TWINNING PROJECT FICHE

Development of Criminal Analytics System in Ukraine along EU Member States' Criminal Analysis Models and Methods
# TABLE OF CONTENTS

**LIST OF ABBREVIATIONS** ................................................................................................................. 3  
1. **BASIC INFORMATION** .................................................................................................................. 5  
2. **OBJECTIVES** .................................................................................................................................. 5  
2.1 Overall Objective: .............................................................................................................................. 5  
2.2 Project Purpose: ................................................................................................................................. 5  
2.3 Contribution to National Policy, the Partnership and Cooperation Agreement and the EU – Ukraine (ENP) Action Plan ........................................................................................................ 5  
3. **DESCRIPTION** .................................................................................................................................. 7  
3.1 Background and Justification: ......................................................................................................... 7  
3.1.2. Organised Crime and Criminal Justice Reforms in Ukraine...................................................... 8  
3.1.3. Criminal Analytics System Requirements .................................................................................. 9  
3.1.4. Anti-Corruption Efforts and Activities .................................................................................... 10  
3.2 Linked Activities (other international and national initiatives): ......................................................... 10  
3.3 Results: ............................................................................................................................................ 12  
3.4 Activities: ........................................................................................................................................ 13  
Kick-Off Meeting ........................................................................................................................................ 13  
Closing Conference ..................................................................................................................................... 13  
3.5 Means/ Input from the MS Partner Administration ........................................................................ 16  
3.5.1 Profile and Tasks of the Project Leader ...................................................................................... 16  
3.5.2 Profile and tasks of the RTA ....................................................................................................... 16  
3.5.3 Profile and Tasks of Short-Term Experts .................................................................................. 17  
4. **INSTITUTIONAL FRAMEWORK** .................................................................................................... 18  
4.1 Institutional Framework Context .................................................................................................... 18  
4.2 Legal and Regulatory Framework .................................................................................................. 18  
5. **BUDGET** .......................................................................................................................................... 19  
6. **IMPLEMENTATION ARRANGEMENTS** ....................................................................................... 19  
6.1 Implementing Agency ..................................................................................................................... 19  
6.2 Main counterpart in the Beneficiary Country .................................................................................. 20  
6.3 Contracts .......................................................................................................................................... 20  
7. **IMPLEMENTATION SCHEDULE** ............................................................................................... 20  
7.1 Launching of the call for proposals ................................................................................................. 20  
7.2 Start of project activities .................................................................................................................. 20  
7.3 Work plan duration .......................................................................................................................... 21  
8. **SUSTAINABILITY** ............................................................................................................................ 21  
9. **CROSSCUTTING ISSUES** ............................................................................................................. 21  
9.1 Equal Opportunity ............................................................................................................................ 21  
9.2 Environment ...................................................................................................................................... 21  
10. **CONDITIONALITY AND SEQUENCING** ............................................................................... 21  
10.1 Conditionality: ............................................................................................................................... 22  
10.2 Sequencing: ..................................................................................................................................... 22
### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>EU-Ukraine Association Agreement</td>
</tr>
<tr>
<td>BA</td>
<td>Beneficiary Administration</td>
</tr>
<tr>
<td>BC</td>
<td>Beneficiary Country</td>
</tr>
<tr>
<td>CoE</td>
<td>Council of Europe</td>
</tr>
<tr>
<td>CDOCC</td>
<td>Central Department for Organised Crime Control</td>
</tr>
<tr>
<td>CO</td>
<td>Criminal Organisations</td>
</tr>
<tr>
<td>CPC</td>
<td>Criminal Procedure Code of Ukraine</td>
</tr>
<tr>
<td>DCFTA</td>
<td>Deep and Comprehensive Free Trade Area</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>ECIM</td>
<td>Criminal Intelligence Model</td>
</tr>
<tr>
<td>ENP</td>
<td>European Neighbourhood and Partnership</td>
</tr>
<tr>
<td>ENPI</td>
<td>European Neighbourhood and Partnership Instrument</td>
</tr>
<tr>
<td>EPRIS</td>
<td>European Police Information Record System</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUD</td>
<td>Delegation of the European Union to Ukraine</td>
</tr>
<tr>
<td>EU MS</td>
<td>EU Member State</td>
</tr>
<tr>
<td>EUROPOL</td>
<td>European Police Office</td>
</tr>
<tr>
<td>Interpol</td>
<td>International Criminal Police Organisation – ICPO</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>MIA</td>
<td>Ministry of Internal Affairs of Ukraine</td>
</tr>
<tr>
<td>MR</td>
<td>Mandatory Results</td>
</tr>
<tr>
<td>OG</td>
<td>Organised Groups</td>
</tr>
<tr>
<td>PAO</td>
<td>Programme Administration Office</td>
</tr>
<tr>
<td>PCA</td>
<td>Partnership and Cooperation Agreement</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>PL</td>
<td>Project Leader</td>
</tr>
<tr>
<td>PSC</td>
<td>Project Steering Committee</td>
</tr>
<tr>
<td>RTA</td>
<td>Resident Twinning Adviser</td>
</tr>
<tr>
<td>SSU</td>
<td>State Security Service of Ukraine</td>
</tr>
<tr>
<td>STE</td>
<td>Short Term Expert</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>ToT</td>
<td>Training of Trainers</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
</tbody>
</table>
1. BASIC INFORMATION

1.1 Programme: ENPI

1.2 Twinning Number: UA/13/ENP/JH/41

1.3 Title: Development of Criminal Analytics System in Ukraine along EU Member States’ Criminal Analysis Models and Methods

1.4 Sector: Justice and Home Affairs

1.5 Beneficiary Country: Ukraine

1.6 Beneficiary Administration: Ministry of Internal Affairs of Ukraine, other Ukrainian law-enforcement agencies

2. OBJECTIVES

2.1 Overall Objective:

The overall objective of the project is to contribute to better performance of MIA in prevention and combating domestic and international organised crime as well as to contribute to the reduction of corruption in the Ukrainian police and increase police impartiality.

2.2 Project Purpose:

The project purpose is to improve the MIA criminal analytics system and to align it with the EU MS’ standards, models and best practices.

2.3 Contribution to National Policy, the Partnership and Cooperation Agreement and the EU – Ukraine (ENP) Action Plan

Ukrainian Government is striving to enhance its policy making and policy coordination capacity, including the European Integration (EI) dimension, which includes the still valid Partnership and Cooperation Agreement (PCA), bilateral sector agreements, the EU-Ukraine Association Agenda as well as the envisaged Association Agreement, including a Deep and Comprehensive Free Trade Area (DCFTA).
The EU-Ukraine Association Agreement (AA) is expected to facilitate “the deepening of relations in all areas, as well as the strengthening of political association and economic integration involving reciprocal rights and obligations”\(^1\).

The EU-Ukraine Association Agenda was developed and signed on 24 November 2009 to prepare and facilitate the implementation of the AA. It was updated\(^2\) in June 2013 with some text related to the law-enforcement reforms in Ukraine amended, in particular is says at its 2. Political Dialogue, 2.1 Democracy, rule of law, human rights and fundamental freedoms:

ii) "Ensure the independence of the judiciary and the effectiveness of the courts and of the prosecution as well as of law-enforcement agencies, and in particular:

• taking relevant actions on reform of Criminal Code and the Police, in close consultation with the Council of Europe/ Venice Commission;
• continuing reform of the judiciary and of the court system so as to further strengthen the independence, impartiality, and professionalism of the judiciary and courts, notably by enhancing the training of judges, court officials and prosecutors as well as support staff and law-enforcement agencies staff…”

The European Union and its Member States continue to be the largest donor to Ukraine: since 1991, assistance provided by the EU alone has amounted to over € 3 billion. The European neighbourhood policy instrument allocates € 470 million to Ukraine for the years 2011 to 2013. This goes to support action in three priority areas: good governance and the rule of law; facilitating the entry into force of the Association Agreement, and sustainable development, including energy and environment. This amount includes funding under the Eastern Partnership for the comprehensive institution building programme (€ 43.37 million). The latter is designed to improve the administrative capacity of partner countries and their compatibility with EU institutions, for instance through Twinning programmes, professional training and secondment of personnel.\(^3\)

This Twinning project will contribute towards the following actions listed in the Association Agenda, in particular 2. Political Dialogue,

• **2.2 Combating Corruption** - Implementation of the National Anti-Corruption Action Plan, in cooperation with relevant EU bodies.
• **3. Co-operation on Justice, Freedom and Security issues** - support in developing a Ukrainian system of Protection of Personal Data upon ratification of the Council of Europe 1981 Convention on Protection of Personal Data and the Additional Protocol thereto and its implementation. This should serve as one of the prerequisites for concluding agreements with Europol and Eurojust, including exchange of operational information.

The proposed twinning project will contribute to implementation of the Partnership and Cooperation agreement (PCA) and the European Neighbourhood Policy (ENP) by improvement of the Ukrainian MIA’ criminal analytic system, exchange of information and criminal intelligence. In addition, the proposed Twinning will contribute to more efficient fight against corruption and organised crime by exchange of EU MS’ institutional knowledge, experience and best practices.

\(^1\) Negotiations on the EU-Ukraine Association Agreement. 4th Joint Progress Report. Brussels/Kyiv, 8 November 2010.
3. DESCRIPTION

3.1 Background and Justification:

Ukraine's leadership proclaims the European Integration to remain Ukraine’s foreign policy priority. In July 2010, the Parliament of Ukraine adopted the law On Foundations of the Internal and Foreign Policy that provides for "ensuring integration of Ukraine into the European political, economic, legal space with the purpose of acquiring membership in the European Union’ as one of the principal foundations of Ukraine's foreign policy."

Many EU MS and the relevant EU institutions recognised the importance of criminal analytics. The Hague Programme stressed a need for enhanced gathering of information and established bases for creation of the European Criminal Intelligence Model – ECIM which is based on the intelligence led policing approach. While some practitioners use the term “criminal analytics”, Interpol and Europol use the commonly agreed term “criminal intelligence analytics” which is a part of the intelligence led policing.

One of the main preconditions for the successful prevention and detection of crimes is the establishment of an effective information analysis and exchange model as well as enhanced availability of data for the respective law enforcement agencies. International Association of Police Chiefs defines the criminal intelligence process as a method of legal gathering of information from all available resources and analysing these data for providing strategic and operational criminal analyses. Information can be obtained from different sources such crime scenes, crime investigators, informants, different police units and other law enforcement agencies Besides, information could be obtained from secret investigations, surveillance and observations, classified sources, crime victims, witnesses, anonymous sources, interested citizens, etc. It is important that all police employees contribute to this process as “eyes and ears” the field. In order reach this goal, it is necessary to develop and establish a systematic model of routine collecting, storing and sharing information.

Phases of the cycle are analysis and provision of its result to competent authorities and users. Criminal analytics uses methods and techniques focused on development of hypothesis, reconstruction of crime offences, identification of serial and connected crimes, understanding of criminal organisations and networks, analysis of scope, dimension and patterns of criminal activities. There are two types of criminal analytics – strategic and operational. The first one analyses criminal trends and changes, identifies threats to public order and enables medium and long term planning of police activities. Within the EU Europol regularly prepares a comprehensive threat assessment which contains relevant elements of such a strategic analysis (SOCTA). The operational analytics enables police investigators setting up hypothesis and conclusions related to specific crimes, perpetrators, and criminal methods. The process of collecting, comparing, evaluating, and analysing information as well as delivering

---

4 Law of Ukraine No 2411-VI as of 1 July 2010
the findings is the usual standard, and the 4 x 4 system is used by many EU MS and EUROPOL.

Amongst others, criminal analytics implies better leadership and fosters decision-making processes on how to assign police human resources to different levels, and to enhance the fight against crime.

Main obstacles include inter alia lack of exchange of information at the national and international level, incompatibility of IT systems, insufficient analytics capacities, information gaps and overlaps, and lack of cooperation between law enforcement bodies. Recommendations for an EU Model for cross-border information exchange are contained in the Commission's "EIXM Communication" (ref as foot note Communication from the Commission to the European Parliament and the Council – Strengthening law enforcement cooperation in the EU: the European Information Exchange Model (EIXM), COM(2012) 735).

Finally, under the pre-condition of adequate safeguards of data protection and privacy rights, the principle “need to know” shall be complemented by the "principle of availability", as referred to in the relevant parts of EU Acquis (e.g. Swedish Initiative\(^7\), The Hague Programme\(^8\), etc.), where necessary and proportionate to perform law enforcement tasks.

**Overall Context**

3.1.2. Organised Crime and Criminal Justice Reforms in Ukraine

According to the MIA assessment, organised crime and corruption belong to the major factors that threaten national security and constitutional order of Ukraine. They have a significant negative impact on various aspects of the life of society: social and legal spheres, economy, politics, and international relations. According to estimates of the State Tax Service of Ukraine, 50% of economic activities in Ukraine are related to money laundering, which amounts to more than UAH 2.5 billion a month\(^9\). In the context of openness of borders and common international information area, there is emerging a potential threat that such dangerous phenomena as extremism and terrorism can spread to Ukraine. Organisational and legal measures have been taken over the last years to combat organised crime and corruption.

The Concept to Combat Organised Crime (Concept), enacted by the Decree of the President of Ukraine 1000/2011 “On Public Policy Concept to Combat Organised Crime” of 21 October 2011, is instrumental to remediying the situation. The main task and the key goals for the Concept is to determine, based on scientific analysis, and forecast the development of criminogenic situations in the society, to take precautionary measures and establish control over the process of creation and operation of organised crime groups and spread of corruption by all-round engagement of the State and other agencies, and ensuring efficiency of their operations.

---

\(^7\) Framework decision on simplifying the exchange of information between the law enforcement authorities in the EU


\(^9\) Ministry of Internal Affairs of Ukraine, Specific ToR - request for services N 2012/292518/2, Page 2
Besides, there is a recent positive development as regards the reform of the entire Ukrainian criminal justice system: the adoption of the new Criminal Procedure Code of Ukraine (CPC) in November 2012. The Code was elaborated in close consultation with experts from the Council of Europe (CoE). The new Code will replace a soviet Criminal Procedure Code adopted in 1960s. According to the CoE assessment, the new CPC is a major step forward, which contributes to a more thorough observation of the principles of presumption of innocence and equality of arms.

In accordance with the most recent "Monitoring report on CPC implementation in the 1st Quarter 2013" issued on 12 April 2013 by the Ukrainian Centre of Policy and Legal Reforms, implementation of the Code has already delivered tangible results:

- Introduction of the pre-trial investigations registry forced the Police to register crimes rather than disregard them. Number of registered criminal proceedings increased by 45% or 34,000 of the proceedings (in 2012 monthly about 38,000 cases, and in the first quarter of 2013 monthly rate was about 72,000 cases).
- Decreased the number of arrests by 35% or 900 cases per month (with 2,800 monthly arrests in 2012 to 1,900 arrests in the first quarter of 2013).
- Introduction of the requirement to assign a state-paid (or any of the arrested person choice) lawyer to anybody arrested through the free legal aid mechanism allowed for more accurate statistics of the arrests.
- Alternatives to detention are used at an increasing frequency: bail and home arrest are administered monthly to about 2400 people, thus helping to prevent overcrowding of pre-trial detention facilities.10

Cooperation between the EU and the EaP countries is an important issue also in relation to the countering of activities by transnational criminal networks. This cooperation is already well developed, particularly at the operational level between EUROPOL and countries of the EaP, to enhance effectiveness in the fight against organised crime and terrorism. EUROPOL has already concluded strategic agreements with Ukraine11.

### 3.1.3. Criminal Analytics System Requirements

Information and analytical support is a key to counteracting organised and transnational crime in the modern context. State-of-the-art information and telecommunication technologies make it possible to integrate and process a bulk of data on specific criminogenic items from the public sources of information and specialised automated information data systems, and to know more about their interaction methods and interconnections.

It is necessary to develop and implement new organisational and tactical measures in investigative activities and in the process of solving and investigation of crimes committed by organised groups. This can be achieved by improving the system for the collection, systematisation and analysis of numerous information and various data on persons and facts involved in organised crime. Analytical search and forecasting are to be applied extensively to attain this goal.

---

10 Ukrainian Centre of Policy and Legal Reforms at www.pravo.org.ua
The purpose of the analytical work is to bring fragmented data of interest to a logical harmonious and sound system of dependencies, which will enable carrying out correct assessment of both the integrity of facts and each fact separately. Criminal analysis provides for identification and realisation of connection between criminal information and other data of potential importance for the police and judicial purposes.

According to the information provided by the CDOCC, the following areas shall be tackled during the project: coordination of activities related to information exchange between the regional and central level, development of a powerful analytical platform, provision of real-time access to information, creation of multi-purpose information sub-systems for the work of the anti-organised crime units, revision of the staffing structure, delivery of training, preparation of personnel, re-equipment of the anti-organised crime units with powerful modern computers.

3.1.4. Anti-Corruption Efforts and Activities

The European Commission’s Communication on Fighting Corruption in the EU\(^\text{12}\) stressed that the assistance for strengthening the capacity of the neighbourhood countries to fight corruption will be one of the key aspects of the overall EU support granted to these partner countries. Moreover, the Joint Communication of the High Representative of the EU for Foreign Affairs and Security Policy and the European Commission on “A new response to a changing neighbourhood” highlight that the levels of EU support to partner countries will be adapted according to the progress on political reforms and building deep democracy, including the commitment of governments to fight corruption\(^\text{13}\).

The fight against corruption is highly relevant to all other thematic priorities in Ukraine and law enforcement agencies in Ukraine proactively investigate corruption offences. Ukraine has adopted a number of legislative measures to improve the anti-corruption framework, but nevertheless loopholes still remain as regards compliance with international and European standards, including as regards criminal legislation and institutional setting. The main focus of the Ukrainian law enforcement agencies is put on corruption within public administration and offences committed by low- and mid-level public officials. According to the Prosecutor’s General Office, in 2009 there were 2102 bribery cases detected by law enforcement agencies (8.5% less than in 2008). 1,700 indictments were sent to court in corruption related cases concerning 1,900 persons (98.6% of these cases were investigated by prosecutor's offices). At the same time law enforcement agencies submitted to courts 5,400 records on corruption offences; as a result more than 4,000 officials were held responsible\(^\text{14}\).

3.2 Linked Activities (other international and national initiatives):


\(^{13}\) Ibid.

## EU-funded Activities

### PROJECT:

<table>
<thead>
<tr>
<th>Status</th>
<th>Project Name</th>
<th>Project Data</th>
</tr>
</thead>
</table>
| Ended in 2008     | International Cooperation in Criminal Matters by Ukrainian Law-Enforcement | Implemented by Interpol  
                     |                                                                                       | Budget: 0.9M EUR  
                     |                                                                                       | Duration 22 months  
                     |                                                                                       | Beneficiary agencies: Ministry of Internal Affairs of Ukraine (MIA), other Ukrainian law enforcement agencies  
                     |                                                                                       | Objective: to improve the capacity of the law-enforcement agencies to effectively exchange criminal information through the I-24/7 worldwide Interpol network. |

### TWINNINGs:

<table>
<thead>
<tr>
<th>Status</th>
<th>Project Name</th>
<th>Project Data</th>
</tr>
</thead>
</table>
| Ended in 2010     | Twinning on Introduction and Development of Quality Management within the Ukrainian Police. | Implemented by French Police  
                     |                                                                                       | Budget: 2M EUR  
                     |                                                                                       | Duration: 18 months  
                     |                                                                                       | Beneficiary agencies: Ministry of Internal Affairs of Ukraine (MIA)  
                     |                                                                                       | Objective: to enhance capacities of the Ukrainian Militia and Interior Troops to prevent, detect and combat crime as well as to maintain public order, peace and security in accordance with principles of democratic policing, rule of law and respect of internationally recognised human rights. |
| Started in February 2012 | Twinning on Improvement of Public Order Protection with the Interior Troops of Ukraine | Implemented by French Police  
                     |                                                                                       | Budget: 1.55M EUR  
                     |                                                                                       | Duration: 12 months  
                     |                                                                                       | Beneficiary agencies: Ministry of Internal Affairs of Ukraine (MIA)  
<pre><code>                 |                                                                                       | Objective: to adjust functioning of the Interior Troops of the Ministry of Internal Affairs of Ukraine in accordance with norms and standards of law-enforcement agencies of EU Member States in the system of public order protection |
</code></pre>
<table>
<thead>
<tr>
<th>Status</th>
<th>Project Name</th>
<th>Project Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ended January 2013</td>
<td>Contribution to improvement of the system of public order protection by the Interior Troops of the Ministry of Internal Affairs of Ukraine (ITU)</td>
<td>Implemented by French Ministry of Interior</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget: 1.55M EUR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Duration: 12 months</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Beneficiary agencies: Interior Troops of the Ministry of Internal Affairs of Ukraine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Objective: Adjustment of functioning of the Interior Troops of the Ministry of Internal Affairs of Ukraine in accordance with norms and standards of law-enforcement agencies of EU Member States in the system of public order protection</td>
</tr>
</tbody>
</table>

Reportedly, other donor MIA-related support activities are of minor significance at present.

3.3 Results:

Three Mandatory Results (MRs) have been identified for the Twinning project.

**MR 1: Efficiency of the Criminal Analytics System of Ukraine improved**

Different and comprehensive analyses are carried out to receive sufficient information as a basis for a proposal developed by twinning experts, which could be taken for an improved Ukrainian analytics system (in terms of legislation, and information flows at the central and regional level). In this context, the cooperation between the MIA services, the SSU, and relevant partner agencies in the EU MS is improved. Training needs are identified, programmes designed, training is implemented and evaluated. At the end, protection of information networks of Ukrainian anti-organised crime taskforces is ameliorated.

**MR 2: Implementation of the Anti-Corruption Programme in Context with the Improved Criminal Analytics System supported**

The existing anti-corruption programme is supported to be further implemented by creation of respective databases, to which this twinning provided advice on appropriate design and functionality, integration of information gathered by the MIA analytic activities and development of a method of analytical assessments to fight corruption more efficiently. Training needs are identified, programmes designed, training is implemented and evaluated.

**MR 3: Implementation of the Rules of Conduct and Professional Ethics fostered**
Assistance is provided to the MIA in putting the existing Order and Guidelines into practice and to foster thereby impartiality and integrity. It shall include a set of measures aimed at preventing any form of influence of outside persons, interests onto official duty performance. Training needs are identified, programmes designed, training is implemented and evaluated.

3.4 Activities:
The activities below are indicative. The applicant Member State(s) should feel free to propose alternative or adapted activities consistent with its/their capacities and knowledge in the domains covered by the fiche

Kick-Off Meeting

During the first month of the Project a kick-off meeting will be organised to introduce the aims and activities agreed upon in the Work Plan to all relevant stakeholders. If agreed by the Twinning Partners, the public shall be informed as well by organising a media conference announcing the project launch and objectives.

Closing Conference

A conference shall be organised during the final period of the project implementation phase. The main goal is to present the results of the project as well as lessons learnt and recommendations to the same audience that attended the kick-off meeting. The Twinning Partners shall decide if they open this meeting to the general public and to the media.

Component 1: Efficiency of the Criminal Analytics System of Ukraine improved

Activity 1.1 Analysis of the Ukrainian legal and regulatory framework and the system of criminal analytics, in particular its
- legal basis and regulations
- mission
- cooperation within the MIA and with other law enforcement bodies
- structure
- strength
- procedures
- operations
- information flows
- IT architecture, including enhanced protection of information networks
- aspects of motivation

Activity 1.2 Conduct a study visit to a the EU Member State(s) participating to the twinning with a group of practitioners to meet their counterpart experts dealing with the criminal analytics system on a daily basis in order to compare how both systems work practically with the special focus on the areas theoretically analysed under Activity 1.1
Activity 1.3 Conduct assessment and identify possible models/best practices used by the criminal analytics systems of selected EU Member States and develop tailor-made proposals on how to improve the criminal analytics system of MIA related to the abovementioned areas

Activity 1.4 Identify training needs, design a respective programme, implement training (including ToT), and evaluate the outcomes

Activity 1.4.1 Identification of the training needs for criminal analysts at central and regional level for performing criminal analyses and design of the training programme

Activity 1.4.2 Implementation of Trainings (ToT) for criminal analysts at the central and regional level in line with the EU acquis and best practices

Activity 1.4.3 Evaluation of the outcomes of the trainings and the current criminal analysis methods and procedures (working methodologies)

Activity 1.5 Conduct a study visit to a EU Member State(s) participating to the Twinning to

- see how the improvements to the Ukrainian criminal analytics system already introduced during the implementation of this Twinning Project correlate with the structures, methods and practices of the similar systems in the EU MS
- to look especially at future improvements that should be introduced in order to make the changes sustainable after this Twinning Project ends
- with an special emphasis put on the usage of information systems, hardware, software, information protection, connectivity of the criminal analytic systems with other IT systems in order to get an in-depth impression on how to improve the Ukrainian criminal analytic system based on the EU MS best practices (including IT systems and state-of-art technologies)

Component 2: Implementation of the Anti-Corruption Programme in Context with the Improved Criminal Analytics System supported

Activity 2.1 Develop and introduce a criminal analytic method to assess the extent and nature of corrupt practices and help increase effectiveness of detection of corruption and other crime phenomena (in line with EU standards)

Activity 2.2 Conduct a study visit to the EU Member State(s) participating to the twinning in order to deepen knowledge and exchange experience on efficient detection of corruption in order to improve the MIA anti-corruption capacity

Activity 2.3 Help creating or design the architecture of a criminal analytics databases to strengthen activities combating corruption, and ensure real-time
updates of information within MIA analytic services. Analyse possibilities for inter-connection with other relevant databases pertaining to other public authorities that would ensure a swift inter-institutional exchange of information.

Activity 2.4 Identify training needs to raise awareness regarding the fight against corruption according to the MIA Anti-Corruption Programme, design training curriculum and manuals, implement training (including ToT) and evaluate outcomes

Activity 2.4.1 Identification of the training needs concerning anti-corruption measures

Activity 2.4.2 Design of training curriculum and manuals on prevention and fight against corruption, including on investigative techniques. Consider including other relevant practitioners in such trainings (e.g. prosecutors, experts on economic and financial matters, accountancy experts, etc).

Activity 2.4.3 Implementation of trainings at central and regional level for fighting against corruption

Activity 2.4.4 Evaluation of the outcome of the training

Activity 2.5 Assess the impact of implementation of the abovementioned activities on reduction of corruption

Component 3: Implementation of the Rules of Conduct and Professional Ethics fostered

Activity 3.1 Identify specific areas where the MIA Order No.155 and the existing Guidelines can be better enforced by review of the existing procedures and guidelines as well as their implementation. Identify existing weaknesses in the internal control mechanisms of MIA and develop possible solutions for addressing these weaknesses.

Activity 3.2 Conduct a study visit to the EU Member State(s) participating to the twinning in order to exchange experience on implementation of appropriate and efficient measures for reduction of corrupt practices and abuse of office and conflict of interests within the Police service of the MS. The aim is to receive additional information on how to increase the Police impartiality and professional ethics within MIA

Activity 3.3 Design a concept of practical measures aiming at enhancing impartiality and integrity of MIA personnel

Activity 3.4 Identify training needs to raise awareness of the rules of conduct and professional ethics, design the training curriculum and manual, implement training (including ToT) and evaluate the outcome

Activity 3.4.1 Identification of the training needs for raising professional ethics based on the EU best practices

Activity 3.4.2 Design of the training curriculum for raising professional ethics based on the EU best practices and implementation of the trainings
Activity 3.4.3 Evaluation of the outcome of the training

Activity 3.5 Assess the impact of the implementation of above-mentioned activities on enhanced professional ethics and Police impartiality

3.5 Means/ Input from the MS Partner Administration

3.5.1 Profile and Tasks of the Project Leader

The PL is expected to dedicate a minimum of 3 days per month to the Project from his/her desk to coordinate project activities from a strategic point of view. He/she shall co-chair the Project Steering Committee (PSC) meetings in Ukraine on a quarterly basis.

Qualifications and skills
- University degree or equivalent.

General professional experience
- high civil servant with at least 10 years of experience in a MS law enforcement public institution. During that period, he/she must have dealt with criminal analysis at least for 3 years.

Specific professional experience
- In-depth knowledge and intensive experience in the field of project and change management, and institutional capacity building;
- Excellent command of English

Tasks:
- Overall coordination, guidance and monitoring of the project;
- Preparation of project progress reports with support of the RTA;
- Timely achievement of the project results;
- Co-chairing of Project Steering Committee meetings;
- Provision of legal and technical advice and analysis.

3.5.2 Profile and tasks of the RTA

The Resident Twinning Advisor (RTA) will provide 24 months input on site, leading all aspects of the work of the MS team and will work directly with the BC Project Leader and RTA Counterpart on a daily basis to support and coordinate the activities being implemented in the BC. His/her role is not purely administrative as the RTA is expected to provide high level advice and direction on all project activities. Thus, the successful RTA candidate should combine both technical competence and practical experience.

Qualifications and skills
- University degree or equivalent related to the project subject
General professional experience

- Profound knowledge of the EU *acquis* in the field of criminal analytics system and fight against corruption;
- Solid experience dealing with criminal analytics issues in MS public institutions, with particular emphasis on implementation and institutional set-up and comparative knowledge of other MS systems

Specific professional experience

- Excellent command of English; knowledge of Ukrainian or Russian language is an asset;
- Previous experience as a project coordinator/manager would be an advantage

Tasks:
- Supervision of the project implementation and coordination of activities, including administrative issues;
- Provision of technical input to the project activities;
- Liaison with MS and BC Project Leaders and maintaining of regular contacts with BC RTA counterpart;
- Assistance to the PL in preparing project progress reports.

3.5.3 Profile and Tasks of Short-Term Experts

The RTA will be assisted by a number of Short-Term Experts (STE) identified according to the activities mentioned above. The role, profile and duration of the STE will be defined by the RTA and MS Project Leader. The broad scope of work requires a variety of field expertise which can be listed as follows (including but not limited to):

- Program management
- Organisational development
- Knowledge and experience in criminal analytics issues and fight against corruption
- Implementation of the Rules of Conduct and Professional Ethics
- Design of training programmes
- Development of training materials
- Delivery of training
- Evaluation of training

The STEs should preferably have the following minimum skills:

- At least 5 years of working experience in a relevant MS Institution
- Knowledge of relevant EU rules and regulations
- Working knowledge of English, both oral and written.
4. INSTITUTIONAL FRAMEWORK

Central Department for Organised Crime Control (CDOCC) is a special unit in the system of governmental agencies specially established to combat organised crime and corruption. The main tasks for the CDOCC:

- to detect and terminate the activities of persistent socially dangerous organised groups (OG) and criminal organizations (CO) that affect socio-economic and criminogenic situation in the region and in the State;
- to combat corruption and bribery in the areas of strategic importance for the economy of the State, among top executives, judicial, law-enforcement and regulatory bodies' officers;
- to detect and eliminate criminal schemes aimed at the legalization of proceeds from criminal activities of OG and CO.

The CDOCC consists of 25 regional departments for combating organised crime, and two departments in the cities of Kyiv and Sevastopol, with about 300 personnel. In April 2011, the CDOCC management structures underwent some changes, with additional divisions added to operate in new areas of work, specifically, combating corruption (a division to combat corruption in central bodies of power, a division to combat corruption within the judicial and penitentiary systems) and general criminal activities (a division to combat instances of extremism).

4.1 Institutional Framework Context

Ukraine's leadership proclaims the European Integration to remain Ukraine’s foreign policy priority. In July 2010, the Parliament of Ukraine adopted the law “On Foundations of the Internal and Foreign Policy” that provides for “ensuring integration of Ukraine into the European political, economic, legal space with the purpose of acquiring membership in the European Union’ as one of the principal foundations of Ukraine's foreign policy.”

4.2 Legal and Regulatory Framework

In performing its activities the CDOCC is guided by:

- Constitution of Ukraine
- Laws of Ukraine
  - On Militia (the Police)
  - On Investigative Activities
  - On Organizational and Legal Framework for Combating Organised Crime
- Decrees of the President of Ukraine

---

15 As of 1 January 2012
16 Law of Ukraine No 2411-VI as of 1 July 2010

- Rules of Conduct and Professional Ethics (MIA Order 155 22/02/2012)

5. BUDGET
The Beneficiary will provide in kind contribution in the form foreseen in the Twinning Manual.
The maximum total budget available of the action is € 1.85 Million.

6. IMPLEMENTATION ARRANGEMENTS

6.1 Implementing Agency
The European Union Delegation to Ukraine will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the Beneficiary.

The person in charge of this project is:

Mr. Andriy Spivak
Justice Sector Manager
Delegation of the European Union to Ukraine
101 Volodymyrska str.
Kyiv, Ukraine 01033
Tel. +38 044 390 80 10 ext. 1720
Fax. +38 044 390 8015
Email: andrei.spivak@eeas.europa.eu

The Twinning Programme Administration Office (PAO) under the National Agency of Ukraine on Civil Service is an administration responsible for coordination of the preparation of twinning projects in Ukraine and support for their implementation, provision of advisory and methodological support to public authorities in preparing and implementation of twinning projects.

The person in charge at PAO in Ukraine is:

Vyacheslav Tolkovanov
Director of the Twinning Programme Administration Office
15 Prorizna str., Kyiv, 01601, Ukraine
Tel: +380 (44) 279 29 26
Fax: +380 (44) 278 36 44
E-mail: pao@center.gov.ua

Contact person:

Anastasiia Terekh
Project Manager on Twinning,
Twinning Programme Administration Office
15 Prorizna str., Kyiv, 01601, Ukraine
Tel: +380 (44) 279 29 45
6.2 Main counterpart in the Beneficiary Country

Project Leader:
Viktor Borysovysh Dubovyk  
First Deputy Minister of Internal Affairs of Ukraine  
Militia Major-General

RTA counterpart:
Snezhana Kurpan  
Head of the CDOCC Department of the MIA of Ukraine  
2 Bahhovutivska str., Kyiv, Ukraine  
Tel: +380 (44) 461 17 31,  
Fax: +380 (44) 461 18 56  
E-mail: snezhanna@guboz.gov.ua

6.3 Contracts

Only one Twinning contract is foreseen for this project.

A new Financial Regulation applicable to the general budget of the European Union entered into force on 1st January 2013. This implies several changes to the Twinning contract templates. An updated version of the Twinning Manual and of its Annexes, incorporating these changes, is in preparation and shall be published soon on EuropeAid website. The Twinning contract that shall be signed as a result of the present procedure shall follow the templates of the updated Twinning Manual and Annexes.

7. IMPLEMENTATION SCHEDULE (indicative)

7.1 Launching of the call for proposals (Date)

September 2013

7.2 Start of project activities (Date)

May 2014

---


18 Link to DEVCO twinning page: http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm
7.3 Work plan duration

24 months

8. SUSTAINABILITY

The sustainability of the project will be achieved through a suitable implementation of the project activities, advice provided, documents prepared and submitted, and availability of trained personnel in the concerned bodies and services.

The achievements of Twinning project (mandatory results) should be maintained as a permanent asset to the beneficiary administration after the end of the Twinning project implementation. This presupposes inter alia that effective mechanisms are put in place by the Beneficiary administration to disseminate and consolidate the results of the project.

9. CROSSCUTTING ISSUES

9.1. Equal Opportunity

During the implementation of the project, equal opportunities for participation of men and women will be guaranteed. Appropriate professional qualifications and experience will be the main decisive factors in personnel recruitment and evaluation. The beneficiaries are employers of equal opportunity. Both women and men have identical prospects.

Whenever applicable, the following issues should be mainstreamed into the project activities:

- Human rights and fundamental freedoms;
- Quality performance of law-enforcement in securing public order from a citizen’s perspective, including anti-corruption measures.

9.2. Environment

Whilst environmental requirements are not immediately applicable to the implementation of the project, if any such situation does arise both partners are required to comply with the environmental requirements of the EU.

9.3. Minorities

As described above, the activities will ensure the participation of women and youth and minorities. Opportunities for gender and minority balancing will be address in the training activities.

10. CONDITIONALITY AND SEQUENCING
10.1 **Conditionality:**

The Beneficiary Administration is aware that several issues important for the smooth implementation of the Twinning Project and for the achievement of the mandatory results are partially or completely under its sole responsibility.

When the project starts, the BA has to:

- Ensure translation of all relevant documents into English
- Make offices available, equipped with means of communication for the RTA, the RTA Assistant, and the Interpreter/Translator within the MIA premises;
- Assign experts as counterparts for the STEs to cooperate on the implementation of activities according to the working plan;
- Make available an office to be used during the Project implementation as a meeting/training room;
- Furthermore, the Beneficiary ensures that staff trained under this project will be kept in post for a sufficient period of time and that an appropriate use of the training will be made;
- The State Budget shall also foresee for the Ministry of Internal Affairs sufficient budgetary and staff resources to ensure a consistent implementation of the project.

10.2 **Sequencing:**

The sequencing of all activities will be prioritised in close cooperation and coordination with MS and BA management.