



ANNEX C1bis: Twinning Light Fiche

Project title: Support to the Revenue and Custom Administration for ensuring efficient and effective customs controls at borders

Beneficiary administration: Revenue and Customs Administration of Montenegro

Twining Reference: MN 18 IPA EC 01 22 TWL

Publication notice reference: EuropeAid/174645/ID/ACT/ME

EU funded project

TWINNING TOOL

LIST OF ABBREVIATIONS

CFCU	Ministry of Finance and Social Welfare, Directorate for Finance and Contracting of the EU Assistance Funds
EUD	Delegation of the European Union to Montenegro
EC	European Commission
EU	European Union
IBM	Integrated Border Management
NIPAC	National IPA Co-ordinator
RCA	Revenue and Customs Administration of Montenegro
SC	The Steering Committee
SPO	Senior Programme Officer at the Ministry of Finance and Social Welfare

1. Basic Information

1.1 Programme:

Instrument for Pre-Accession Assistance 2014-2020 (IPA II);

- Financing Agreement concerning the Annual Country Action Programme for Montenegro for the year 2018; Management mode: Indirect Management with Beneficiary Country (IMBC)

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement¹ on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014² and Annex IV of the ACP-EU Partnership Agreement³, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁴. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector: Standardisation and certification, Trade and Industry (EC)

1.3 EU funded budget: EUR 100 000

1.4 Sustainable Development Goals (SDGs): This project will address the following SDGs: SDG 16 Peace, justice and strong institutions
SDG 17 Partnerships to achieve the Goal;

2. Objectives

2.1 Overall Objective(s):

To contribute to the accomplishment of the goals of the Government of Montenegro related to security of its borders and implementation of trade facilitation measures.

2.2 Specific objective:

To strengthen the capacities of Revenue and Customs Administration of Montenegro especially in the area of fight against smuggling, aimed at protection of financial and security interests of Montenegro and its citizens, as well as the EU interests in the future.

2.3 The elements targeted in strategic documents

The project will also address operational objectives defined by the **Trade Facilitation Strategy of Montenegro 2018-2022**, such as strengthening cooperation and enhancing the effectiveness of border authorities controls and implement simplified and expedited declaration and release processes.

Proposed action will contribute to the implementation of the **Integrated Border Management (IBM) Strategy of Montenegro 2020-2024** as well as **Schengen Action Plan** within the Chapter 24 - Justice, freedom, and security, namely, meeting the strategic goal: Ensuring border security by improving cooperation at all levels and strengthening administrative, infrastructural and technical capacities, i.e.

¹ Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

² Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

³ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁴ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

operational objective: Raised the level of compliance with European and Schengen standards, in legislative, administrative and institutional terms in the field of integrated border management, especially in border control / key activities: adequate training, research and modern technology to ensure the professionalism of officials and adequate use of technical equipment; prevention and detection of cross-border crime.

Proposed activity would contribute to the achievement of the objectives of the **Business Strategy of Customs Administration 2019-2021** which refers to security and protection of society, simplification and harmonization of the customs procedures and development and strengthening of human resources as well as to the achievement of the objectives of the **Human resource management strategy 2019-2021** related to professional development and development of anti-corruption policy and strengthening the integrity of customs officers.

3. Description

3.1 Background and justification:

In the framework of accession negotiations, within Chapter 29 – Customs Union, one of the important tasks in front of the Revenue and Customs Administration is to strengthen administrative capacities and ensure the uniform application of customs rules and controls through quality education and training of its customs officers in order to be ready to provide for a uniform and effective application of the customs acquis upon accession. From the day of the accession, the Montenegrin Revenue and Customs Administration will have to manage and control Montenegro's borders in the interest of the European Union citizens and trade operators, which will then, to a great extent, be the external borders of the Union.

Proposed activities will contribute to strengthening administrative capacity through quality and timely education and trainings and will ensure uniform application of customs regulations and more efficient and effective customs controls, which is of great importance for the customs system and contributes to fulfilment of the second closing benchmarks in the Chapter 29 – Customs Union: “Montenegro applies its customs rules consistently and efficiently across its customs offices, notably in the areas of declaration processing, origin, simplified procedures, intellectual property rights, and selectivity of controls and risk analysis (including automated pre-arrival/pre-departure risk analysis across all modes of transport).”

Furthermore, strengthening of the administrative capacities of the Revenue and Customs Administration (RCA), as one of the law enforcement administrations in charge of border protection is needed in order to contribute to more effective detection and suppression of cross-border crime. Strengthening of the RCA capacities will also contribute to the better inter-institutional cooperation and efficient implementation of Integrated border management Strategy and Schengen Action plan and fulfilment of measures within the framework of Chapter 24 - Justice, freedom and security.

The RCA is continuously carrying out activities on strengthening of security and protection of the customs territory, suppression of cross-border smuggling of narcotics and weapons, control of transit, export, dual-use goods, as well as the import of dangerous goods, infringements of intellectual property rights, etc. These activities include preventive measures, immediate control measures and post clearance. The RCA successfully cooperates with OLAF, the World Customs Organization and other international organizations and institutions in joint investigations, operations and trainings related to initiatives related to the fight against smuggling.

Customs Law (Official Gazette of the Republic of Montenegro 7/02, 38/02, 72/02, 21/03, 31/03, 29/05, 66/06, 21/08, 39/11, 40/11, 28/12, 62/13, 71 /17), regulates customs procedure, the rights and obligations of persons participating in customs procedure and rights, obligations and powers of the authorities in charge of customs clearance of goods (hereinafter referred to as customs authorities).

The Law on Customs Service (Official Gazette of Montenegro no 03/16) regulates the tasks and authorizations of the customs service, authorizations and responsibilities of customs officers, organization of the customs service, mandatory professional training and other issues of importance for the work of the customs service. In performing the tasks of the customs service, the Revenue and

Customs Administration in particular performs: control of import, export and transit of goods for which special measures are prescribed to protect the safety, health and life of humans, animals and plants, environment, public morale, cultural heritage, copyright and related rights and industrial property rights. Legal and natural persons are obliged to act upon the request of the authorized customs officer and to enable him/her to freely exercise customs powers, in a manner that does not damage the reputation and integrity of the customs officer.

Another comprehensive law that regulates this area in Montenegro is the Law on Border Control (Official Gazette of Montenegro 72/09, 20/11, 40/11 and 39/13), which is modelled on the basis of the Regulation (EC) No 562/2006 establishing a Community Code on the rules governing the movement of persons across borders (Schengen Borders Code) and Regulation (EU) 2016/399 of the European Parliament and of the Council of 9 March 2016 on a Union Code on the rules governing the movement of persons across borders (Schengen Borders Code). The Law on Border Control defines the procedures for check of persons at border crossing points and supervision over the border between the border crossing points, minimum and detailed border checks, special rules for border checks for certain categories of persons, special rules for border checks in international railway, air, sea, lake and river transport. Through the recent amendments to the Law on Border Control, the area of border control has been further aligned with the EU acquis.

The Rulebook on Internal Organization and Systematization of the Revenue and Customs Administration determines the internal organization and systematization of the Administration, organizational units and their scope, work posts, number of employees, job description and conditions for their performance, deployment of officials and employees, as well as employment of trainees.

Revenue and Customs Administration is continuously committed to improving administrative capacity through trainings, seminars, in order to fully meet European standards. Within the Sector for Planning and Management of Human Resources, the Department of Training and Monitoring of Professional Development, the following activities are performed: drafting of strategic documents related to professional training and development of employees, drafting and determination of plans and programs for professional training and development of employees, undertaking measures and activities on organizing and implementing plans and programs of professional development and training, evaluating conducted trainings, compiling reports on implemented trainings, monitoring professional training, education and training of officials, organizing periodic knowledge testing, planning trainings and seminars in the country and abroad, monitoring and implementation of modern achievements in the development and education of officials.

Within the regional units of customs houses, activities are performed related to: authorization of customs-approved use or use of goods; determination, calculation and collection of import and export duties, taxes and excises on imports of goods, taxes and other duties payable on imports, exports and transit of goods and other duties in accordance with special regulations; customs supervision over foreign goods, passengers and means of transport in international traffic; determination of customs value; classification of goods according to the customs tariff and determination of the origin of goods in accordance with applicable regulations and international agreements; deciding on the payment of more favourable customs duties and exemption from customs duties, on deferred payment, refund or write-off, as well as recovery of customs and tax duties, value added tax, excise duties and other duties, which are collected in accordance with customs and special regulations; taking measures and actions in order to strengthen security and protection of the customs territory; performing post clearance audits of customs declarations according to the Customs Law and inspection supervision; control and verification of the use of goods that have been exempt from customs duties, value added tax, excise duties and other duties, which are charged in accordance with customs, tax, excise and other regulations and other activities. The organizational structure is presented in the Annex I to this document.

3.2 Ongoing reforms:

Montenegro is in the intensive process of fulfilment of the closing benchmarks regarding Chapter 29 - Customs union. Revenue and Customs Administration continuously implement activities for further alignment with and implementation of the acquis covered by the chapter Customs union, applying customs rules consistently and efficiently across its customs offices, in the areas of declaration processing, origin, simplified procedures, intellectual property rights, and selectivity of controls and risk analysis.

The fight against customs fraud, cross-border crime and all forms of grey economy, with a focus on excise goods, as well as the implementation of new powers of customs officers in order to increase the efficiency of customs controls and results achieved, remains one of the key priorities in the work of the Customs Administration in the coming period. Through the function of customs enforcement and controls, officers of the Customs Administration are the first line of defence against the entry of goods into our country that threatens the security and well-being of our society. In addition to fiscal dimension, such threats relate to various forms of organized crime and terrorism, drugs, environmental hazards, food safety, diseases and health threats related to plants and animals. The requirement to implement efficient, intelligence-based and risk-based controls and the requirement to speed up trade are not contradictory and mutually exclusive requirements. Specifically, it is necessary to ensure an optimal level of satisfaction of both requirements through the modern and efficient implementation of risk management systems, post clearance audits, combating smuggling and customs investigations.

Strengthening customs cooperation, joint activities and exchange of information at national, regional and international levels is a prerequisite for efficiency, which must be the focus of the work of the customs service.

In order to achieve the highest standards in trade facilitation and customs controls, the Revenue and Customs Administration continues to develop its capacity in the field of risk analysis, post clearance audits, suppression of smuggling and customs investigations, in order to ensure further simplification of customs procedures and speeding up of legal trade together with effective controls and protection of the society.

The new systems and modern procedures that RCA is developing require trained and motivated employees to implement them.

Furthermore, within the Chapter 24 - Justice, freedom, and security, Revenue and Customs Administration in cooperation with other Law enforcement authorities continuously undertakes activities for ensuring efficient border protection through implementation of Integrated border management strategy as well as Schengen Action Plan.

The objectives of the Strategy and the Framework AP of the IBM strategy (2014-2018) have been achieved and good progress can be noted in relation to the achievement of all the individual objectives set out in the Strategy. Efforts are continuing to strengthen the capacity of human resources within the Border Police and the Customs Administration. The results can be measured against the significant increase in detection and prevention of cross-border crime. Institutional, technical and human resources of the police and customs officers for effective action, at national and international level, on the prevention, suppression and detection of cross border crime have been improved.

The cooperation between the Police Administration and the Customs Administration has been systematically improved and the number of joint controls at border crossing points and in border traffic has increased significantly. The activities will continue through implementation of the IBM Strategy (2020-2024).

In order to professionally train employees, trainings are continuously conducted both in cooperation with relevant institutions in Montenegro, such as Human Resources Management Authority and Police Administration, Police Academy, Intellectual Property Office, Environmental Protection Agency, etc. Furthermore, through bilateral support and in cooperation with the World Customs Organization-WCO,

UNODC, OSCE, FRONTEX and other international organizations a significant number of trainings, online trainings, seminars, workshops, professional meetings and other types of training on various topics were realized.

A Training Centre was established in October 2018 in which trainings of customs officers are delivered continuously in accordance with defined annual and quarterly plans and requirements that are set before the customs service in the field of European integration. Also, in the Centre, if necessary, as well as in case of changes in regulations, other trainings and workshops are organized and held where the organizers are other organizations and institutions (international organizations, national agencies, etc.).

The Training Centre for Customs Officers is available to all customs officers in order to improve the system of training and professional development. Using this space for briefing, brainstorming, various consultations, learning within the customs exam etc. will encourage the creativity and innovation of customs officers. Also, a professional library of the Revenue and Customs Administration was formed within the Training Centre. The library will enable all customs officers to use professional material in printed and electronic form (books, manuals, guides, key professional documents, etc.) related to the work of the customs service

By this action knowledge and skills of customs officers for conducting efficient customs control operations at ports, airports, land borders and inland, in accordance with the best EU practices through trainings will be enhanced.

3.3 Linked activities:

Through the support of World Customs Organization, UNODC/WCO Container Control Programme, OEBS and US Embassy within the program EXBS a significant number of trainings for customs officers and expert missions in the different customs areas were conducted in order to improve administrative capacity, especially in the area of anti-smuggling. A list of workshops and expert missions is provided in Annex II.

Within IPA 2014 project „Support to the Customs Administration“ (NCTS) a number of applications shall be developed, including the Trader portal, Authorization and Authentication and Enterprise Service Bus (ESB), Risk Management system, etc. for the needs of New Computerized Transit System (NCTS). These applications shall be available for use for all following projects which will be implemented by the Revenue and Customs Administration in order to meet benchmarks from the negotiation Chapter 29 - Customs Union. Precisely, due to the development and future use of these applications the training of customs officers and the improvement of administrative capacities are of great importance for the further functioning and sustainability of all started activities and planning of future projects.

Under IPA 2018 Programme, procurement of new control equipment to be used at border crossing points is foreseen, which will improve performance in conducting border controls, thus strengthening the security function of the Revenue and Customs Administration and the fight against smuggling, ultimately leading to better protection of society. At the same time, procurement of modern equipment that complies with the highest standards will enable fast and efficient control of goods, trucks, containers and personal luggage at the border crossing points and contribute to modernization and acceleration of the clearance process.

Through the IPA 2018 project “Support to the Revenue and Customs Administration of Montenegro in upgrading the Customs Information System (CIS)” new functionalities envisaged to be implemented imply the complete digitalization of the submission of customs declarations and supporting documents by economic operators / holders of qualified digital certificates, which will enable greater interaction of business entities with customs offices. Considering that the Revenue and Customs Administration is moving towards paperless means of operation this project is crucial and its results, i.e. new applications

(e –accompanying documents, e-archive as well as upgraded functionalities in RMR and RID) will be synchronised with other applications within Customs Information System. Therefore, further improvement of knowledge and skills and training of relevant staff in Revenue and Customs administration is crucial for the development of the customs system.

3.4 List of applicable *Union acquis*/standards:

- Regulation (EU) No 952/2013 of the European Parliament and of the Council of 9 October 2013 laying down the Union Customs Code
- **Convention** on Mutual Assistance and Cooperation between Customs Administrations (Naples II Convention), adopted on 18 December 1997;
- **Council Decision** 2009/917/JHA of 30 December 2009 on the use of information technology for customs purposes;
- **Regulation** (EU) 2016/399 of the European Parliament and of the Council of 9 March 2016 on a Union Code on the rules governing the movement of persons across borders (Schengen Borders Code).

3.5 Components and results per component

Component 1 – Enhancement of knowledge and skills in the area of customs controls

Result 1: Improved efficiency and effectiveness of border controls in the area of fight against smuggling

The following indicative sub-results should be achieved:

Sub-Result 1.1 – Improved skills and knowledge of customs officers in the area of search of passengers and passengers' luggage using customs control equipment (train the trainer) and delivered guidelines;

Sub-Result 1.2 – Improved skills and knowledge of customs officers in the area of search of vehicles in road traffic using customs control equipment (train the trainers) and delivered guidelines;

Sub-Result 1.3 – Improved skills and knowledge of customs officer in the area of inspection of trains in railway traffic using customs control equipment (train the trainer) and delivered guidelines;

Sub-Result 1.4 – Improved skills and knowledge of customs officers in the area of aircrafts search using customs control equipment (train the trainer) and delivered guidelines;

Sub-Result 1.5 - Improved skills and knowledge of customs officers in the area of vessels search (ships and yachts) using customs control equipment (train the trainer) and delivered guidelines;

Sub-Result 1.6 - Improved skills and knowledge of customs officers in the area of customs procedures in maritime traffic (train the trainer) and delivered guidelines;

Sub – Result 1.7 – Improved skills and knowledge of customs officers of Anti-smuggling department (use of force) in the field of power of authorized customs officers in accordance with the Law on Customs Service and delivered guidelines;

Sub-Result 1.8 - Improved skills and knowledge of customs officers in the area of customs Investigation and delivered guidelines;

Sub-Result 1.9. – Improved skills and knowledge of customs officers in the field of combatting corruption and strengthening ethics and integrity (transfer of EU best practices and challenges in this area);

Sub-Result 1.10 - Improved skills and knowledge of customs officers for usage of special customs control equipment and delivered guidelines;

Sub-Result 1.11 - Improved skills and knowledge of customs officers in the area of Integrated Border Management (transfer of EU best practice and challenges in the area of IBM and Schengen Acquis from the perspective of the customs) delivered guidelines;

For all conducted trainings any relevant proof/confirmation for the officers who undergone the training is preferable to be issued.

Component 2– Capacities of the Department for training and monitoring of professional education strengthened

Result 2: Improved work of the organizational unit responsible for training in the customs service in terms of organization, activities and providing professional development of customs officers.

Sub-result 2.1. Staff of department for professional training familiarised with EU best practices;

Sub-Result 2.2. Developed guidelines and recommendation for improvement of the work of the Department for training and monitoring of professional education in order to gain the enhanced knowledge and skills aligned with EU practice in this field.

3.6 Expected activities:

The below activities are the minimum indicative requirements to achieve the above results. The MS will take these into account when developing its own methodology and complement them with its own and other relevant best practise experience and examples so that the above results can be sustainably achieved.

Component 1 – Enhancement of knowledge and skills in the area of customs control

Result 1: Improved efficiency and effectiveness of border controls in the area of anti-smuggling

The following trainings for customs officers in the area of anti-smuggling for efficient and effective control of the border activities should be implemented:

- Activity1.1 (Linked to sub-result 1.1.) Training of customs officers for search of passengers and passengers' luggage using customs control equipment (train the trainer) and delivery of guidelines (1 training; 4 days for 12 officers from 4 Customs houses);
- Activity 1.2 (Linked to sub-result 1.2.) Training of customs officers for search of vehicles in road traffic using customs control equipment (train the trainer) and delivery of guidelines - (1 training; 4 days for 12 officers from 4 Customs houses);
- Activity 1.3 (Linked to sub-result 1.3.) - Training of customs officers for search - of trains in railway traffic using customs control equipment (train the trainer) and delivery of guidelines - (1 training; 3 days for 6 officers from 3 Customs houses);
- Activity 1.4 (Linked to sub-result 1.4.) -Training of customs officers for search of aircrafts using customs control equipment (train the trainer) and delivery of guidelines - (1 training; 4 days for 4 officers from 2 Customs houses);

- Activity 1.5 (Linked to sub-result 1.5.) - Training of customs officers in the field of search of vessels (ships and yachts) using customs control equipment (train the trainer) and delivery of guidelines - (1 training; 4 days for 8 officers from 2 Customs houses);
- Activity 1.6 (Linked to sub-result 1.6.) Training for customs officers in the field of customs procedures in maritime traffic (train the trainer) and delivery of guidelines - (1 training; 4 days; 12 officers; 4 Customs houses);
- Activity 1.7 (Linked to sub-result 1.7.) Training for customs officers of Anti-smuggling department in the field of power of the authorized customs officers (use of force) in accordance with the Law on Customs Service, Official Gazette no 03/2016, Articles 45-49 and delivery of guidelines - (2 trainings, 10 officers each, duration of each training 3 days);
- Activity 1.8 (Linked to sub-result 1.8.) Training for customs officers in the area of customs investigation and delivery of guidelines - (1 training, 3 days; 5 officers);
- Activity 1.9 (Linked to sub-result 1.9.) - Trainings in the field of combatting corruption and strengthening ethics and integrity and delivery of guidelines - (1 training, 2 days, 12 officers);
- Activity 1.10 (Linked to sub-result 1.10.) Trainings for usage of special customs control equipment (using scanners, x-ray devices, reading images from these devices, using video scopes, contraband kit CT40, etc.) (train the trainer) and delivery of guidelines - (2 trainings; 3 days each (practical tutoring); 12 officers from 4 Customs houses)
- Activity 1.11 (Linked to sub-result 1.11.) Training in the area of Integrated Border Management and Schengen acquis (transfer of EU best practice and challenges in the area of IBM and Schengen Acquis from the perspective of the customs) (train the trainer) - (1 training, 3 days for 12 officers from 4 Customs houses) and delivery of guidelines.

The above mentioned activities will be realised in Training Centre of RCA or in Customs House considering the specific training (for example: the training for the search of trains could be done partly in Training Centre and partly in the field -Customs House Podgorica; Customs Office Railway Station)

For all conducted trainings any relevant proof/confirmation for the officers who undergone the training is preferable to be issued.

Component 2 – Result 2: Capacities of the Department for training and monitoring of professional education strengthened

The following indicative activities should be implemented:

- Activity 2.1 (Linked to sub-result 2.1.) - Workshop for acquaintance with best EU best practices in regard work of organizational unit responsible for training and monitoring of professional education in the customs service (1 workshop; 3 days; 3 officers);
- Activity 2.2 (Linked to sub-result 2.1.) Study visit to the customs service of twinning partners in order to get acquainted with the practical work of the organization of training for customs officers (1 study visit; 3 days, 3 officers).⁵

-Activity 2.3 (Linked to sub-result 2.2.) Drafting guidelines and recommendation for improvement of the work of Department for training and monitoring of professional education.

3.7 Means/input from the EU Member State Partner Administration*:

⁵ Should COVID-19 pandemic not allow for this activity to take place, it will be substituted by alternative: Activity 2.2. Analyse existing RCA training strategy and propose update

- expertise and knowledge of EU best practice through specific trainings for customs officers, as well as expertise and knowledge of EU best practice of the organizational unit for the training;
- Capacity building (trainings and one study visit, on the job trainings while preparing the following documents - Gap analysis, Action plan, Terms of Reference, technical and functional specifications for future project);
- Visibility and communication.

The project will be implemented in the form of a Twinning Light contract envisaged to provide exchange of experience and know-how with a MS Institution with good practice in the stated project activities. The project team will consist of a project leader, two components leaders and experts. All experts shall meet the formal conditions as set out in the Twinning Manual. The interested MS Partner Institution shall include in its proposal the CVs of the designated Project Leader, Components Leaders and the proposed Short-term Experts as well as their specific tasks to which they will be assigned to.

The MS Project Leader and the BC Project leader will ensure that any difficulties that could hamper the implementation of the activities are identified at an early stage and effectively resolved. Both should also ensure close cooperation with the Delegation of the European Union to Montenegro and coordination with other ongoing and linked projects.

At the beginning of the Project implementation, the Initial Rolling Work plan should be presented and agreed with the BC counterparts. All visibility actions, proposed in the project, should be in accordance with the visibility guidelines of the European Commission and twinning manual.

Profile and tasks of the PL (One of the Component Leaders may act at the same time as the Project Leader responsible for general coordination.)

Requirements:

- University level education or equivalent professional experience of at least 8 years in the area of customs;
- Minimum 3 years of professional experience in customs law enforcement/customs controls
- Fluency in English, both written and spoken;

Asset:

- Experience as a project leader or expert in at least 1 project in candidate/potential candidate countries in the area of Customs

Tasks of the Project Leader:

- Support and coordination of all activities in the Beneficiary Country;
- Leading, actively participating, overseeing and co-managing the implementation of the project with the Project Leader from the Beneficiary Country;
- Leading, actively participating, overseeing, co-managing and coordinating the implementation of the project with the component leaders;
- Ensuring the attainment of the projected outputs;
- Delivery of quality control of all inputs;
- Organization of visibility events (kick-off and final event);
- Participation in Steering Committee meetings;
- Project reporting;

- Ensuring backstopping and financial management of the project in the MS;
- Organisation of a study visit to Member State.

3.7.1 Profile and tasks of Component Leaders

The Twinning Team will include a team of 2 Component Leaders.

One of the Component Leaders may act at the same time as the Project Leader responsible for general coordination.

Each Component Leader will comply with the minimum requirements presented below.

Profile of the component Leader 1 and 2:

Requirements:

- University level education or equivalent professional experience of at least 8 years in the area of customs;
- Minimum 3 years of professional experience in the area of customs law enforcement/customs controls
- Fluency in English, both written and spoken;

Assets:

- Experience as a component leader or expert in at least 1 project in candidate/potential candidate countries in the area of Customs;
- Experience in designing, organisation and delivery of trainings/capacity building

Tasks:

- Actively participating and supporting the Project leader in coordination of activities related to relevant component;
- Organizing the activities with the Project leader in the Beneficiary Country;
- Delivery of results of the activities;
- Reporting on the activities;
- Organization of the meetings within the Project in close cooperation with and Beneficiary PL.

3.7.2. Profile and tasks of other short-term experts

The twinning partners will decide on the profile, number and involvement of short term experts during the drafting of the project work plan. There should be a pool of short term experts to ensure smooth implementation of the project during the overall implementation period. STEs should be identified by the Project Leader and have to be agreed with the beneficiary administration in the course of designing and delivery of the project. Team of short-term experts should be mobilized according to agreed work plan.

Qualifications and skills:

- University level education or equivalent professional experience of at least 8 years in the customs;
- At least 3 years of professional experience working in the referent customs area;
- Fluency in English, both written and spoken;

STEs will provide specialized know-how for the individual tasks and individual sectors, needed in the area of customs therefore, the team of experts should have a relevant professional experience in an equivalent body and minimum qualifications required, as well as specific skills needed for individual task. As a general approach, the STEs will take the responsibility for the achievement of the results,

each for his/her individual mission tasks. They will also prepare the required reports and the output described. They can provide long-standing experience in all relevant fields.

Detailed profiles and tasks of short-term experts will be provided in the Twinning Work Plan.

Tasks:

- Closely work with Montenegrin partners in implementing all Twinning Project activities;
- Provide specialised assistance and support to Revenue and Customs Administration of Montenegro in the activities identified by this Twinning Light Fiche in order to have the best possible results;
- Prepare the deliverables according to instructions from the component and project leader, familiarising themselves with relevant documentation, and drafting supporting materials;
- Diligently perform the activities in order to deliver the results, according to the component leaders instructions and considering the requests by Montenegrin partners.

At the end of the mission submit mission report.

4. Budget

EUR 100.000,00

5. Implementation Arrangements

5.1 Implementing agency responsible for tendering, contracting and accounting

The Directorate for Finance and Contracting of the EU Assistance Funds (CFCU) being the Implementing Agency under IPA bears the sole responsibility for the proper implementation of all contracts in line with the relevant contractual provisions and the requirements governing the indirect management of EU assistance. Alongside, The PIU of the Ministry of Finance and Social Welfare is committed to deliver the appropriate technical support to the CFCU, whereby ensuring proper implementation of the contract activities. In this regard, the CFCU, PIU and other stakeholders closely cooperate.

Directorate for Finance and Contracting of the EU Assistance Funds (CFCU), Ministry of Finance and Social Welfare of Montenegro
Ms. Marija Vukčević, Director General
Email: cfcu@mif.gov.me
Telephone number: +38220 230 657

5.2 Institutional framework

The main organizational unit in charge for the implementation of project will be Department of Training and Monitoring of Professional Development within the Sector for Planning and Management of Human Resources in the Revenue and Customs Administration of Montenegro. The RCA has appointed project leader counterpart, contact person as well as customs officers which will be in charge of implementation of this project who will closely cooperate with the PL and his team, as well as the Ministry of Finance and Social Welfare. Revenue and Customs Administration is continuously committed to improving administrative capacity through trainings, seminars, in order to fully meet European standards.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Civil servant of the Beneficiary

Vesna Stojanović

Independent Customs Advisor I for training and monitoring of professional education,

Department of training and monitoring of professional education

Revenue and Customs Administration of Montenegro

Šarla de Gola 2, 81000 Podgorica

Montenegro

5.3.2 PL counterpart

The PL counterpart will be a civil servant of the Beneficiary administration and will be actively involved in the management and coordination of the project.

Marija Nenezić Antelj

Independent Customs Advisor I for training and monitoring of professional education,

Department of training and monitoring of professional education

Revenue and Customs Administration of Montenegro

Šarla de Gola 2, 81000 Podgorica

6. Duration of the project

Six months

7. Sustainability

This project will support the Revenue and Customs Administration of Montenegro in ensuring effective customs controls and will contribute to the protection of the customs territory and strengthening security.

Adequately trained officers will certainly contribute to greater security and control at border crossings.

Bearing in mind that the result of the project activities will be trained trainers in various areas of customs operations, the organization of training and development of knowledge and skills will have a continuous and sustainable direction and will contribute to the more harmonized management of these processes. The project will provide an incentive for the future education of customs officers and enable continuous monitoring of professional development.

8. Crosscutting issues (equal opportunity, environment, climate etc...)

Equal participation of women and men will be secured during the implementation of the project. Institutions benefiting from this Project are equal opportunity employers. Special attention to minorities and vulnerable groups will be an integral part of any activity. There will be regular monitoring to ensure these issues are given due prominence. The activities envisaged under the project should not negatively affect the environment. For this purpose, the production of printed material will be kept to the strictest minimum.

9. Conditionality and sequencing

This project will contribute to border protection and trade facilitation and the link with negotiation Chapters 24 and 29.

10. Indicators for performance measurement

- 1) Trained 12 customs officers – future trainers in the field of search of passengers and passengers’ luggage and delivered guidelines; (Linked to R 1.1., A 1.1.)
- 2) Trained 12 customs officers - future trainers in the field of control of vehicles in road traffic and delivered guidelines; (Linked to R 1.2., A 1.2.)
- 3) Trained 6 customs officers-future trainers in the field of control of trains in railway traffic and delivered guidelines; (Linked to R 1.3., A 1.3.)
- 4) Trained 4 customs officers-future trainers in the field of control of aircrafts and delivered guidelines; (Linked to R 1.4., A 1.4.)
- 5) Trained 8 customs officers-future trainers in the field of control of vessels (ships and yachts) and delivered guidelines; (Linked to R 1.5., A 1.5.)
- 6) Trained 12 customs officers-future trainers in the field of customs procedures in maritime traffic and delivered guidelines and certificates for officers who undergone the training; (Linked to R 1.6., A 1.6.)
- 7) Trained 20 customs officers in the field of power of authorized customs officers and delivered guidelines; (Linked to R 1.7., A 1.7.)
- 8) Trained 5 customs officers in the field of customs investigation and delivered guidelines; (Linked to R 1.8., A 1.8.)
- 9) Trained 12 customs officers in the field of combatting corruption and strengthening ethics and integrity and delivered guidelines; (Linked to R 1.9., A 1.9.)
- 10) Trained 12 customs officers - future trainers in the field of usage of special customs control equipment and delivered guidelines; (Linked to R 1.10., A 1.10)
- 11) Trained 12 training of customs officers-future trainers in the field of Integrated Border Management and Schengen acquis and delivered guidelines; (Linked to R 1.11., A 1.11.)
- 12) Conducted one workshop for the three customs officers of the Department for Training and Monitoring of Professional Education; (Linked to R 2.1., A 2.1.)
- 13) Conducted one study visit to the customs service of twinning partners for at least 3 customs officers from the Department for Training and Monitoring of Professional Education; (Linked to R 2.1., A 2.2.)
- 14) Delivered guidelines and recommendation for improvement of the Department for Training and Monitoring of Professional Education work (Linked to R 2.2., A 2.3.)

11. Facilities available

The Beneficiary institution will provide office accommodation for experts working on the Project (one office), including the equipment (computer, office supplies, copier, telephone, internet connection, air conditioner, etc.)

Furthermore, beneficiary institution will provide a meeting room and training facilities for the purpose of trainings of the customs officers, in the RCA headquarter and RCA Training centre.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix as per Annex C1b (compulsory)
2. Annex 1 Organizational scheme of Montenegrin Revenue and Customs Administration
3. Annex 2 List of workshops and expert missions

Annex C1b: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Source s of verific ation	Risks	Assumptions (external to project)
Overall Objective	To contribute to the accomplishment of the goals of the Government of Montenegro related to security of its border and implementation of trade facilitations and Integrated Border Management Strategy and Schengen Action plan	RCA made further progress in relation to the fulfilment of closing benchmark in Chapter 29 Customs and towards realisation of the goals from Trade facilitation strategy and Integrated Border Management Strategy and Schengen Action Plan	EC Progress Report for Montenegro Montenegro annual report for the implementation of the Trade facilitation strategy Action plan Revenue and Customs Administration annual Report	Delays in fulfilling the obligation from Chapter 29 Customs union	Government maintains consistent policy and commitment to improvement of customs control performance.

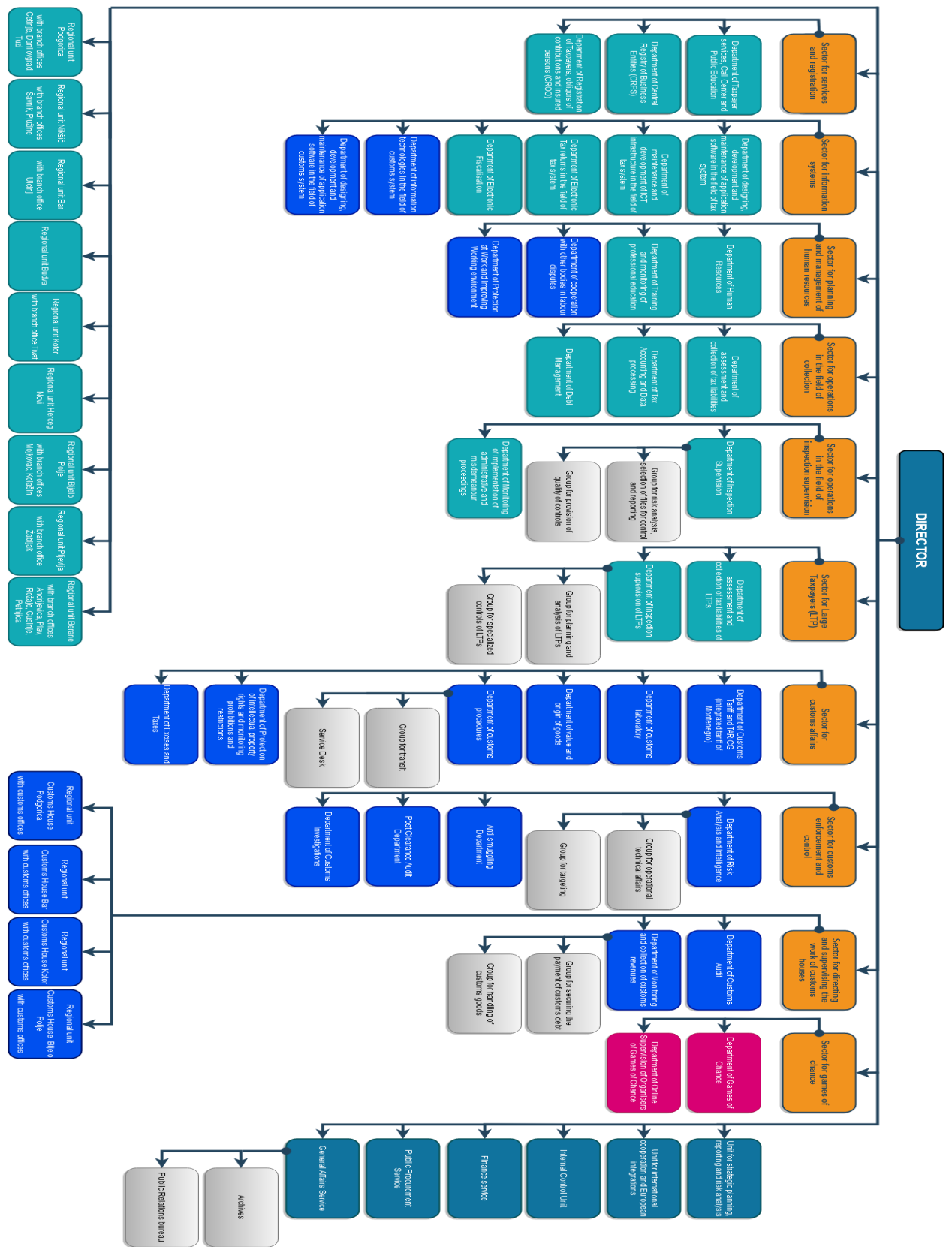
<p>Specific (Project Objective(s))</p>	<p>To strengthen the capacities of Revenue and Customs Administration of Montenegro especially in the area of fight against smuggling, aimed at protection of financial and security interests of Montenegro and its citizens, as well as the EU interests in the future.</p>	<p>Customs officers from the Revenue and Customs Administration are fully prepared and educated for adequate and efficient conducting the border control performance</p>	<p>EC Progress Report for Montenegro</p> <p>Annual report for the implementation of the Trade facilitation strategy Action plan.</p> <p>Customs Administration annual Report</p>	<p>Delays in fulfilling the obligation from Chapter 29 Customs union</p>	<p>Commitment, good and continuous cooperation of all stakeholders at all levels;</p> <p>Willingness and capacity of Customs high level management to introduce changes into the Project area</p>
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<p>Mandatory results/outputs by components</p>	<p>Component 1 - Result 1: Improved efficiency and effectiveness of border controls in the area of anti-smuggling</p> <p>Component 2 - Result 2: Capacities of the Department for training and monitoring of professional education strengthened.</p>	<p>Baseline data (2021)</p> <p>The necessity for upgrading the present knowledge and skills in the referent areas of customs control, suppression of smuggling and enhancing the integrity level</p> <p>Target Data (2022)</p> <p>Customs officers involved in all forms of customs control and monitoring of integrity upgraded their current knowledge in referent areas</p>	<p>Annual report of the Customs Administration of Montenegro</p>	<p>Covid-19 pandemic-travel restrictions (for experts)</p>	<p>Employment of additional officers in related organizational unit of RCA</p>
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<p style="text-align: center;">Activities</p>	<p style="text-align: center;">Component 1</p> <p>Activity 1.1 - Training of customs officers for search of persons and passengers' luggage using customs control equipment (train the trainer) and delivered guidelines.</p> <p>Activity 1.2 - Training of customs officers for controls of vehicles in road traffic; using customs control equipment; (train the trainer) and delivered guidelines.</p> <p>Activity 1.3 - Training of customs officers for controls of trains in railway traffic; using customs control equipment; (train the trainer) and delivered guidelines.</p> <p>Activity 1.4 - Training of customs officers for control of aircrafts using customs control equipment; (train the trainer) and delivered guidelines.</p> <p>Activity 1.5 - Training of customs officers for control of vessels (ships and yachts) using customs control equipment; (train the trainer) and delivered guidelines.</p> <p>Activity 1.6 - Delivered trainings for customs officers in the area of customs procedures in maritime traffic (train the trainer) and delivered guidelines.</p> <p>Activity 1.7 Training for customs officers of Anti-smuggling department and delivered guidelines</p> <p>Activity 1.8.-Training for customs officers in the area of customs investigation and delivered guidelines</p> <p>Activity 1.9. Delivered training in the area of anti-corruption and strengthening ethics and integrity and delivered guidelines</p> <p>Activity 1.10. Delivered training for usage of special customs control equipment and delivered guidelines</p> <p>Activity 1. 11. Delivered training in the area of Integrated Border Management and Schengen acquis (train the trainer) and delivered guidelines.</p> <p style="text-align: center;">Component2</p> <p>Activity <u>2.1</u>- Workshop for acquaintance with best practices in regard work of organizational unit responsible for training and monitoring of professional education in the customs service (1 training; 3 days; 3 officers);</p> <p>Activity <u>2.2</u>- Study visit to the customs service of twinning partners in order to get acquainted with the practical work of the organization of training for customs officers (1 study visit; 3 days, 3 officers).</p> <p>Activity <u>2.3</u>.-Drafting guidelines and recommendation for improvement of the</p>	<p>Baseline data (2021)</p> <p>Baseline data (2021) A constant need for upgrading and improvement of the mechanisms and skills in the area of trainings of customs officers.</p> <p>Target Data (2022) Training in the area of training process of customs officers and monitoring of their progress for at least 3 customs officers delivered.</p> <p>1) Trained 12 customs officers -trainers in the field of search of passengers and passengers' luggage and guidelines delivered;</p> <p>2) Trained 12 customs officers-future trainers in the field of control of vehicles in road traffic and guidelines delivered;</p> <p>3) Trained 6 customs officers-future trainers in the field of control of trains in railway traffic and guidelines delivered;</p> <p>4) Trained 4 customs officers-future trainers in the field of control of aircrafts and guidelines delivered;</p> <p>5) Trained 8 customs officers-future trainers in the field of control of vessels (ships and yachts) and guidelines delivered;</p> <p>6) Trained 12 customs officers-future trainers in the field of customs procedures in maritime traffic and guidelines delivered;</p> <p>7) Trained 20 customs officers in the field of power of authorized customs officers and guidelines delivered;</p> <p>8) Trained 5 customs officers in the field of customs investigation and guidelines delivered;</p> <p>9) Trained 12of customs officers in the field of combatting corruption and strengthening ethics and integrity and guidelines delivered;</p> <p>10) Trained 12 customs officers -future trainers in the field of usage of special customs</p>	<p style="text-align: center;">Project reports</p>	<p style="text-align: center;">Covid-19 pandemic-travel restrictions (for experts)</p>	

	<p>Department for training and monitoring of professional education work</p>	<p>control equipment and guidelines delivered;</p> <p>11) Trained 12 training of customs officers-future trainers in the field of Integrated Border Management and Schengen acquis and guidelines delivered;12) Conducted one workshop for the three customs officers of the Department for Training and Monitoring of Professional Education;</p> <p>13) Conducted one study visit to the customs service of twinning partners for at least 3 customs officers from the Department for Training and Monitoring of Professional Education;</p> <p>14) Delivered guidelines and recommendation for improvement of the Department for Training and Monitoring of Professional Education work</p>			
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Annex I Organizational scheme of Montenegrin Revenue and Customs Administration



Annex II
List of workshops and expert missions

- 1) WCO workshop on risk profiling, selectivity and analysis, 28 May – 1 June 2018.
- 2) "Risk Analysis and Management" within the "Border Community Security (BCSP)" Program, 19-22 March 2019, Podgorica, "Center Ville", OSCE, OSCE Secretariat in Vienna.
- 3) WCO workshop for improving knowledge in the field of customs value for better revenue collection, and get better insight into procedures regarding determination of customs value, considering a need for specialized knowledge in the field of customs valuation, 25-27 March 2019
- 4) Two-week classroom activity for representatives of national institutions dealing with various aspects of security and border management from OSCE participating States, 25 March – 4 April 2019, Dushanbe, Tajikistan, BMSC OSCE College of Border Management
- 5) Regional Expert Consultative Meeting within the New UNODC Regional Program, 28-29 May 2019, Belgrade, Serbia, UN Office on Drugs and Crime (UNODC)
- 6) Financial Investigations, 1-3 June 2019, Budva, UNODC
- 7) Advanced Training for Trainers on Cross-Border Challenges in Identifying Potential Foreign Terrorist Fighters, 24-29 June 2019, Istanbul, Turkey, OSCE Department of International Threats and Border Security and Governance
- 8) "Measuring and Assessing Organized Crime in the Western Balkans", 17-19 September 2019, Herceg Novi, UNODC
- 9) Regional Anti-Corruption Platform (ACP) Meeting, 19-20 September 2019, Vienna, Austria, OSCE.
- 10) Training on Strategic Trade and Export Control (STEC), 23 - 27 September 2019, Podgorica, Hotel Ramada, UNODC
- 11) Seminar on passenger data exchange, 31 October – 1 November 2019, Vienna, Austria, OSCE
- 12) Workshops "Fight against illegal trade in cultural goods", 5-7 November 2019, Podgorica, Hotel "Verde", OSCE, Embassy of Italy, Department of Combating Transnational Threats, OSCE.
- 13) Training for the detection of firearms in postal items, 12-14 November 2019, Podgorica, Hilton Hotel, UNODC
- 14) Two-day regional meeting on the emergence of new illegal psychoactive substances, 26-27 November 2019, Podgorica, Hotel "Verde", OSCE Mission to Montenegro and the Ministry of Health.
- 15) Workshop "Investigations and criminal prosecution of illegal arms trafficking", 26-27 November 2019, Belgrade, Serbia, UNODC
- 16) Study visit to Sipol Airport, The Netherlands, 26-28 November 2019, Sipol, The Netherlands, OSCE
- 17) Study visit of national financial investigators to Lisbon, 12-13 December 2019, Lisbon, Portugal, UNODC.

- 18) Briefing of national trainers for financial investigations, 17 December 2019, Vienna, Austria, UNODC.
- 19) Online WCO PITCH training on "Prevention of illegal trade in cultural goods", 25-29 May 2020, online, WCO, OSCE
- 20) Online CCP Joint Condensed Refresher Training Bosnia and Herzegovina Bijaca and Montenegro-Bar, 16-18 November 2020, Online, UNODC-WCO
- 21) Training on the topic "Strategy for control of trade and export of goods", 2-5 November 2020, Bar, UNODC-WCO.
- 22) Online CCP Joint Condensed Refresher Training Bosnia and Herzegovina Bijaca and Montenegro-Bar, 16-18 November 2020, Online, UNODC-WCO
- 23) Training on Strategic Control of Trade and Export of Goods, 21-25 June 2021, Bosnia and Herzegovina, WCO-UNODC Program, CCP Container Control.
- 24) Training "Exclusive Economic Zones", 26-30 July 2021, Bar, Montenegro, British Embassy in Podgorica, Defense Sector.
- 25) Meeting of Operation ARMSTRONG, Global Firearms Program and Joint Customs Operations of the Customs Services of Montenegro and Bosnia and Herzegovina, 5-6 October 2021, Sarajevo, Bosnia and Herzegovina, UNODC
- 26) Regional Focal Points Meeting, 26 October 2021, Belgrade, Serbia, UNODC