of guidelines and new procedures drafted.
officers worked out with the help of the EU experts
-compliance with the EU Council Decision 2003/170/JHA/ of February 2003 reached

**Component 5:**
-310 people from the Police, Border Guard and Prosecution Office trained in the field of operational activities to counteract terrorism as well as preventing/fighting financing of terrorism
-knowledge about the EU regulations in the scope of standards and procedures obligatory during a terrorist threat increased
-best practices in the area of counteracting terrorist attacks with the use of explosives, running negotiations with terrorists and the use of sharpshooters in anti-terrorist operations exchanged
-Guidelines and procedures for multi-agency co-operation in fighting terrorism drafted

<table>
<thead>
<tr>
<th>Activities</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
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<tbody>
<tr>
<td>Training, seminars, workshops and study visits for selected participants in the following fields: fighting against economic and cyber crime, aspects of personnel recruitment for services fighting against organised crime, crime analysis, principles of liaison officers’ recruitment, training and supervising, Methods, tactics and techniques of combating international terrorism and cross border crime.</td>
<td>- training materials provided, - training carried out, - translated documents handed over.</td>
<td>- estimation of expert selection, - reports on realization of the project, - estimation of training.</td>
<td>Trained staff stays at the beneficiary institutions</td>
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</tbody>
</table>

**Preconditions**
- Twinning Contract signed
- TF funds available
## Annex 2-3 Implementation, contracting and disbursement schedule for the Project – Fight against organised crime

**Planning Period:** 2005-2006  
**Date of Drafting:** January 2004

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Implementation Schedule</th>
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**Legend:**  
- C = Contract signing  
- I = Contract implementation and payment

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<th>Quarter</th>
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*Estimated Cost (M€)*