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NEWSLETTER



Twinning Project Assistance to the Directorate for Coordination of Police Bodies of Bosnia and Herzegovina



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Facts & Figures

Project duration: February 2012 – February 2014

Project budget: € 1,2 million

Contracting authority: European Union

Project Team

Pim Cappelle, Resident Twinning Advisor and his associate **Ari-jana Balić** were responsible for the day-to-day project coordination on behalf of the Department for International Police Cooperation, National Police Agency of the Netherlands, in close cooperation with **Predrag Lučić**, Assistant Director, Directorate for Coordination of Police Bodies of BiH, on behalf of the beneficiary. The support from the Netherlands office was kindly provided by **Louise Buijs-Vijn**, Project Officer and **Jolanda Horst**, Finance Officer.

Jan de Vis, Senior Police Advisor of the Netherlands Police Service, as the Project Manager was mirrored by **Mile Jurić**, Deputy Director, Directorate for Coordination of Police Bodies of BiH.

On behalf of the European Union as the contracting authority, the project was managed by **Brigitte Kuchar**, Programme Manager, EU Delegation to BiH.

Project objectives

- Establishing a structure capable of gathering, recording, sharing, managing, and analysing security related information of relevance for BiH 24/7, including development of a network for information and intelligence exchange and development of the nation-wide threat assessments on organised crime.
- Assisting the Directorate in assuming and strengthening its role as the focal point for the international operational police cooperation for BiH with Interpol, Europol, SELEC Centre, and other relevant international organisations.
- Continuous enhancement of the capacities and performance of the Sector for Security of VIP and facilities.

Implementing Partners

- Department for International Police Cooperation, National Police Agency, the Netherlands
- Ministry of Interior, Romania
- Ministry of Interior, Poland
- Ministry of Interior, Slovenia
- Europol
- EU Delegation to Bosnia and Herzegovina

Beneficiaries

- Directorate for Coordination of Police Bodies of BiH
- Law enforcement agencies in BiH, in particular State Investigation and Protection Agency and Border Police of BiH.

Component Coordinators

Component 1 – Coordination and Support

Wili Victor Apreutesei, Chief of Central Intelligence Analysis Unit, General Inspectorate of Police, Romania
Predrag Lučić, Assistant Director, Head of Sector for Coordination and Cooperation

Component 2 – International Police Cooperation

Dušan Kerin, Head of Sector for International Police Cooperation, Ministry of Interior, Slovenia
Mirela Znaor, Acting Head of Sector for International Police Cooperation (February 12 – October 13)
Samir Kavazović, Assistant Director, Head of Sector for International Police Cooperation (November 13 - January 14)

Component 3 – Protection of VIPs and Facilities

Robert Rene Kleian, Head of Unit of the Royalty and Diplomatic Protection, National Police Agency, the Netherlands
Sead Šarić, Assistant Director, Head of Sector for Protection of VIPs and Facilities

Language Assistants

Dinka Bevrnja
Sanela Tataraga
Jasna Panjeta
Azijada Kurtić
Ana Lalić
Alma Šabanović - Alikadić

Foreword

by Pim Cappelle, Resident Twinning Advisor

It has been two years since the beginning of the project aimed at strengthening the capacities of the Directorate for Coordination of Police Bodies of Bosnia and Herzegovina. In front of you is the newsletter covering the highlights of that period. It presents the contributions and opinions of all the people involved - those from nearby and those from distance as well as the EU perspective all the way to the content of the tasks of the Directorate.

When we prepared the work plan to strengthen the Directorate, this new organization was barely recognizable and it was vulnerable in its existence. Although based on the mutual agreement of all the stakeholders in BiH, the establishment of this new state-level institution in exchange for visa liberalisation was not embraced at all.

The starting point consisted of only a legal framework and a book of rules including personnel functions and tasks. No premises existed apart from a small corridor in the former UN house to host the Directors and limited staff. Sectors for VIP Protection and International Cooperation were scattered over several locations. During my first visit to the premises of the Sector for VIP and Facilities Protection, I was astounded by the poor working conditions.

In close cooperation with the counterparts from the Directorate, we rolled out more than eighty activities that were envisioned in the work plan. With a "step by step" approach, my team and I supported

the managerial decision to move all sectors to the premises of the former UN building thus creating a stable situation and workable environment for all of the employees.

With my police experts from the Netherlands, Poland, Romania, and Slovenia and sometimes with the assistance of experts from Europol, we managed to assess the needs of this young institution and to strengthen their capacities by putting in place tailor made training, seminars, workshops and study visits.

We worked on the analysis training, wrote the first Serious Organised Crime Threat Assessment for Europol, improved the reporting mechanism, and created the play field for the operation centres to conduct large-scale police operations and crisis management. Further, we encouraged and helped the Directorate to fulfil their obligation to finalize the data exchange system, which now connects the registries of the prosecutorial and law enforcement institutions. In parallel, we tried to brand the Directorate by being a host for several meetings, workshops, and ceremonies and by upgrading their website.

None of our successes would have been possible without a genuine partnership approach and we were taking this very seriously. Therefore whenever possible we included the Directorate's partners from the entity, cantonal and state level. Only with their trust can the Directorate manage to play the key role in coordination, communi-

cation, and cooperation in regards to the security and safety.

This was definitely not only a success story. A lot remains to be done, for example, the full access to data exchange system, signing of an agreement with Europol to have a single point of contact with BiH and a reporting system on security related events that all law enforcement agencies in this country will benefit from.

This project was a true teamwork. Assistant Director and my counterpart, Predrag Lučić and I discussed directions and dilemmas of the project on a daily basis. My assistant Arijana and the team of interpreters have always fulfilled their tasks in an excellent manner. The police experts from different countries in mixed compositions worked together as true Europeans on our activities.

This project paved the way for further strengthening of the Directorate. With the reports, assessments and recommendations of the experts participating in the project activities, there is enough ammunition to continue in the upcoming period. With the further support from the BiH stakeholders, Ministry of Security of BiH in particular and the EU assistance, I have no doubts that the Directorate will achieve its goals and become fully functional in performing its tasks aimed at improving security and safety of all citizens in the country and abroad. ■



Directorate for Coordination of Police Bodies of Bosnia and Herzegovina

The Directorate is an administrative organization within the Ministry of Security of BiH with the operational independence.

MISSION

By maintaining constant communication, coordination, and cooperation with all partners in BiH and abroad, the mission of the Directorate is to serve the law enforcement and other relevant bodies in BiH in the more efficient execution of their competencies, and to provide protection for VIP and facilities and thus actively contribute to the safety and quality of life of the citizens of BiH, the region and beyond.

VISION

The Directorate is to become a modern, inventive, and goal-oriented professional law enforcement agency that measurably contributes to the security of the country and the region, by becoming a recognizable added-value to the police structure of BiH. The Directorate is to become qualified to assume the obligations of the association of BiH into the European Union. The personnel will continue to develop the capacities of the Directorate, by using modern technology, innovations and developing partnerships based on professionalism and mutual respect.

STRATEGIC OBJECTIVES

- To develop and strengthen communication, coordination, and cooperation among the law enforcement of BiH and their cooperation with the relevant authorities in BiH in line with the best EU practices and standards in order to fight all forms of crime more efficiently;
- To establish and enhance international operational police cooperation for the sake of more effective fight against international crime;
- To continue enhancing the work in the field of protection of VIPs and facilities;
- To provide integrated information on the security situation in BiH to the law enforcement and other bodies in BiH in a timely manner.
- To continue strengthening both the support and management capacities in order to perform its tasks in a better quality manner.

COMPETENCIES

- 1) Communication, cooperation and coordination among police bodies of BiH
 - Communication, cooperation and coordination among police bodies of BiH with relevant bodies in BiH in relation to the police matters of international character, or of international significance, or in relation to matters within the jurisdiction of the Court of BiH;
 - Communication and cooperation with relevant international bodies in police matters of international significance or common interest;
 - Communication, cooperation and coordination between police bodies of BiH and relevant bodies in BiH with the relevant international bodies;
 - Application of the best European and other international practices pertaining to the police matters in BiH;
 - Standardization of work pertaining to the police matters in BiH;
 - Integration of security-related information of relevance for BiH and of relevance for execution of duties that fall under the competence of police bodies of BiH on daily basis; continuous cooperation with the relevant police and other bodies; undertaking necessary measures with the aim of coordination of operational tasks of police bodies of BiH and monitoring of security status on a daily basis and informing competent police and other bodies of BiH;
 - Organizing and implementation of physical and technical protection of persons and facilities of BiH bodies and diplomatic and consular bodies that are under special protection pursuant to the relevant laws, international obligations and other regulations issued by the BiH Council of Ministers;
 - Gathering, monitoring, analysis and using data of relevance for the security of BiH;
 - Implementation of international agreements on police cooperation that fall within the competence of the Directorate;
 - Other duties as prescribed by laws and other regulations.
- 2) Directorate processes data and keeps records in line with its competencies and regulations.



Ceremony to mark launching of project aimed to support BiH Directorate for Coordination of Police Bodies

Launch of Twinning Project

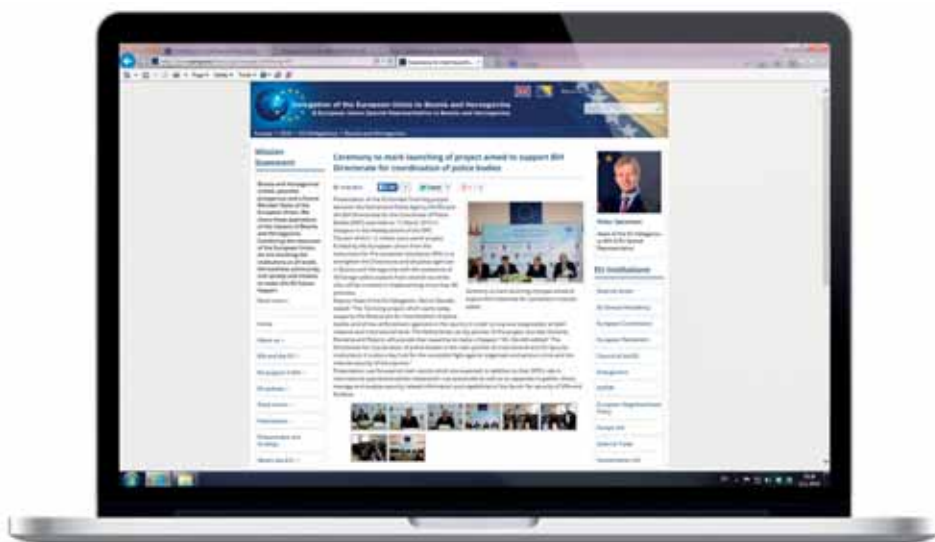
Presentation of the EU-funded twinning project between the Netherlands Police Agency (KLPD) and the BiH Directorate for Coordination of Police Bodies (DPC) was held on 12 March 2012 in Sarajevo in the Headquarters of the DPC.

The aim of this 1.2 million euro worth project funded by the European Union from the Instrument for Pre-accession Assistance (IPA) is to strengthen the Directorate and all police agencies in Bosnia and Herzegovina with the assistance of 50 foreign police experts from several countries who will be involved in implementing more than 80 activities.

Deputy Head of the EU Delegation, Renzo Daviddi, stated: *"The twinning project which starts today supports the Directorate for Coordination of Police Bodies and all law enforcement agencies in the country in order to improve cooperation at both national and international level. The Netherlands, as key partner of the project, but also Slovenia, Romania and Poland, will provide*

their expertise to make it happen." Mr. Daviddi added: *"The Directorate for Coordination of Police Bodies is the main partner of international and EU security institutions; it is also a key hub for the successful fight against organised and serious crime and the internal security of the country."*

Presentation was focused on the main results which are expected. In addition, DPC's role in international operational police cooperation was presented as well as its capacities to gather, share, manage and analyse security related information and capabilities of the Sector for Security of VIPs and Facilities. ■



Editorial

The twinning project “Assistance to the Directorate for Coordination for Police Bodies of Bosnia and Herzegovina” is coming to an end. The Netherlands Police Agency (KLPD) and the BiH Directorate for Coordination of Police Bodies of BiH were partners in this EU-funded project from February 2012 to February 2014.

The involvement of the KLPD in this project testifies to the general commitment of the Netherlands to assist in strengthening the rule of law in BiH. Establishing and deepening the rule of law is an essential precondition for economic development, for a flourishing society and for integration into the European Union and other structures.

The overall objective of the twinning project was to strengthen the capacities of the Directorate and in doing so create an efficient and sustainable structure for the cooperation between the law enforcement agencies in BiH and at international level.

Partners from across the European Union supported the implementation of the twinning project: Romania, Poland, Slovenia as well as Europol Headquarters in The Hague. They made their individual and the EU expertise and experience in law enforcement available to the colleagues in the Directorate, as well as in other cantonal, entity and state level law enforcement agencies.

As we know from experience in The Netherlands, reforms in the law enforcement sector never cease. There is always room for improvement. For instance, the sector in the Netherlands has been undergoing a process of a formal reform since 1 January 2012. The objective is to bring 26 almost independent police regions into one national police structure with a single command, and to integrate police and prosecutors into a single Ministry of Security and Justice. The reason for such a single structure in the Netherlands is to improve the efficiency and effectiveness of the law enforcement and thus improve the cooperation not only internally, but Europe wide.

The Directorate for Coordination of Police Bodies of BiH has an important responsibility, both domestically and as a focal point in international operational police cooperation. It will only be able to perform its tasks well with the active cooperation of other law enforcement agencies in BiH.

I wish that the positive results achieved in the twinning project will be sustained and built upon by the Directorate, other relevant agencies as well as politicians, in the interest of the citizens of BiH. ■



H.E. Juriaan Kraak

Ambassador of the Kingdom of the Netherlands
in Bosnia and Herzegovina

Editorial

The time has come to bid farewell to the colleagues from the Twinning Project “Assistance to the Directorate for Coordination of Police Bodies of BiH” which ends in February 2014.

It is the occasion to reflect on the achievements and the challenges that lie ahead in achieving the full functionality of the Directorate, as the main partner of international and EU law enforcement institutions and agencies.

The European Union funded this two year twinning project with 1.2 million € from the Instrument for Pre-accession Assistance.

Under the leadership of the Department for International Police Cooperation of the Netherlands, the project has utilised a broad range of experience of other implementing partners from across the European Union: the Ministries of Interior of Poland, Romania, and Slovenia, as well as Europol.

The aim of project was to strengthen the capacities of the Directorate, and in doing so create an efficient and sustainable structure for the cooperation between law enforcement agencies both at national and international level.

To that end, the project focused on three areas:

- Strengthening the Directorate's role as focal point for international police cooperation, including with Interpol and Europol;

- Establishing a situation centre for crisis management and large scale security events and the processing of relevant security-related information in the country on a 24/7 basis, including development of a network for information and intelligence exchange and the establishment of country-wide threat assessments on organised crime;

- Continuous enhancing of the VIP and building protection skills;

Since February 2012, around 50 international police experts were involved in implementing around 70 activities.

Sound analysis, a result oriented approach and direct response to the needs jointly identified with project partners has proven to be an excellent concept – a number of tailor made trainings, workshops and seminars helped introduce best EU practices and a road map. In addition, the beneficiary experienced first hand EU practice through a series of study visits and internships in different EU police agencies, including Europol.

In December, Europol announced the launch of negotiations of an operational agreement with BiH. The Directorate for Coordination of Police Bodies (DPC) capacity in complying with the requirements of the road map has been further strengthened under the twinning project. Further assistance should focus on assisting the DPC in fulfilling the legal obligation of establishing a single point of contact for communication and cooperation with Europol. The activities aimed at physically moving the SIENA system to the DPC building are underway and we hope to see a successful completion of this task.

The electronic data exchange system of police and prosecutors registries set up in July 2013 demonstrated that the structural fragmentation can be overcome in a spirit of cooperation and coordination. Around 32 million data were exchanged since then. While DPC hosts this server, this institution is still not provided with a direct access to the data. If the DPC is to fulfil all of its legal competencies to the full extent, this should change.

The inauguration of the Situation Room is taking place simultaneously with the twinning project closing ceremony on 22 January 2014. The situation room will be the seat for all managers of the BiH law enforcement agencies, to act as a decision-making body during large-scale security



Holger Schroeder

Head of Operations
EU Delegation to BiH

events or events that threaten state security. Through the Twinning projects, law enforcement managers had an opportunity to see how this function is organised and operates in EU Member States.

The next step will be to equip the Operational Centre. This will conclude the establishment of structures needed to carry out one of the important tasks of the Directorate – to collect and analyse information of relevance for the security of BiH. However, the successful completion of this task requires finalisation of the process of signing the Memoranda of Understanding between the Directorate and law enforcement agencies across BiH.

Two years following its establishment, in January 2013, all of the Directorate's components have moved to the building that the Directorate is currently renting. Yet, a solution for the permanent seat for the Directorate remains to be found.

Worthwhile noting is that the strong cooperation of police experts from the four EU countries - always operating in mixed teams - was a big asset, both for the Directorate and for the involved police experts themselves. This project offered also to new EU countries a learning opportunity in dealing with twinning projects. ■

Directorate: A New Quality

Himzo Selimović, Director of Directorate for Coordination of Police Bodies of BiH, about the twinning project's implications for the institution he is leading, in the EUPM Mission Magazine in February 2012, following the official launch of the project:

"Through our commitment to this project, we expect to look back in two-years time with satisfaction, and with the knowledge that all involved agencies have felt positive effects of these efforts. I am certain that this project will complement our current knowledge base and allow us to successfully adapt to the relevant European and international best practices."

However, Selimović also noted that a twinning project by its very nature requires a significant commitment to be made by both partners and turned his attention to the Bosnian and Herzegovinian government.

"We sincerely expect that the capacity we build as a result of this endeavour will be closely followed and adequately reacted to by local authorities, with whom the primary responsibility for ensuring the receipt of sufficient financial and material resources for the Directorate rests. Today, our equipment is inadequate and unfortunately, below minimally acceptable standards. Furthermore, we are facing problems as a result of understaffing. Finally, the Bosnian and Herzegovinian authorities must address the issue of a permanent and adequate building where the Directorate may be housed. The EU delegation has already earmarked significant funds for transfer of knowledge – which will no doubt be incredibly useful – but a number of significant responsibilities rest with our government."

Having been asked whether the twinning project managed such high expectations, Selimović responded positively, noting that even more could have been achieved had the overall atmosphere in BiH been more conducive.

"We are satisfied with the impact of the twinning project. Speaking on behalf of the Directorate, I can say that we remained consistently committed to the project objectives that we have pledged to and saw the same level of commitment of all the international experts involved in the implementation. Given the circumstances, we accomplished what was possible," said Selimović.

The circumstances Selimović is referring to are pertaining to the fact that the operational agreement between BiH and Europol has not been signed, which led to the cancellation of some planned activities.

"Had the operational agreement been signed during the project implementation, this would have allowed the project to assist in building capacities of the Sector for Cooperation with Europol in line with the best standards and practices of Europol,"

said Deputy Director **Mile Jurić**. Consequently, the activities aimed at developing capacities of the Directorate for preparation of a national organised crime threat assessment in line with the Europol methodology are being managed by another EU law enforcement oriented project (IPA 2010) in coordination with the Ministry of Security of BiH.

"In addition to strengthening the capacities of Directorate in the field of police coordination, international police cooperation and protection of

the VIPs and facilities, the project assisted us in increasing the profile of the Directorate within the law enforcement in BiH, within their respective countries, within the European Union, which is of particular importance having in mind the international dimension of the Directorate's work," noted Deputy Director **Uroš Pena**.

Troublesome beginning

The Directorate has been entrusted with the three main roles: to enhance the mutual communication, coordination and cooperation of the law enforcement agencies in BiH, to act as a focal point in the international operational police cooperation in line with the law, and to provide protection to the VIPs and facilities. While the first task was an entirely new concept to the law enforcement stakeholders in BiH, the other two included taking over competences and personnel from other state level institutions – Ministry of Security and State Investigation and Protection Agency of BiH.

Following the appointments in 2010, Director Selimović with the two deputies Pena and Jurić recognized that immense challenges and opportunities both lie ahead. While its establishment was one of the pre-conditions for the visa liberalisation regime for the citizens of BiH, the competencies this institution have been en-



in Police Structure of BiH



Uroš Pena, Himzo Selimović and Mile Jurić

trusted have been exceptionally important for the overall security structure in BiH.

“The initial months were extremely difficult. As the appointments were made in March 2010, there was no budget earmarked for our functioning. Yet, with the handful of the closest associates we were to start from scratch in developing the strategy, the action plan, and the book of rules,” recalled Pena.

“We have launched the operation of establishment of a new state level institution in a couple of offices, which were ceded to us by the kindness of the former EU Police Mission. On top of it, our component parts, i.e. the sectors for international police cooperation and VIP and facilities protection, were scattered on several locations in poor working conditions,” added Jurić.

Although the Directorate remained in the former EU Police Mission building, the issue of a permanent location has not yet been solved. The Directorate is currently renting 3500 m² and 200 parking lots.

“This has allowed for a move of both sectors in early 2013, which aided in increased efficiency in work, functionality, as well as cost effectiveness. More importantly, this represented compliance with the security

Europol

The Directorate is expecting signing of the operational agreement between BiH and Europol, as the cooperation with Europol legally rests with the Directorate. *“Having in mind the announcement from the Ministry of Security that negotiations for signing the operational agreement with Europol will start soon, close cooperation with the Ministry in complying with all of the roadmap requirements needed to make that happen remains on top of our priorities in the upcoming period,” said Jurić.*

requirements stemming from the Interpol and Europol standards,” explained Pena.

Units of Directorate in Banja Luka, Mostar and Tuzla are collocated with the colleagues from SIPA, which does not involve additional financial implications for the budget of the Directorate.

“We are hoping to see the issue of permanent seat resolved soon as it is in the best interest of this institution and the taxpayers of BiH,” said Selimović.

Turning point

Since the establishment, the Directorate has been intensively working on achieving the strategic objectives, primarily development and strengthening of communication, coordination, and cooperation of the BiH law enforcement agencies. Now it is the ri-

ght time to pose a question on whether the Bosnian and Herzegovinian authorities managed the expectations that Selimović raised two years ago.

“There is always room for improvement. We have been gradually moving ahead in terms of equipment replacement and staffing issues. Taking into consideration the overall budgetary constraints in the country, we are satisfied with the accomplished. We are yet to hire 35% of remaining personnel to be able to function in full capacity,” said **Selimović**.

The year of 2013 has been a turning point in many areas.

“There were two activities of the Directorate in 2013 of importance for the security structure of BiH - the establishment of the electronic data exchange system between the registries previously held by police and prosecutorial institutions, which took place in July, and access to the databases and protected communication system of Interpol (I24/7) for nine cantonal Ministries of Interior“ emphasised **Selimović**.

Launched as a requirement from the visa liberation roadmap, this system is now being exceptionally well used. *“Since the establishment up until December 2013, around 32 million of data have been exchanged; on average 6 million on a monthly basis. Border Police, for instance, is using it for automatic document checks with over 50.000 queries a day,”* noted **Pena**.



In spite of hosting the data exchange system server, the Directorate has not still been granted the direct access. *“Getting a direct access remains one of the priorities. Inability to access the data directly is significantly reducing our efficiency and slowing down compliance with our tasks in the field of integrated information on the security in the country, in the international operational police cooperation and protection of VIPs and facilities. In the end, it may jeopardise the security of BiH citizens,”* said **Jurić**.

The situation room structure has been put in place, which can serve as headquarters for the heads of police agencies to handle complex police operations involving several police agencies and crises that may happen

in the country. The next step towards making this structure fully functional is the finalisation of signatures of the memoranda on cooperation, assistance, and coordination in information dissemination and protection of VIPs and facilities, as well as joint action of police in crisis.

Challenges ahead

The Directorate continues full swing ahead into 2014. The work on the adoption and implementation of the strategies that will regulate the work and further development of this institution, as well as activities and cooperation with the police and other agencies in BiH in the fight against organised crime and corruption in the next four years, are on the list of strategic priorities.

On the operational level, the Directorate intends to continue with the developments in the field of information exchange and cooperation with the police and other bodies in BiH, signing the two previously mentioned memoranda, and further enhancement of the electronic data exchange system.

„We are committed to steering the work and development of the Directorate in line with our determination for the Directorate to become a new quality in the police structure of BiH that will increase efficiency in the fight against the most serious forms of crime and thus become a credible partner in the region,” concluded **Selimović**. ■



Project Team: Project's Engine

Day-to-day coordination of the twinning project over the past two years rested on two pillars: **Predrag Lučić**, Assistant Director, Directorate for Coordination of Police Bodies, and **Pim Cappelle**, Resident Twinning Advisor. With the invaluable assistance of **Arijana Balić**, they have succeeded in ensuring efficient coordination of numerous project-related activities within and outside the country - in the spirit of partnership, mutual trust and respect.

"Both commitment and professionalism of Pim and Arijana are praiseworthy. The successfulness of project implementation in a rather complex political situation in BiH and multilayered police structure very much depended on their eagerness and drive to act upon the identified needs of the Directorate," said Lučić.

The overall assessment of the quality of engagement of the beneficiary was also positive, not only in the preparation but also in the progress tracking - always aiming higher.

"The Directorate was fully supportive of the project and truly committed to getting the best out of it. Predrag, above all, made sure that both briefings and de-briefings on every single activity were carefully prepared and that the lessons learned were taken into consideration in the succeeding activity," noted Cappelle.

Both Lučić and Cappelle emphasised the level of commitment of the four participating EU member states – the Netherlands, Poland, Romania and Slovenia, and their in-depth knowledge of the situation in BiH and in the Directorate in particular. *"We have had a chance to work with the most competent experts for each of the themes covered regardless of the format of activity in question - training, workshop, analysis or assessment,"* added Lučić.

But, having a team of associates all over Europe is not an easy undertaking. However, this did not prevent the experts to develop and implement all activities jointly. *"I am proud to say that there has never been a single deviation among the experts on what could and should or has been done in BiH to make things functional, drawing upon*



Predrag Lučić and Pim Cappelle during a study visit to Romania

their own experiences and the best EU practice," said Cappelle.

Valuable experience

In light of the competencies of the Directorate in the operational police coordination nationally and internationally, and in protecting the VIPs and facilities, potential of the structure such as the Directorate is enormous. However, it is still not fully developed. Having that in mind, Lučić emphasised two sets of activities in the project implementation as particularly valuable and useful - study visits and the compilation of reports, analysis, and recommendations.

For instance, analysis and recommendations for functioning of the situation and operational centre, implementation of practical experiences from the study visits to the operational centres of the Police of the Netherlands and Romania, as well as Poland during the European Football Championship, were used to prepare and implement the activities aimed at the establishment of the situation and operational centre of the Directorate.

"I would single out the internships with the Europol in the Hague, with the Analytics Department of the Romanian Police and with the Central Protection and Security Division of the Dutch National Police, where our officers participated in the demanding security ar-

rangements for the celebration of the Prince's Day (Prinsjesdag). This was a valuable experience for our officers," said Lučić.

Maintaining the progress

This twinning project was a sign that the European Union recognised the needs and relevance of the Directorate as a rather young state-level institution. Lučić wishes that there had been an immediate follow-up assistance of any format. *"The progress achieved has to be maintained and taken to another level. The EU assistance would be helpful in this regard,"* concluded Lučić.

Cappelle added that the further development of the Directorate towards becoming a fully functioning institution also requires continuous support by both the Ministry of Security of BiH and the BiH law enforcement agencies as the main beneficiaries of the services the Directorate is providing.

"From my perspective of a West European, the advantage and the potential of the police structure such as Directorate are obvious. After two years of tenure in BiH with the closest possible involvement in policing matters, I can say with certainty that the security structure of BiH is practically inconceivable without the Directorate," concluded Cappelle. ■



Twinning Project Steering Board Meeting

Learning from the European Experience

The twinning project “Assistance to the Directorate for Coordination of Police Bodies” is closing on 1 February 2014. Envisioned as a two-year project focused on the Directorate’s overall capacity building, it was the first of its kind rendered by the European Union for this institution. Under the leadership of the Department for International Police Cooperation of the National Police Agency (KLPD) of the Netherlands, this twinning project utilized a broad range of experience of other implementing partners from different European Union Member States such as Poland, Romania, and Slovenia, as well as expertise from the Europol.

As the project is drawing to its close, it is time to touch upon the impact it has had on its host, the achievements and recommendations for future development. More about it by the Steering Board members: **Jan de Vis**, Project Leader of behalf of Department for International Police Cooperation, National Police Agency of the Netherlands, **Camelia Danca**, Director of the Directorate for European Affairs, Programmes, and International Relations, Romania, **Marcin Daniszewski**, Twinning / TAIEX Coordinator, Senior Specialist, International Police Cooperation Bureau of National Police Headquarters, Poland

and **Dušan Kerin**, Head of Sector for International Police Cooperation, Ministry of Interior, Slovenia.

Employing EU practices in BiH

The Directorate has been entrusted with the role of coordinating the work of the law enforcement of BiH, acting as a focal point in the international operational police cooperation and providing protection to the VIPs and facilities. These three segments of the Directorate’s portfolio prompted the interest of the Netherlands National Police Agency to nominate the project.

“The Dutch Police are proud of the degree of development of these three segments, VIP and facilities protection in particular. Since we knew that the assistance in developing the segment of international police cooperation in the

Directorate would greatly benefit from combining the expertise of several countries, we invited Romania, Poland, and Slovenia aboard,” said de Vis, explaining the project preparation phase.

This proved to be a very effective, diversified blend of experiences with a consensus on the European standards, which factored-in in the successful implementation of the project. Each activity was developed and implemented jointly by a four-member team.

“Our BiH colleagues had a chance to see that, although different to some extent, all structures are fully corresponding to the European standards. They could compare the solutions we found best for our countries and prepare a tailor-made model for themselves,” said Daniszewski.

“The experts applied flexibility in approach, ensured that the programme

High appreciation of study visits

The concept of study visits and internships with the different security structures of the participating countries was highly appreciated by the beneficiary. Their purpose was to round up a theoretical part of the training and also convey a clear message.

“For instance, we took our BiH colleagues to international police cooperation sectors of all four countries. The message in every single one of them was clear – this sector is a unique point for information exchange at the international level,” said de Vis. “We provided colleagues with the concepts and methodology used in individual countries to help them establish a model, which best serves their needs,” said Daniszewski. Kerin was of the opinion that there could have been more study visits organized in the context of international police cooperation.

and content of activities are coherent, and fully corresponding to the needs of the beneficiary, but most importantly always representing an equal level of the European standards,” added **Kerin**. **Danca** noted that all participating countries and Europol assigned their best experts to this project. *“In sharing European experiences and employing the best EU practices in BiH, this was of paramount importance for all of us.”*

Project implementation score 8

The two-year training programme rolled out around 80 activities of different formats – workshops, seminars, study visits, fact-finding and assessment missions – with the overall objective of assisting the Directorate to develop and implement the EU level of standards and practices.

Full commitment of all those involved was achieved in the very beginning of the project with the consensus on the needs and gaps within each of the components. The implementation, though, encountered some obstacles, which caused cancellation of 15% of activities related to Europol, since the operational agreement between BiH and Europol was not signed during the project implementation. *“This has led to the cancellation and combining of the activities in the last phase much to the dislike of the beneficiary and us, participating experts, since it impeded the full potential of the project,”* noted **Kerin**.

“If I would be asked to rate the overall successfulness of the project from 0 to 10, I would give it 8. It could have been



Marcin Daniszewski

en 9, had the political situation in BiH been more cooperative,” said **de Vis**.

Greatest achievements

The interviewees unanimously agree that the goals were fully reached in the component focused on the enhancement of the VIP and facilities protection sector.

“There has been no political interference; all sides involved cooperated to the maximum extent in having a smooth move from various locations to the current Directorate’s headquarters. Proper training programmes and equipment have been provided and this is today a fully functioning sector,” said **de Vis**.

The other two components – coordination and international operational police cooperation – have proved a bit more challenging, though in the end with notable key successes.

“The situation room is in place. This structure will accommodate managers of the BiH law enforcement during large scale security events or disasters that threaten the state security,” said **Daniszewski**. *“I would like to add that all units of the Directorate are in the same building,”* added **Kerin**. **De Vis** pointed to the set-up of the electronic data exchange system of police and prosecutors registries which is in place since July 2013.

Challenges ahead

As noted, 15% of the foreseen project activities had to be cancelled due to the non-existence of the operation agreement with Europol, which would have enabled the project to render assistance with the concrete assignments stemming from the road map. Nevertheless, the project has carried out a lot of Europol awareness raising activities; including the internship with Europol to experience firsthand on how is Europol functioning and what are the duties and responsibilities of the national Europol focal point. *“The project provided a lot of instruments, analysis, assessment and trainings and once the decision is taken, the Directorate will be able to hit the ground running,”* noted **Danca**.

Follow up mechanism

The interviewees agree that two years is not a sufficient period to reach the



Dušan Kerin

desired end-state, which is a fully functioning institution. *“The beneficiary was interested in the continuation of assistance. However, they are aware that any decision on the possible extension or different format of the EU assistance should be based on the sound assessment of achievements and the developments inside BiH,”* said **de Vis**. *“We have done our best and we declared a successful project. However, it will take more time for the real progress in recognising the power and potential of the Directorate in the police structure of BiH,”* said **Danca**. **Kerin** noted that *“we can conclude that the twinning project represented a solid basis for the upgrade and further development of the Directorate.”*

To ensure the irreversibility of the progress achieved, the project will provide a monitoring mechanism, which will be part of the final report along with the list of recommendations. ■

Farewell

Bidding farewell to the colleagues from the Directorate, the Steering Board members conveyed a joint message: *“We would like to jointly urge the management and the personnel of the Directorate to continue proactively building the Directorate as a recognizable added value to the police structure in BiH. Furthermore, to continue developing capacities through trainings, use of modern technologies, innovations in work praxis, and partnerships based on professionalism and mutual respect, which will undoubtedly result in the Directorate becoming a fully functional, modern and goal-oriented police agency, that measurably contributes to security of the country and the region.”*

Directorate: The Most Functional Situation Centre in Europe

In implementing its legal competencies, the Directorate for Coordination of Police Bodies of BiH has established a Situation Centre in late 2013. The Centre is equipped with the most modern technical equipment, which will enable swift and timely response in crisis or cases of disasters.

"The Situation Centre will enable Directorate to give a direct contribution to the development of the security system's capacities and capabilities in line with the highest standards and legal obligations to act preventively by undertaking efficient measures and activi-

ties and by addressing security risks and threats in an adequate manner; protecting interests of the citizens", said Dragan Mitrović, inspector for standardisation and best practices of the Directorate for Coordination of Police Bodies of BiH.

Modern social trends are marked by dynamic changes in the international relations, which suggest the ever-rising new security challenges, risks and threats that require timely response. The established Situation Centre represents a response to such trends, and it is incorporating the experiences from the

EU Member States gathered during different study visits organized through the project of twinning support to the Directorate. In this way, the Directorate is demonstrating to public its strategic determination to actively contribute to ensuring and enhancing regional and global security.

"The Situation Centre will allow for a coordinated involvement of all stakeholders in the field of security towards integrated functioning. At the same time, it also represents a starting technical assumption which is providing grounds for more efficient crisis management, through involvement of all state-level authorities, as well as a basis for development of standard operating procedures for crisis management", added Mitrović.

The Directorate's Situation Centre is currently the best equipped and most functional centre in Europe, and its further upgrade is a process which requires continuous adjustments of available resources, primarily of the Operational Centre. The implementation of this project was financed by the Directorate in amount of ca. 70.000 KM. ■



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Directorate Officials Pay a Study Visit to Romania

Sarajevo, 1 March 2013 - Officials of the Directorate for Coordination of Police Bodies of Bosnia and Herzegovina paid a study visit to Romania from 24 to 28 February 2013. Following Slovenia, Poland and the Netherlands, this was the fourth visited EU Member State under this twinning project. Officials of the Main Inspectorate of Romanian Police (GIRP), Central Intelligence Analysis Unit (CIAU) and International Police Cooperation Centre were only some of those who welcomed the BiH colleagues and presented their work. *"In the implementation of the twinning project we pledged to familiarize the Directorate's officials with different models of police functioning in the EU Member States, particularly in those participating in the project",* said Pim Cappelle, Resident Twinning Adviser. *"From my point of view, these past four visits were useful, not only in terms of seeing how BiH law enforcement can benefit from experiences of other countries on their path towards the EU, but also in terms of strengthening the ties between the Directorate and these respective police agencies abroad for the years to come."*

Post-analysis on Security Arrangements for Sarajevo 2012 Inter-Religious Conference

Sarajevo, 1 October 2012 - *"The Operational Plan developed for security arrangements of the Inter-Religious Conference, held in Sarajevo from 9 to 11 September 2012, was fully implemented in accordance with the best policing practices. The key to success of this operation, coordinated by the Directorate for Coordination of Police Bodies of BiH, was an excellent co-operation and exchange of information between the organiser and all the relevant law enforcement agencies at all times,"* reads the post-analysis report about security arrangements for this high-level gathering. *"From the policing point of view, this was a highly complex task. In addition to the highest religious leaders of the world, the organiser expected a number of other VIPs including Presidents and Prime Ministers,"* said Himzo Selimović, Director of the Directorate. The Directorate therefore had to coordinate activities of a number of stakeholders at both national and international level. *"It was of a high importance to maintain constant communication and exchange of information between the law enforcement agencies, permanent contact with the Intelligence Security Agency of BiH and relevant security services of the countries whose highest officials were scheduled to come,"* added Selimović.

"An eye for danger, feeling for privacy"

Sarajevo, 18 December 2013

- *"An eye for danger, feeling for privacy"* is the motto of the Central Sector for Protection and Security in the Hague, Netherlands, to which the officials of the Directorate for Coordination of Police Bodies of BiH paid a visit from 2 to 6 December 2013. The work of this rather new institution, established in 2013, is guided by three principles: prevent, defend and protect the royal family members and the diplomats. In addition, it is providing operational support in regards to counter-diversion, intelligence and technical assistance. *"The briefing for colleagues from BiH focused on the preparation for the Summit on Nuclear Safety, which the Netherlands is hosting in March 2014. Having in mind the number of statesmen, invitees and accredited journalists, this is a great challenge and security undertaking, which requires thorough preparation",* said Rob Kleian, Head of Unit for Diplomatic Security.

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Directorate Becomes a Proud Owner of Fully Armoured Jaguar

Sarajevo, 4 April 2013 - Directorate for Coordination of Police Bodies of Bosnia and Herzegovina received today a valuable donation from the Dutch National Police – fully armoured Jaguar Sovereign. *"Such a vehicle is a valuable addition to the fleet of the VIP Protection Unit members. They are very often supposed to provide close protection to the high profile diplomatic visitors, and the armoured vehicle which offers the highest level of protection is what every unit of this profile wants and needs to have at disposal,"* said Ad Casteleijn, from the Dutch Central Protection and Security Division.

VIP Close Protection Mock Exercise

Sarajevo, 16 November 2012 - The VIP Protection Unit members of the Directorate for Coordination of Police Bodies of Bosnia and Herzegovina today had a chance to excel their techniques and skills by participating in the VIP Close Protection simulation exercise in Sarajevo. The mock exercise followed three tactical modules – attack, protect and distract – in a real down-town atmosphere. The officers involved in the exercise were commended for an extraordinary performance displayed today, thus demonstrating their readiness to respond to the security challenges that may come up.

Crisis Communication: Danger and Opportunity

Sarajevo, 20 December 2012 - A theoretical elements refreshing knowledge on 'do's and don'ts' in crisis communication and practical examples in coordinating and communicating were discussed in the seminar organised on 19 December 2012. The seminar brought together Chiefs of Operations' Centres and Spokespersons at various levels of BiH law enforcement who to exchange experiences with the Romanian, Slovenian and Polish colleagues. The key to successful crisis communication is thorough preparations and clear division of responsibilities and cooperation. A crisis in general is characterized by its uncertain nature, the resulting insecurity of the public and suddenly growing need for information. The situation gets further complicated when the crisis response requires coordinated work of several law enforcement agencies. Who speaks to media? *"In such cases, harmonised statements are of particular importance. Unfortunately, there is no procedure in place to regulate cooperation and coordination among spokespersons. We coordinate statements sometimes but it is more an act of good will,"* said Halid Emkić, Brčko District Police Spokesperson.

Seminar on the Role of Directorate in Local and International Police Cooperation

Sarajevo, 13 December 2013 - One of the competencies of the Directorate for Coordination of Police Bodies of Bosnia and Herzegovina is to be at service of the law enforcement in BiH in the field of improvement of international operational police cooperation. More precisely, the Directorate is tasked with securing, implementing and developing the cooperation of the BiH law enforcement agencies with the international police organisations at global and regional level (INTERPOL, Europol and SELEC), as well as with the police agencies of the same level outside of Bosnia and Herzegovina. *"It is of utmost importance that all concerned fully understand the role of the Directorate as police agency in charge of coordination and increase of efficiency of the international operational police cooperation,"* said Samir Kavazović, Assistant Director and Head of Sector for International Police Cooperation.





Thank You!

The Project Team would like to thank the following colleagues for their commitment to the twinning project objectives and aiding in the irreversible progress achieved in the strengthening of the capacities and capabilities of the Directorate for Coordination of Police Bodies of BiH.

International Police Experts

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Marnix Auman, Coordination Unit of Operations Department Europol, the Netherlands

Jacek Baranowski, Regional Police HQ Wroclaw, Poland

Izak Adrianus Bax, National Police Agency, the Netherlands

Edo Behlič, Ministry of Interior, Slovenia

Tadeusz Bereda, Warsaw Metropolitan Police, Poland

Sebastien Bodin, HelpDesk Europol, The Hague

Sonja Božić, Ministry of Interior, Slovenia

Adrianus Casteleijn, National Police Agency, the Netherlands

Erik van Dam, Police Academy Apeldoorn, the Netherlands

Mihai Emanuel Danila, General Inspectorate of Police, Romania

Jeroen Doelman, National Police Agency, the Netherlands

Ron Erades, Police Den Haag, the Netherlands

Mihai Lucian Friptu, General Inspectorate of Police, Romania

Wim Gijseman, Police Den Haag, the Netherlands

Bogdan-Teodor Haiducu, General Inspectorate of Police, Romania

Gerrit Jan Heijink, Dutch Desk at Europol, the Netherlands

Jolanta Maria Kaszynska, National Police Headquarters, Poland

Dušan Kerin, Ministry of Interior, Slovenia

Robert René Kleian, National Police Agency, the Netherlands

Nick Koeman, Dutch National Police Services

Malgorzata Wojcicka-Kuropatwa, General Police Headquarters, Poland

Richard Landman, Senior Researcher, Project Leader Matra Flex Project Turkey

Andrej Lesjak, Ministry of Interior, Slovenia

Krystof Lis, National Police HQ Warsaw, Poland

Mihai Manolescu, General Inspectorate of Police, Romania

Mihai Nastase, Head of Europol National Unit, Romania

Malgorzata Pawlowicz, General Police Headquarters, Poland

Frans van de Poel, Police Academy Apeldoorn, the Netherlands

Geert Peter de Vries, National Coordinator for Counter Terrorism and Security, the Netherlands

Jože Peterka, Ministry of Interior, Slovenia

Philippus Pieter van Puffelen, National Police Agency, the Netherlands

Grzegorz Skorobohaty, National Police Headquarters, Poland

Jarosław Sordyl, Europol National Unit, Poland

Krzysztof Tymendorf, General Police Headquarters, Poland

Kees Verwij, vtsPN, the Netherlands

Jelmer Visser, Dutch National Police, the Netherlands

Lukasz Wilinski, National Police Headquarters, Poland

Guus de Weille, Europol, the Netherlands

Mark Zeeman, Police Haaglanden, the Netherlands

Robert Zolkiewski, National Police Headquarters Warsaw, Poland

BiH colleagues

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Igbal Memišević, Border Police of BiH

Selma Delalić, State Investigation and Protection Agency of BiH

Fahrudin Selimović, Brčko District Police

Sanja Dragičević, Ministry of Interior, Republika Srpska

Damir Češkić, Federal Administration of Police

Stevo Trninić, Ministry of Interior, Una Sana Canton

Miroslav Živković, Ministry of Interior, Posavina Canton

Mersudin Ferizović, Ministry of Interior, Tuzla Canton

Semir Šut, Ministry of Interior, Zenica Dobož Canton

Ešref Hurić, Ministry of Interior, Bosansko Podrinje Canton

Faik Adilović, Ministry of Interior, Central Bosnia Canton

Ibro Brkan, Ministry of Interior, Herzegovina Neretva Canton

Dražan Bošnjak, Ministry of Interior, West Herzegovina Canton

Miralem Muslić, Ministry of Interior, Sarajevo Canton

Rafael Pivić, Ministry of Interior, Livno Canton





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