

# Western Balkans SALW Control Roadmap MPTF

United Nations Multi-Partner Trust Fund for the implementation of the Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of Small Arms and Light Weapons and their ammunition in the Western Balkans



## PROJECT DOCUMENT

<b>Project title:</b> Advancing the capacities of the Police Directorate in the field of custody chain, crime scene investigations and the Forensic laboratory in the field of operations and investigations in detection and trafficking of explosives criminality	
<b>Targeted jurisdiction(s):</b> <i>Montenegro</i>	
<b>Participating organizations</b> (as per the names used on the <a href="#">MPTF-O Gateway</a> ): UNDP	
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<b>Implementing partners:</b> <i>Police Directorate of Montenegro/Forensic Center</i>	
<b>Project number from MPTF-O Gateway</b> (if existing project): 00125391	
<b>Relevant SDG targets:</b> 16.4	
<b>Project duration (in months):</b> 18 + 12 months = 30 months  Anticipated start date: 5 January 2021  Anticipated end date: 4 July 2023	<b>Total amount: US\$ 664,812</b> Sources of funding: 1. UN MPTF: <b>US\$ 664,812</b> 2. Other sources of funding • Government: US\$____ • UN Organization: US\$____
<b>Brief project overview</b> The aim of the project is to improve the capacities of the Police Directorate of the Republic of Montenegro in the entire investigative cycle and in particular to advance the custody chain in order to improve investigations of crime committed with explosives in order to achieve regular convictions. The project will focus on the development of standard operating procedures, accredited procedures and methods, thus directly contributing to the sustainability of the project.	
<b>Project Gender Marker Score (1, 2, 3 or N/A):</b> 1	

### Names and signatures of the Participating UN Organizations

<b>United Nations Development Programme</b>  <i>Name and Title of Representative:</i> <b>Daniela Gasparikova, Resident Representative</b>  <i>Signature:</i>  <i>Date:</i> 23-Aug-2022	DocuSigned by:  DE7DB4C2DA724A5...
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## DESCRIPTION OF THE PROJECT

The aim of the project is to improve the capacities of the Police Directorate of the Republic of Montenegro in the entire investigative cycle and in particular to advance the custody chain in order to improve investigations of crime committed with explosives in order to achieve regular convictions. The project will focus on the development of standard operating procedures, accredited procedures and methods, thus directly contributing to the sustainability of the project.

The project will contribute to the following Roadmap Goals:

Roadmap Goal 1: By 2023, ensure that arms control legislation is in place, fully harmonized with the EU regulatory framework and standardized across the region.

Roadmap Goal 3: By 2024, significantly reduce the illegal circulation of firearms, ammunition and explosives (AME) towards, within and beyond the Western Balkans.

### 1. Project Background (situation analysis)

After the wars in the Balkans ended, large quantities of weapons, ammunition and explosive ended up in illegal flows. Explosives became easily accessible and organized crime saw their chance in that - to settle the accounts with other organized crime groups over the profits they make selling drugs. Due to the fact that it is difficult to prove the offences committed with explosives, because of the lack of material evidence, crime groups increasingly opt for this manner of committing crimes. High explosives are now primarily used to demolish and destroy the objects of attacks (vehicles, buildings etc.) with or without human victims. Organized crime groups, using the explosive, are not careful either about the time or about the place to commit their crimes – they do not mind if it is in the vicinity of schools, kindergartens or similar buildings. This problem escalated in the last couple of years in particular and has grown to serious proportions.

Between 2012 and 2016, a total of 5,790 firearm-related criminal offenses were registered in Montenegro, with a gradual increase over the five-year period from 1,050 cases in 2012 to 1,411 in 2016. *Burglary* was the criminal offense most frequently committed using firearms, accounting for 52.6% of total criminal offenses. The *unlawful manufacture, possession, carrying, and sale of firearms and explosives (25.4%)* and robbery (12.1%) were also common criminal offenses committed with firearms. Firearms are most often used to commit criminal acts against property, which altogether (burglary and robbery) make up almost two thirds of the criminal offenses committed with firearms. Individually, the most frequent criminal offense committed with firearms was *burglary*, accounting for more than half of the total criminal offenses at 52.6%. The next most common offenses included *unlawful manufacture, possession, carrying, and sale of firearms and explosives (25.4%)* and *robbery (12.1%)*.

In the period 2016-2020 there were 12 dead and 6 injured in incidents of installing, activating and transporting improvised explosive devices related to the criminal offences/clashes between criminal

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groups in Montenegro. 11 incidents have been prevented due to the fact that the improvised explosive devices were discovered by the police.

In 2018/2019 Forensic Centre, Department for Arson and Explosives - PEH Laboratory had 150 requests for analysis while Department for Chemistry has 108 requests for analysis regarding explosives with 1794 samples from the Police/Prosecutors office.

In the period 2018/2019 following quantities of explosives were confiscated by the police: TNT – 62,49 kg, Hexogen – 5,26 kg, Plastic explosive 8,44 kg, Detonator capsules 51pcs, Electric detonator capsules 210pcs, Slow-burning rod 294.93m, Detonating rod 151.44m, Hand bombs 49 pcs etc.

The work done on the crime scene impacts the entire investigation process and the initial mistakes are sometimes impossible to correct. There is frequently only one opportunity to collect evidence. Crime scene investigation is done in a traditional manner with hand drawn sketch of the crime scene, which again increases chances of making mistakes. In case that the scene needs to be reconstructed later requested by the court, it is difficult to be done.

After being seized, the materials under suspicion of being explosive or used for initiating explosives, are taken over by the Directorate for Emergencies and transported to the Forensic Centre. The evidences are clearly marked, documented but are transported in an inadequate and not safe package, and upon arrival in Forensic Center they are stored in a room that is not intended for safekeeping of explosives, where they are kept till the end of the expert analysis. Due to the significant workload in the Forensic Centre, it might happen that the explosives stored in such a way remain so for a long period of time. After completion of analyses and reports, complete explosive is stored at the Directorate for Emergencies of the Ministry of Interior until Court judgement is declared final. Procurement of type packages for packing explosives and container for keeping and storing would resolve this problem.

Analysis of such evidence in principle requires the answer to the question of whether the explosives and means for initiating explosives are functional, in other words could explosive be activated with adequate procedure. In court proceedings the accused are defending themselves with the fact that the explosive is not functional. Due to lack of adequate equipment this fact cannot be checked but will be possible with the equipment this project would provide.

Unsafe storage does not necessarily delay the court process, it endangers the safety of the employees and the neighbourhood. Inadequate packaging is a safety issue but can also be a contaminating factor, and in that case the case will be dropped by a lack of useful evidence.

A particular problem occurs in case of explosions (high explosives) with large material damage with or without human victims. Due to the complex matrix and time-consuming chemical analyses, the first results related to the type of explosive are provided after a long period of time. Selectivity and sensitivity should be increased so time for obtaining results of analysis would be reduced using LCMSMS (liquid chromatography with mass spectrometer) intended for examination of high explosives.

Implementation of the Project would also improve crime scene examination with equipment for sketching the crime scene (3D photo-scanner) – that ensures accurate, precise and fast sketching of the crime scenes of accidents and enables the reconstruction of crime scene if requested by judicial bodies.

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Procurement of mobile device for detecting explosives – ensuring that explosives can be identified in the field conditions and would enable preliminary analyses at the crime scene.

Purchasing the equipment would significantly improve the operation of the Forensic Centre and processing of crime scene in the cases where object of crime is explosive matter or if a crime is committed with the use of explosive matter. Purchasing this equipment, the Forensic Centre would be fully equipped to respond to all requests for expertize in the criminal offences of this type, while the officers of the Group for Preliminary Investigations within the Forensic Centre who do the preliminary investigations for felonies would be able to ensure high quality processing of the crime scene. Evidence could be transported and stored in a safe way during the expertize process. In the future, the efficiency of the work on the crime scenes could be additionally increased by purchasing this type of equipment also for the criminal-technicians in the police centres in various cities in Montenegro.

Development of the standard operating procedures for crime scene investigation, packaging, labelling, transporting and storing explosive and procurement of equipment which would improve analyses of explosives of chemical and PEH laboratory and enable accreditation of those methods, will significantly improve activities of the Police officers, ensure safety in their work and traceability of all steps with the appropriate quality assurance. Thus, it would provide high quality results for court proceedings. This would also ensure adequate analysis of the data related to the type and amount of the explosive materials, as well as those about the modus operandi of committing crimes. Such data would be made available to the criminal police and could also be exchanged with other states.

Forensic Centre of the Police Directorate, is the only specialized institution for forensic examinations, analysing and expertise in Montenegro, of the total service of 3500 m<sup>2</sup>, that uses sophisticated technology and a large number of various forensic methods aimed at examining, analysing, and expertise of material traces, translating them into material evidence.

The Forensic Centre covers the following departments: ballistics, mechanoscopy, arson and explosion, chemistry, graphology, dactyloscopy, DNA, GSR and digital forensics. Also, Forensic Center has crime scene technicians that are responsible for crime scene investigations and collecting traces in serious crimes.

Through its membership in the ENFSI association, the Forensic Centre of the Police Directorate of Montenegro increased the quality of its work aiming at standardization, accreditation and valorisation of the analyses done in the Centre. This is a contribution also to Montenegrin EU integration path.

From its establishment the Forensic Centre started the activities of introducing quality assurance and accrediting the Centre according to the international ISO 17025 standard. The activities of application of the ISO 17025 standard in the Forensic Centre of the Police Directorate of Montenegro were done under the mentorship of ENFSI (European Network of Forensic Science Institutes) within the EMFA 2 project (European Mentorship for Forensic Accreditation). Project EMFA – 2 was implemented in the period 2011 – 2013.



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The first accreditation was obtained on 25 December 2014 (ISO 17025:2011) and after four years, according to the rules of the Montenegrin Accreditation body, reaccreditation of the Forensic Centre was done. The process of the reaccreditation was successfully finished on 24 December 2018 and accreditation is valid until 23 December 2022. The activities of transition to the new version of the ISO 17025:2017 standard is in progress. Four groups are accredited in the Forensic Centre:

1. Group for chemical examinations – in the field of narcotics
2. Group for DNA examinations – in the field of DNA
3. Group for GSR examinations- in the field of GSR
4. Group for dactyloscopic examinations

It is envisaged that the project would last 18 months. The project would be a continuation of cooperation with the Forensic Center in Danilovgrad, Montenegro. Namely, in 2018/19 the Forensic center was equipped with bullet cloning machine (training organized for the staff) and evidence room refurbished with appropriate video surveillance (CCTV).

This project would ensure standardization of procedure and practices in the area of FAE investigations and significantly reduce illicit flows of explosives info, within and beyond Western Balkans.

The greatest importance of the project is to enable the Forensic Center to respect legal norms when it comes to expertise of explosive materials. Equipment provided through the project, SOPs developed, and professionals trained will enable the Forensic Center to produce expert's reports which are much more precise, reliable and richer in content to be used in court proceedings by the judiciary. Accredited methods of Arson and Explosives Lab and Chemistry Lab resulting from this project after the SOPs are developed, staff trained, equipment provided will enable better quality of the expert reports to be used at all levels of judiciary. All equipment will remain a property of the Forensic Center and will be used in work daily. Forensic Center is looking forward very much for the start of this project as it is so relevant for Montenegro. They will also be interested in sharing their experience with colleagues from the region and wider once they are ready to share acquired new experience and expertise. Once the project is over the equipment will formally be handed over to the Police Directorate and the Forensic Center of Montenegro. Sustainability of the project is evident since it reflects the country context and need of the Forensic center. The project was developed in close cooperation with the professionals from the Forensic Center.

## 2. National Ownership

The project proposal was developed in close cooperation with the Head of SALW Commission, Police Directorate and Forensic Center. The project outcomes are very much in line with the Roadmap as well as with the National SALW Strategy. The project will be implemented in close cooperation with the beneficiary which will ensure local ownership of the results of the project. Partners will participate/chair at the project board of the project.

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### 3. Project Objective

The objective of the project is to increase the capacities of the Forensic Centre and crime scene investigation to exert more significant influence on the reduction of prohibited use and flows of explosives in Montenegro and standardisation of the procedures and practices related to explosives. Since Forensic Centre is responsible to propose and approve procedures related to the activities of crime-technicians, adopts the procedures on the methods of analyses and expertise, reports to the relevant authorities on the results, and makes the data base of statistics on the quantity and type of seized and used explosive related to various criminal offences, its capacities should be improved. The expected results will lead to the improved quality of work, which will in its turn lead to better argumentation before relevant judicial bodies. Since the judgments of judicial bodies depend on the quality of findings and opinions, implementation of the project will significantly influence the number of convicting judgments and solve the problem of the lack of procedures for reception and storage in the Forensic Centre in line with legislation during the process of developing reports and capacities for detection, analysis and identification of individual features of explosives.

Accreditation of methods at the procured equipment for Chemical and Arson and Explosive Departments in Forensic Center, the law enforcement agencies (police, courts, prosecution offices) and other users of the Forensic Centre services can obtain results of examinations, expertise and analyses that will be:

- Reliable,
- Valid,
- Based on standard operative procedures,
- Compatible with the results in other states, other research-expert circles, internationally recognized institutions,
- In line with the proven standards of the appropriate judicial, administrative, and legal systems,
- Obtained within the required deadlines in an effective and efficient way.

The results can be achieved through:

- Development of standard operating procedures for investigation of crime scene, documenting crime scene and taking and packaging traces
- Development of standard operating procedures for operation and storage of explosive matters during the development of expert opinions in the Forensic Centre
- Technical equipping of the Chemistry and Arson and explosive - PEH laboratory/Department Forensic Centre laboratories for analysis of explosives
- Analysis of the type of explosives and improvised explosive devices in Montenegro, putting together data and information to be made available to the criminal police and adapted for international data exchange
- Education and training for development of operating procedures and specification of equipment in line with the EU requirements, standards and recommendations
- Accreditation of methods for chemical and arson and explosives analyses in Forensic centre

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### 4. Expected Results

The project will raise the expert competences, professionalism, accuracy and preciseness of the Forensic Centre Chemistry and Fires and Explosions laboratories in order to ensure that Forensic Centre can have a more significant influence on the reduction of illicit use and illicit flows of explosives in Montenegro, i.e. on solving the problem of the lack of procedures and capacities for detection, analysis, and identification of explosives. The Forensic Centre adopts the procedures for the analysing, expert opinion drafting, and reporting to the relevant bodies on the results. It develops the statistical database on the quantity and type of seized or used explosive for various criminal offences. Therefore, the capacities of the Forensic Centre should be improved.

The expected results will be the improvement in the quality of work on the crime scene, improvement of the technical capacities and knowledge and operation of the Chemistry and Arson and explosives laboratories of the Forensic Centre and safety of people handling explosives, as well as the entire staff of the Forensic Centre with a view to accrediting the methods of work.

The specific objective of the project is to contribute to the standardization of procedures and practices related to the entire investigative cycle, with the focus on the custody chain, by increasing the capacities of the Police Directorate, developing standard operating procedures, The project addresses all aspects of the custody chain such as:

1. Standard operating procedures for the custody chain
2. Crime scene investigation, documentation of the crime scene and the recovery of evidence
3. Tagging of evidence and filling in the evidence register
4. Evidence storage and delivery at forensic laboratory
5. Reception at Forensic laboratory and temporary storage
6. Expert reports and return of evidence

### 5. Activities

#### Outcome 1: Capacity Built for CSI Unit

#### Output 1.1 Standard operating procedures developed for teams for crime scene investigation, documenting the crime scene, taking, and packaging evidence for explosives

##### Activity 1.1.1 Standard Operating Procedures for Key Processes

Development of standard operating procedures that will significantly improve the work on the crime scene in case of events caused by the use of explosive matters, proper taking and packaging evidence in specific package adequate for explosive materials, documenting and following the flow of evidence chain from the crime scene to the Forensic Centre. This will lead to the improvement of the quality of analyses and expert opinions. The standard operating procedures would be developed for the processes of work from the moment of getting out to the crime scene to the moment of packaging and documenting traces of explosive matters. In parallel with that, the standard operation procedures will be developed to

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elaborate situations in which the teams of forensic experts from the Forensic Centre participate in processing the crime scene.

Training based on SOP being developed for all teams for processing the crime scenes of accidents caused by the use of explosive materials from all Police Security Centres (about 50 officers) that would deal with the processing of crime scene of accidents in handling and packing explosive materials

### Activity 1.1.2. Equipment for CSI unit

The Project is to ensure technical equipment for the Forensic Centre teams for processing the crime scene in case of events caused by the use of explosive materials with the following equipment:

1. Equipment for sketching the crime scene (3D photo-scanner) – that ensures accurate, precise and fast sketching of the crime scenes of accidents caused by the use of explosive materials and firearms. It ensures obtaining much more relevant information about crime scene than traditional way of processing of crime scene. Also, with 3D photo scanner is possible to obtain subsequently information which was not obvious in first processing of crime scene and can be relevant for investigation and reconstruction.
  2. Quadcopter with a built-in camera for a recording of crime scenes - In certain cases, particularly in cases of crimes committed in open space, the dimensions of the crime scene can be huge. The most usual examples for such crime scenes are scenes of explosions and of serious gun enabled crimes where more firearms were used. For integral observation, recording, and providing comprehensive photo and video documentation for this kind of crime scenes, optimal results are achieved if the scene is recorded from a height. This way of documenting is unique and cannot be replaced by another one, and it has been requested more and more for forensic case presentations in courts, particularly for firearms and explosives enabled cases. The development of technology provided that all well-equipped CSI teams today frequently use drones with cameras for producing quality photo and video documentation.
  3. Endoscope camera - The endoscope camera is used for inspection and recording in hard-to-reach cavities and channels during searches of vehicles and rooms where explosives and explosive weapons/devices are most often hidden.
  4. CSI kits for post-blast investigations - One of the main and necessary piece of equipment for forensic technicians and experts performing CSI of the explosion scene. In order to be ready to respond to on-site post-blast investigation tasks, and to be able to perform their job in line with standards, CSI teams shall be properly equipped.
  5. Special packages for packaging explosives – ensure safe handling and transport. of explosive evidence material from crime scene to Forensic Centre on examination.
- Source of calculation of the estimated costs are from companies selling this kind of equipment and experts from other Forensic centers in the region that have similar equipment.

### Outcome 2: Efficiency of the Forensic Explosives sector strengthened



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### Output 2.1- Increase the capacity of Arson and Explosives Laboratory

#### Activity 2.1.1 Developing Standard Operating Procedures for Arson and Explosives Laboratory and preparation for accreditation

Development of the standard operating procedures will significantly increase security and ensure accreditation and standardization of the methods of work once the equipment is procured. This will lead to the increase in the quality of the prepared analyses and expert opinions. The standard operation procedures would be developed for the processes of work from the moment of receiving orders and requirements that include explosive material to the time of submitting the report on the expertise with evidentiary material. The submitted explosive materials would during the time of development of the report on expert analysis be placed in the appropriate containers that would be in line with the current legislation, while examination of explosive material would take place in the appropriate chamber.

The developed reports on expert analysis will serve to collect data and information about the types of explosive and improvised explosive devices in Montenegro. Such information would be made available to the crime police and they would be appropriate for international data exchange.

After SOPs are developed and equipment purchased, the laboratory would accredit methods for explosives.

#### Activity 2.1.2. Technical equipment for the Arson and Explosives Lab

The Project should ensure technical equipment for the Arson and Explosives laboratory with the following equipment:

1. Container for keeping and storing explosive matters, enables safe storage of delivered explosive substances until the completion of the expert report
2. Chamber for examining the explosive validity the possibility of examining the correctness of explosives and means of initiation in order to produce more complete reports on expertise for judicial authorities
3. Device for measuring the speed of the explosive detonation enables measurement of detonator deceleration accuracy, measurement of explosive detonation rate and measurement of gunpowder combustion rate for more complete reports
4. Laboratory scale of up to 4500 g (one digit) with matrix printer allows accurate measurement of delivered samples
5. Laboratory scale of up to 1500 g (two digits) with matrix printer- allows accurate measurement of delivered samples
6. Laboratory scale of up to 60 kg with matrix printer allows accurate measurement of delivered samples
7. Anti-static clothes, footwear and bracelets allows safe handling of explosive substances
8. Anti-static surface, electric-transmission floor in the laboratory allows safe handling of explosive substances
9. Anti-contamination rug provides protection against contamination

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10. Digital device for measuring voltage, electricity, resistance and continuous measuring enables precise measurements of submitted samples for the purpose of more complete reports to judicial authorities
11. Stopwatch for measuring time – time area: 0s to 35999,99s  
Accuracy: 0,01 s enables precise measurements of submitted samples for the purpose of more complete reports to judicial authorities
12. Safety laboratory storage container - the container will be used in the explosives lab as a safety laboratory area for analyzing, measuring and further manipulating with evidence containing explosives, providing an advanced level of security in terms of antistatic and explosion (Ex) protection.

Source of calculation of the estimated costs are from companies selling this kind of equipment and experts from other Forensic centers in the region that have similar equipment.

### Output 2.2 Increase the capacities of the Chemical Laboratory

#### Activity 2.2.1 Developing Standard Operating Procedures

Activity will be focused on development of standard operating procedures, accreditation and technical equipping of laboratory for chemical tests, since the information received in chemical analyses are very important for further police-prosecutorial investigation, because they produce reliable results and contribute to solution of crimes. Due to these reasons the work has to be improved by training of human resources due to a continuous increase in the number of various samples and complexity of analyses related to explosives.

#### Activity 2.2.2 Training and preparation for accreditation

Training would take place in the premises of Forensic Centre and would contain training of 7 laboratory employees to introduce them into the process of accreditation of the methods for explosives in line with ISO 17025 standard. The goal is also to ensure exchange of experience in the field of chemical analysis of explosives. After SOPs are developed and equipment purchased, the laboratory would accredit methods for explosives.

#### Activity 2.2.3 Technical equipment for the Chemical Lab

Technical equipping of laboratories means the devices that would accelerate the work and capacity of laboratories, i.e. increase responsiveness and ensure selectiveness. The equipment would consist of

LCMSMS (liquid chromatography with mass spectrometer) intended for examination of thermo-labile compounds, primarily explosives. As for the current state of affairs, we expect the multiple increase of responsiveness and selectiveness, an extended level of identification and quantitative identification of explosives, and a larger number of positive identifications. LCMSMS is primarily used for identification of explosives. Since in the territory of Montenegro organized criminal groups in their fights use explosives of exceptional characteristics that mine explosive has and of special chemical characteristics, the Forensic Centre necessarily needs the instrument that will have better sensitivity than those currently used, and

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that will at the same time be much more selective. Advantages of purchasing this type of device, along with the development of the methods, include:

- Sensitivity of the methods used for identification of explosives will increase several times, and in that also the percentage of identification.
  - Due to the use of the tandem mass spectrometry the selectiveness will be significantly increased. It also has a strong impact on the percentage of identification.
1. LCMSMS (Liquid Chromatography/Tandem Mass Spectrometry) is a device used in modern forensic centres. It combines performances of liquid chromatography with the sensitive and selective tandem mass spectrometry. Purchasing this device, developing the methods and validating them, in combination with the existing methods will lead to the situation that we will have a fully completed chemical analyses of explosives available.
  2. Laminar flow cabinet and Orbital shaker - These two items of equipment will be used in the process of laboratory preparation of post-blast samples (evidence) of explosives (providing a full application of anti-contamination measures in the lab), for the analysis on the LC-MS/MS device provided by the project
  3. Microcentrifuge with angular rotor and thermo shaker with thermo blocks - These two items of equipment will be used in the process of laboratory preparation of biological samples (evidence) for DNA analysis. Besides from fingerprints, the biological DNA samples represent the main source of evidence used for identifying perpetrators of trafficking of explosives, as well as of other crimes connected with explosives (preparing and activating of improvised explosive devices, etc.)
  4. Combined refrigerator, freezer - This piece of equipment serves to preserve the operating standards of explosives, as well as extracts of evidence containing explosives, at low temperatures. For certain types of explosives, a storage temperature in the range from 2 to 8 °C is needed in order to avoid changes in their physicochemical properties.
  5. Ultra-pure water system - This system will be used for preparing ultra-pure water, which is necessary for the process of analyzing of traces of explosives on the LC-MS/MS device provided by the project.
  6. Upright freezer - This piece of equipment serves to preserve the operating standards of explosives, as well as extracts of evidence containing explosives, at low temperatures. For certain types of explosives, a storage temperature down to -15 °C is needed in order to avoid changes in their physicochemical properties

## 6. Sustainability of Results

The project has been developed in such a way to address the immediate and mid-term needs of the Police Directorate/Forensic Center. Project results will directly contribute to more efficient functioning of the specific units of the Police/Forensic Center and will improve the entire investigative process in

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crimes with explosives. The focus on development of the standard operating procedures, accredited procedures and methods will also directly contribute to the sustainability of project results.

The project will envisage transition and phase-out arrangements, including a sustainability plan, which will be developed by the project team and approved by the Project Board. These arrangements will be reviewed and adjusted if necessary, during the project cycle.

Forensic center would benefit very much by the equipment planned to be procured. They are very serious about maintenance and taking good care of all sophisticated equipment they use in their everyday work.

## 7. Risk Identification and Management

Risks:

1. Project delay and poor works quality because of change of relationship with the national partner, change of government and/or political issues
2. Small pool of experts on forensics
2. Due to workload professionals from the Police Directorate/Forensic Center are not available to participating in training activities
3. Project delay caused by inability of vendor to deliver equipment timely and train beneficiaries how to use equipment.

Risk modalities: Excellent cooperation with the beneficiary will enable good planning and mitigation of all possible risks of the project. The Beneficiary is very much interested in the success of this project and participated in its development from the start which is a proof of the ownership of this project.

The Police Directorate and Forensic Center will raise the issue of importance of this project among their professionals and request their efficiency and active participation at the trainings.

Advice on experts involved in similar project in UNDP offices is helpful, and it resulted in our ability to target a larger pool of experts. The UNDP Procurement Unit will plan for any possible delays and work on their mitigation timely.

## 8. Cross-cutting Issues

In the Forensic Center the male-female composition stands at 24 males vs. 25 females and two women hold managerial positions. Despite this situation, the Project will make all efforts to secure equal participation of women and men through proper information and publicity material along with the implementation and capacity building opportunities and empower all female employees to grow professionally and managerially within the structure. The Project will make flexible training arrangements and make sure all female forensic workforce participates and benefits from Project activities.

Equally, in developing the different evidence management and reporting systems, the Project will identify ways and possibilities to generate gender-disaggregated data and statistics that would enrich and diversify the types of analysis and research.



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On the other hand, the Project is not expected to have discernible effects on the environment. Almost all Project activities are related to drafting regulatory instructions, training, and procurement of various working instruments and tools. Nevertheless, choices will be made when appropriate in selecting more “eco-friendly” products and offers when it comes to procurement items.

## 9. Communication and Visibility

**STRATEGIC OBJECTIVE:** The main purpose of the Communication Plan is to ensure that activities effectively, efficiently, and timely reach project target groups (Primary target group: policy makers, representatives of relevant institutions, professionals; Secondary: Citizens).

**COMMUNICATION OBJECTIVE 1:** Relevant stakeholders are kept abreast of project results, findings, knowledge products, training opportunities and are fully aware of donor’s assistance in delivering impact.

**COMMUNICATION OBJECTIVE 2:** Ensuring project visibility and outreach; Wider public is informed about the boosted capacities for CSI, custody chain and forensic expertise.

The Project’s communication plan will be aim to:

- a) Regularly communicate project achievements and sector-specific messages to target audiences;
- b) Communicate key messages with target groups to be involved in the project implementation, in order to strengthen their engagement and sense of ownership;
- c) Secure publicity in relevant national and local media, including through feature stories and targeted interviews;
- d) Promote the main beneficiary (Police Directorate) and its work in this area, focusing on newly gained and/or boosted capacities;
- e) Promote the work of the donor and implementing partner (UNDP) and ensure that the beneficiaries are aware of the donor’s assistance in delivering project’s results;
- f) Ensure full compliance with donor’s visibility requirements in all project materials, equipment, publications, training and learning materials, workshops, etc. In close collaboration with all partners, joint branding guidelines will be cleared from the onset and key materials pre-approved.

### MAIN COMMUNICATION ACTIVITIES:

- Launch event focusing on project goals and promoting partnership between the donor, implementing agency, beneficiaries, and other relevant stakeholders.
- At least one high level event with participation of relevant governmental officials.
- A closing ceremony at the end of the project to promote its achievements and lessons learnt.

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## COMMUNICATION TOOLS

- 1) Promotional events: The project envisages organization of promotional events on the occasion of the equipment hand-over ceremonies, ensuring the participation of all relevant actors: Police representatives, donors and UNDP representatives. Media presence during these events will be ensured.
- 2) Information material: a. Project knowledge products for distribution to all partners, beneficiaries and other interested stakeholders. b. distribution of materials during trainings.
- 3) Press releases: a. Major project achievements will be communicated through direct distribution of press releases to media, including via UNDP CO website. The project team will pitch stories and interviews to the media, including print, TV, radio, online portals and news agencies.
- 4) Social media: Primarily focusing on UNDP Montenegro twitter account in order to provide quick updates about key project milestones, and most relevant activities. In addition, when applicable, content will be featured via UN Instagram and Facebook account.
- 5) Workshops, trainings, outreach events: UNDP will ensure donor's visibility during workshops, trainings, meetings, outreach activities, e.g. by having roll-up banners and project logos on visual presentations and material.

**LANGUAGE:** The project is a national based with potential for promotion and dissemination of good practices. The content therefore will be communicated in Montenegrin and English.

Having in mind the specificity of the project activities, all visibility-related actions will be agreed in close consultation with the representatives of the Police Directorate.

All communication, information and press-statements will be in line with the Joint Visibility principles. No project logo is envisaged. Logos of UNDP, SEESAC and national partners will be used, to underline the engagement and ensure visibility. All content will be communicated in Montenegrin and English language. Support from the UNDP Communication Associate is essential for the successful implementation of communication and visibility component of the project.

## 10. Knowledge Management

The key steps involved in ensuring that knowledge is developed, utilized and shared during and beyond the project include ensuring key stakeholders' ownership over knowledge management and the systems that support it; disseminating key findings and lessons learned from project; structuring and storing knowledge so that it can be accessed easily and available to beneficiaries after the project completion; ensuring the knowledge is used effectively.

The project envisages a set of practical trainings, in combination with development of new Knowledge products or improvement of the existing ones, and equipment to be used within the Police Directorate/Forensic Center. These include: Standard Operating Procedures for the chain of custody, Standard Operating Procedures for the crime scene investigation, Standard Operating Procedures for

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the for packaging and tagging, Standard Operating Procedures for analysis and accreditation of analytical procedure.

## 11. Coordination with other donors' projects

The project will establish a working relation with EU and other projects with the police (e.g. EU RoL advisory mission – or Eurol III, to be launched in 2021 – and the IPA II regional project on fight against serious crime), to share information, knowledge, expertise and coordinate their actions.

Presentation of the project and its results will be presented at the thematic coordination meetings organized by the relevant ministries.

## 12. Project Management Structure

The project will be implemented following UNDP's Direct Implementation Modality (DIM) whereby UNDP is the designated Implementing Partner.

At the highest management level, the Project will be overseen by a Project Board, as the central coordinating body for the implementation.

UNDP will ensure:

- Ensure that all activities are carried out in accordance with UNDP rules, regulations and procedures
- Provide technical support to the project activities including best practices and knowledge available to UNDP regionally or globally
- Provide operational and administrative support services to ensure efficient business processes, including establishing project assurance and project support mechanisms
- Assume responsibility for implementation oversight, financial management, reporting, and evaluation.

The role of the Project Board will be to guide and monitor the progress of implementation and be responsible for making by consensus management decisions for the Project when guidance is required. The Project Board will meet periodically, at least every six months or as often as necessary upon the request of one of its members. The role and responsibilities of the Project Board are the following:

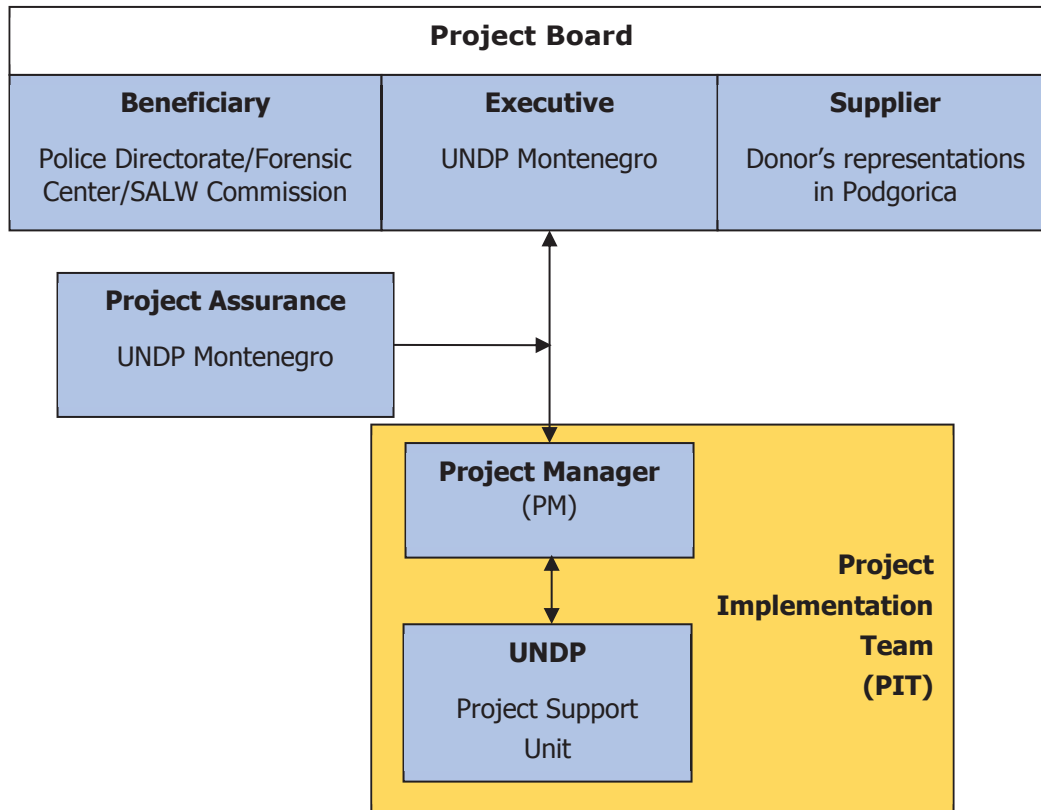
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Guide on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review the combined delivery reports before certification by the implementing partner;

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- Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
- Provide ad-hoc direction and advice for exception situations when the project manager's tolerances are exceeded;
- Assess and decide to proceed on project changes through appropriate revisions.



For the day to day management and implementation of project activities, UNDP will establish a Project Implementation Team, which will consist of a Project Manager, a short-term Consultant/Expert and Programme Assistant, and a part-time Public Relations and Communications Specialist. The Team will also play the secretarial role for the Project Board.



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## Annex 1. Project Detailed Budget

Implementing organization:		UNDP Montenegro							
Project Title:		ADVANCING THE CAPACITIES OF THE POLICE DIRECTORATE IN THE FIELD OF CUSTODY CHAIN, CRIME SCENE INVESTIGATIONS AND THE FORENSIC LABORATORY IN THE FIELD OF OPERATIONS AND INVESTIGATIONS IN DETECTION AND TRAFFICKING OF EXPLOSIVES CRIMINALITY							
	Activities	Description of expense	Unit	Nr. Units	Unit Cost	2021	2022	2023	Total
Outcome 1: Capacity Built for CSI Unit	Activity 1.1.1: Standard Operating Procedures for Key Processes	International expert on drafting SOPs	months	3	3,000	6,000	3,000	0	9,000
		Drafting of SOPs (working groups, local experts)	piece	0	0				0
		SOPs translation and printing	piece	1	1,500	1,500	-		1,500
		Training CSI Unit Up to 50 participants (incl. venue, refreshments, meals, conf. equipment, travel of participants)	per training	8	1,500	12,000	-		12,000
	Total Activity 1.1.1					19,500	3,000		22,500
	Activity 1.1.2: Equipment for CSI Unit	Crime scene 3D Scanner	piece	1	45,005	45,005	-		45,005
		Mobile device for detecting explosives	piece	0	0	0	-		0
		Type packages for packaging explosives	piece	1	1,995	1,995	-		1,995
		Quadcopter	piece	1	5,000			5,000	5,000
		Endoscope camera	piece	1	5,000			5,000	5,000
	CSI kits	piece	5	600			3,000	3,000	
Total Activity 1.1.2					47,000	0	13,000	60,000	
Total Result/Output 1.1					66,500	3,000	13,000	82,500	
Total Outcome 1					66,500	3,000	13,000	82,500	
Outcome 2: Result/ Output for crime scene investigation, documenting the crime scene, taking and packaging evidence for explosives	Activity 2.1.1: Developing	International expert on drafting SOPs	months	3	3,000	6,000	3,000		9,000

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	Standard Operating Procedures of Arson and Explosives Lab and preparation for accreditation	Drafting of SOPs (working groups, local experts) SOP translation and printing	piece		0	0	0	0	0	0
		Training costs up to 6 participants (incl. venue, refreshments, meals, conf. equipment, travel of participants)	per training	3	2,000	4,000	2,000		6,000	
	<b>Total Activity 2.1.1</b>					<b>10,000</b>	<b>5,000</b>		<b>15,000</b>	
	Activity 2.1.2: Technical Equipment for Arson and Explosives Laboratory	Container for storing explosive material	piece	1	13,000	6,500	-	6,500	13,000	
		Chamber for examining the explosive validity	piece	1	122,400	70,000	-	52,400	122,400	
		Device for measuring speed of explosive detonation	piece	1	17,000	16,500	-	500	17,000	
		Drop hammer for setting sensitivity to impact	piece	1	0	0	-	0	0	
		Lab scales	pieces	3	3,999.66	10,500	1,499		11,999	
		Super-fast digital camera - Speed: 16000	pieces	1	0	0	-		0	
		Anti-static clothes	set	1	2,500	1,200	-	1,300	2,500	
		Anti-static surface, electric transmission floor	piece	1	3,920	1,200	2,720		3,920	
		Anti-contamination rug	piece	1	1,450	1,000	450		1,450	
		Digital device for measuring voltage	piece	1	1,100	1,100	-		1,100	
		Stopwatch for measuring time	piece	1	300	300	-		300	
		Safety laboratory storage container	piece	1	14,203			14,203	14,203	
	<b>Total Activity 2.1.2</b>					<b>108,300</b>	<b>4,669</b>	<b>74,903</b>	<b>187,872</b>	
	<b>Total Result/Output 2.1</b>					<b>118,300</b>	<b>9,669</b>	<b>74,903</b>	<b>202,872</b>	
	Activity 2.2.1: Developing	International expert on drafting SOPs	months	3	3,000	6,000	3,000		9,000	

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Standard Operating Procedures	Drafting of SOPs (working groups, local experts)	piece	1	3,000	2,000	1,000		3,000
	SOP translation and printing	piece	1	3,000	3,000	-		3,000
<b>Total Activity 2.2.1</b>					<b>11,000</b>	<b>4,000</b>		<b>15,000</b>
Activity 2.2.2 Training and preparation for accreditation	Training costs up to 8 participants (incl. venue, refreshments, meals, conf. equipment, travel of participants)	per training	3	2,000	4,000	2,000		6,000
<b>Total Activity 2.2.2</b>					<b>4,000</b>	<b>2,000</b>		<b>6,000</b>
Activity 2.2.3: Technical Equipment for the Chemical Lab	LCMSMS liquid chromatography with mass spectrometer	piece	1	189,000	189,000	-		189,000
	Laminar flow cabinet	piece	1	4,500			4,500	4,500
	Orbital shaker	piece	1	1,900			1,900	1,900
	Microcentrifuge with angular rotor	piece	1	1,600			1,600	1,600
	Thermoshaker with thermoblocks	piece	1	5,000			5,000	5,000
	Combined refrigerator-freezer	piece	1	4,000			4,000	4,000
	Ultra pure water system	piece	1	2,500			2,500	2,500
	Upright freezer	piece	1	1,500			1,500	1,500
<b>Total Activity 2.2.3</b>					<b>189,000</b>	<b>0</b>	<b>21,000</b>	<b>210,000</b>
<b>Total Result/Output 2.2</b>					<b>204,000</b>	<b>6,000</b>	<b>21,000</b>	<b>231,000</b>

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		<b>Total Outcome 2</b>					<b>322,300</b>	<b>15,669</b>	<b>95,903</b>	<b>433,872</b>
Project Management Costs	Human Resources	Project Manager (50%)	Per month	30	1,161.93		21,000	6,000	7,858	34,858
		International Expert (accreditation and technical specification drafting)	Per month	6	1,800		5,400	5,400		10,800
		Communication Associate (25%)	Per month	6	500		0	1,000	2,000	3,000
		Programme Assistant (50%)	Per month	30	785.66		14,000	4,000	5,570	23,570
		<b>Total Human Resources</b>					<b>40,400</b>	<b>16,400</b>	<b>15,428</b>	<b>72,228</b>
	Travel	Travel costs local (costs of taxi service per route)	days	50	50		0	500	2,000	2,500
		Travel costs int'l (including terminal costs)	tickets	4	430		1,290	430		1,720
		Per diems international	lump	12	200		1,800	600		2,400
	<b>Total Travel</b>						<b>3,090</b>	<b>1,530</b>	<b>2,000</b>	<b>6,620</b>
		Office rent	Per month	30	120		800	1,800	1,000	3,600
		Consumables - office supplies	Per month	30	53.33		0	800	800	1,600
		Other services (tel/fax, electricity/heating, maintenance)	Per month	30	250		3,500	1,000		4,500
Project Management Costs	<b>Total Running Costs</b>						<b>4,300</b>	<b>3,600</b>	<b>1,800</b>	<b>9,700</b>
	Visibility and Other Services	Publications	piece	500	3		1,200	300		1,500
		Translation, interpreters	lump	1	3,000		2,300	700		3,000
		Financial services (bank guarantee costs etc.)	Per month	17	700		0	1,000	900	1,900
	<b>Total Visibility and Other Services</b>	Visibility actions	lump	1	10,000		8,000	2,000		10,000
							<b>11,500</b>	<b>4,000</b>	<b>900</b>	<b>16,400</b>
<b>TOTAL costs of activities &amp; PM</b>	<b>Total PM:</b>						<b>59,290</b>	<b>25,530</b>	<b>20,128</b>	<b>104,948</b>
							<b>448,090</b>	<b>44,199</b>	<b>129,031</b>	<b>621,320</b>



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GMS %7					31,366	3,094	9,032	43,492
<b>TOTAL Budget (GMS included)</b>					<b>479,456</b>	<b>47,293</b>	<b>138,063</b>	<b>664,812</b>

## Annex 2. Project Budget by UNDG categories

<b>Project Name</b> <b>ADVANCING THE CAPACITIES OF THE POLICE DIRECTORATE IN THE FIELD OF CUSTODY CHAIN, CRIME SCENE INVESTIGATIONS AND THE FORENSIC LABORATORY IN THE FIELD OF OPERATIONS AND INVESTIGATIONS IN DETECTION AND TRAFFICKING OF EXPLOSIVES CRIMINALITY</b>		<b>Requested (\$US)</b>	
<b>Summary</b>			
1. Staff and other personnel costs		\$ 72,228	
2. Supplies, Commodities, Materials		\$ -	
3. Equipment, Vehicles and Furniture including Depreciation		\$ -	
4. Contractual Services		\$ 516,372	
5. Travel		\$ 6,620	
6. Transfers and Grants to Counterparts		\$ -	
7. General Operating and Other Direct Cost		\$ 26,100	
<b>Total Direct Costs</b>		<b>\$ 621,320</b>	
<b>Indirect Support Costs (7%)</b>		<b>\$ 43,492</b>	
<b>Grand Total</b>		<b>\$ 664,812</b>	

Staff and other personnel costs: Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

Supplies, Commodities, Materials: Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities and materials. Office supplies should be reported as "General Operating".

Equipment, Vehicles and Furniture including Depreciation: For those reporting assets on UNSAS or modified UNSAS basis (i.e. expense up front) this would relate to all costs to put asset into service. For those who do donor reports according to IPSAS this would equal depreciation for period.

Contractual Services: Services contracted by an organization which follow the normal procurement processes. In IPSAS terminology this would be similar to exchange transactions. This could include contracts given to NGOs if they are more similar to procurement of services than a grant transfer.

Travel: Includes staff and non-staff travel paid for by the organization directly related to a project.

Transfers and Grants to Counterparts: Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to a commercial service contract as per above. In IPSAS terms this would be more similar to non-exchange transactions.

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General Operating and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges and other costs which cannot be mapped to other expense categories.

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## Annex 3. Project Results Framework

Result	Indicators	Baseline	Target	Means of verification
<b>Outcome 1: Capacity Built for CSI Unit</b>				
<b>Output 1.1: Standard operating procedures develop for teams for crime scene investigation, documenting the crime scene, taking and packaging evidence for explosives</b>	1. SOP on developed in line with international standards, taking into account local experience and domestic legislation 2. Officers acquired knowledge through series of trainings	1. No SOPs on explosives in place  2. Professionals not trained on SOPs on explosives	1. Standard operating procedures developed  2 All teams for processing the crime scenes of accidents caused by the use of explosive materials trained	Police Directorate/UNDP Report
<b>Outcome 2: Efficiency of the Explosives sector strengthened</b>				
<b>Output 2.1 Increase the capacity of Arson and Explosives Laboratory</b>	1. SOPs for the Arson and Explosives Laboratory developed in line with international standards  2. Necessary equipment for the laboratory acquired  3. Professionals working in the Arson and Explosives Laboratory acquired knowledge through series of trainings on developed SOPs  4. Work processes accredited, making them recognized and valid	1. No SOPs in place 2 No adequate equipment 3. Methods not accredited	1. Standard operating procedures for increasing security and ensuring accreditation and standardization of the methods of work developed  2. Capacity of PEH laboratory upgraded with technical equipment  3. Teams from PEH Lab trained on ENFSI standards	Police Directorate/UNDP Report

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	internationally, thus enabling the efficient exchange and international cooperation in fight against crime		4. Methods for explosives accredited	
<b>Output 2.2 Increase the capacities of the chemical laboratory</b>	<div>1. SOPs for the Chemical Laboratory developed in line with international standards</div> <div>2. Necessary equipment for the laboratory acquired</div> <div>3. Professionals working in the Arson and Explosives Laboratory acquired knowledge through series of trainings on developed SOPs</div> <div>4. Work processes accredited, making them recognized and valid internationally, thus enabling the efficient exchange and international cooperation in fight against crime</div>	<div>1. No SOPs in place</div> <div>2 No adequate equipment</div> <div>3. Methods for explosives not accredited</div>	<div>1. Standard operating procedures developed</div> <div>2. Teams from chemical lab trained</div> <div>3. Capacity of the Chemical Lab upgrade with appropriate technical equipment provided</div> <div>4. Methods for explosives accredited</div>	Police Directorate/UNDP Report



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Annex 4. Project Risk Matrix

#	Description	Category	Impact & Likelihood	Risk Treatment/ Management measures	Risk Owner	Current status
	<i>Brief description of the risk, including potential future event and its cause</i>	<i>Social and Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic</i>	<i>Impact: effect on the project if the risk were to occur on a scale of 1 (low) to 5 (critical) Probability: estimate of the likelihood of the risk occurring on a scale of 1 (not likely) to 5 (expected)</i>	<i>What actions have been taken/will be taken to counter this risk</i>	<i>The person or entity with the responsibility to manage the risk.</i>	<i>Implementation status of risk measures and their effectiveness and relevant changes in context</i>
1	<b>Risk 1</b> Project delay and poor works quality because of change of relationship with the national partner, change of government and/or political issues.	organizational	I = 3 P = 3	Since 2008, UNDP CO Montenegro has developed capacities and mechanisms for the successful project management and cooperation with the Police Directorate	UNDP	Excellent cooperation so far
2	<b>Risk 2</b> Due to workload professionals from the Police Directorate/Forensic Center are available for participating in training activities	operational	I = 4 P = 1	The project is developed together with partners from the Police Directorate and Forensic Center and the management will raise the importance of the importance project to the professional staff	UNDP/Police Directorate	Beneficiary very much devoted to the success of the project
	<b>Risk 3</b> Project delay caused by inability of vendor to deliver equipment timely and train beneficiaries how to use equipment.	operational	I=3 P=2	The project team will work closely with the procurement unit and potential contractors as to plan carefully for possible delays. The project duration has been established as to accommodate potential delays of the procurement of equipment within the project timeframe.	UNDP/Police Directorate	Vendors carefully selected
	<b>Risk 4</b>	operational	I = 3 P = 3	The project team will collaborate with Cos in the region implementing similar	UNDP	Cooperation with Cos in the region

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	<b>Project delay due to small pool of experts on the issue of forensics</b>			projects. It will result in ability to target larger pool of experts.		
	<b>Risk 5 Project delay due to changes in the government</b>	organizational	I = 3 P = 3	The project team will work closely with beneficiary to mitigate delays in project implementation though project presentation to high govt officials	UNDP	Beneficiary very much devoted to the success of the project

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Annex 5. Project Multi-year work plan

