

TWINNING PROJECT FICHE

Further development of the capacities for crime scene investigation

LIST OF ABBREVIATIONS

AP	Accession Partnership
BC	Beneficiary Country
BCPL	Beneficiary Country Project Leader
CFCD	Central Financing and Contracting Department
CSI	Crime scene investigation
DCSI	Detached crime scene investigators.
DEU	Delegation of European Union
EC	European Community
ENFSI	European Network of Forensic Science Institutes
EOCA	External office for criminal affairs
EU	European Union
IPA	Instrument for Pre-accession Assistance
MoJ	Ministry of Justice
MoI	Ministry of Interior
MS PL	Member State Project Leader
NPAA	National Programme for the Adoption of the Acquis
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Advisor
SAA	Stabilization and Association Agreement
SEA	Secretariat for European Affairs
SIA	Sector for Internal Affairs
STE	Short term Expert
TAIB	Transition Assistance and Institution Building Component
SIA	Sector for internal affairs
SFCSIPA	Section for forensic crime scene investigation and preliminary analysis

1. Basic Information

1.1 Publication reference notice: EuropeAid/ 138-901/IH/ACT/MK

1.2 Programme: Annual action programme for the Beneficiary Country (2014) (IPA/2014/037-701), Indirect management

1.3 Twinning Number: MK 14 IPA JH 01 17

1.4 Title: Further development of the capacities for crime scene investigation

1.5 Sector: Rule of law and fundamental rights- sub sector Home affairs

1.6 Beneficiary country: The Beneficiary Country¹

2. Objectives

2.1 Overall Objective(s):

The overall objective of this project is to support the Ministry of interior in improving the investigations of criminal cases in the fight against organized and volume crime.

2.2 Project purpose:

The project purpose is further development of the capacities for crime scene investigation through establishment of a new organisational structure, establishing a quality system for conducting crime scene investigation, introducing new methods and standards for collection and transport of evidence from the crime scene and creating precognitions for accreditation of the Crime scene investigation units on regional and local level in accordance with the ISO 17020:2012 standard.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

• Link with SAA

The Project will contribute towards the implementation of the **Stabilisation and Association Agreement** Article 74 on reinforcement of institutions in the area of law enforcement and Article 78 on fighting and preventing criminal and illegal activities.

• Link with the EC Progress Report

The 2015 Progress Report of the European Commission states that the Beneficiary country has achieved some level of preparation in the field of fight against organized crime. The legislative framework is broadly in line with European standards and the general capacity to deal with organised crime was increased by establishing specialised units both in the police and the public prosecution office. However, more still needs to be done to improve the effectiveness of law enforcement in this area.

• Link with National Plan for Adoption of Acquis 2015

¹ As per Financing Agreement concerning the IPA II 2014 Annual Action Programme - entered into force on 23 December 2015

With regards to the fight against organized crime, **NPAA stipulates** that on a medium term basis the strengthening of the law enforcement bodies is envisaged.

- **Link with the Indicative Strategy Paper 2014-2020**

The Indicative Strategy Paper 2014-2020 stresses that IPA II will support completions of the country's judicial and police reforms underlying that the MoI continues with the **police reform** and there is a need for further professionalization of the police and improvement of the human resources management. Likewise, it is stipulated that in the area of home affairs assistance will be given to improve the efficiency and professionalism of the police through strengthening the material and human capacities for prevention and repression of crime including organised crime.

- **Link with national/sectorial strategic plans**

This project is directly in line with the priorities of the **Police Development Strategy 2016-2020** of the Beneficiary country. One of the main objectives in this document is enhancing the forensic capacities based on EU best practices and standards. The goal in the next five years is to strengthen the capacities of the forensic laboratories and Crime Scene Investigation (CSI) Units at regional level. Development of the regional offices for the accreditation in accordance with ISO 17020 and enabling these offices for latent prints and mechanical traces analyses is crucial according to this document. Furthermore, the measure "*Reconstruction of 4 regional CSI units in Tetovo, Stip, Bitola and Strumica (if possible all) according to the ISO/IEC17020*" in the Strategy is directly linked to the objectives of this project.

Also, this project will support the achieving of the objectives of the **Strategic plan of Ministry of Interior 2016-2018**. The activity 13 in the sub-programme 2.1.2.3. „Development of the forensic units in compliance with the EU standards and accreditation of the laboratories in the Forensic Department foresees strengthening of the capacities of CSI units on regional and local level“ in the period from 2016 to 2018.

3. Description

3.1 Background and justification

One of the main responsibilities of the Ministry of Interior (MoI), as a public institution, is fight against different types of crime. In this regard, proper and professional crime scene investigation is one of the main preconditions for providing valid and relevant physical evidence in front of the court of law. The Forensic Department is responsible for conducting forensic analysis and expertises in field of different forensic areas such as: ballistics, criminal identification (DNA and Fingerprints), questioned documents etc. Crime scene investigation units on regional and local level, in accordance to the organisational structure of the MoI are responsible for collection and preservation of physical evidence from crime scene (for a detailed description of the institutional framework please see **section 4**). This gives the Forensics Department and the CSI units on regional and local level a key role in the pre-trial and trial criminal procedure.

As part of the Central Police Services located in MoI HQ in Skopje, the Forensic Department has jurisdiction throughout whole national territory of the Beneficiary country, with responsibility for forensic analyzes and expertise of the evidences in the criminal procedures.

The staff from the Forensic Department is involved in conducting the crime scene investigations as a first level scientific support of the regional and local CSI units. The Forensic Department is also responsible for conducting professional trainings to the staff employed at CSI Units on regional and local level as well as

providing disposable materials for conducting crime scene investigations. The Head of the Forensic Department has limited jurisdiction over the work of the CSI units on regional and local level and can give recommendations for improvement of the job performance of the units.

The regional and local level of CSI units is represented by the Sections for forensic crime scene investigations and preliminary analysis (SFCIPA) as part of the Sectors for internal affairs (SIA) in the eight (8) major cities of the Beneficiary country and the External offices for criminal affairs (EOCA) :- **SIA Skopje** has Unit for crime scene investigation and forensic analysis that is further divided in two (2) sections: Section for preliminary analysis and dactyloscopy and Section for crime scene investigation; **SIA Tetovo** has one regional office in Tetovo and one EOCA in Gostivar; **SIA Ohrid** has one regional office in Ohrid and three EOCA in Struga, Debar and Kichevo; **SIA Bitola** has one regional office in Bitola and five EOCA in Prilep, Resen, Krusevo and Makedonski Brod; **SIA Veles** has one regional office in Veles and two EOCA in Negotino and Kavadarci; **SIA Kumanovo** has one regional office in Kumanovo and two EOCA in Kratovo and Kriva Palanka; **SIA Strumica** has one regional office in Strumica and three EOCA in Gevgelija, Radovis and Valandovo; **SIA Stip** has one regional office in Stip and six EOCA n Kocani, Probistip, Vinica, Sveti Nikole, Berovo and Delcevo (A detailed organogram of the Forensic Department and the CSI Units on regional and local level is presented in Annex 3 of this document).

Currently around 240 crime scene investigators are employed at the CSI Units on regional and local level. According the current organizational structure all investigators from the local and regional level are subordinated to the Head of the Sector for internal affairs of the respective area. Still, the job activities undertaken by the detached crime scene investigators deployed at the External offices for criminal affairs as well as the final official acts are usually controlled and approved by the Head of the External office for criminal affairs.

The CSI Units on regional and local level are responsible for conducting crime scene investigations that includes: photo and/or video documenting of the factual situation on the crime scene, detecting and marking of physical and latent traces and objects, properly recovering, collecting, packaging, securing and transportation of the evidences to the forensic laboratories on the central level for analysis and forensic expertise.

The CSI Units on regional and local level are not equipped with their own laboratories for forensic analysis that can produce evidences relevant enough for criminal procedures on court. Only preliminary analysis for fingerprint matches, vehicle identification number, mechanical traces on locking systems, footwear traces and presence of metabolites of drugs in urine with usage of color tests are conducted by some of the regional CSI Units. Therefore the evidence collected at the crime scene has to be properly packed and transported to the laboratories at the Forensic Department for further analysis and examination.

Taking into consideration the current organizational structure and the challenges that the Forensic Department and the CSI Units on regional and local level are facing at the moment, many weak points have been identified that need to be overcome, such as:

- Need for improvements of qualifications of personnel regarding the competencies of the employees;
- Need for development of the curricula according to best EU practices for basic and advanced training in the area of crime scene investigations and regular trainings for the employees in the CSI units on regional and local level;

- Need for standardization of the working premises for CSI units;
- Deficiency of optimal number of working positions and indefiniteness of necessary preconditions for the job posts;

In order to fulfil its tasks, the Forensic Department and regional and local CSI Units should have appropriate organisational structure, human capacities and equipment in accordance with the existing EU practices. The organisational structure need to be further improved that will enable more simplified and clear manner of cooperation between the CSI Units on regional and local level as well as the cooperation of these units with the Forensic Department. Furthermore, without proper capacities for crime scene investigation that are conducted by the staff on regional and local level, there is a real concern for the quality of the biological and micro traces, gunshot residues etc, recovered during the crime scene investigation and delivered for analysis in the forensic laboratories at the Forensic Department. The personal protection is really necessary for those involved in evidence recovery, e.g. cross-contamination and contamination of personal or foreign material (e.g. personal protective equipment and clothing for recovering evidence and appropriate standards of packaging evidence, chain of custody, transport, storage and dry cabinets, bar coding). The manner of work performance in all of the regional and local CSI units need to be unified with development of SOP's that will guarantee that all staff (crime scene investigators) are performing by the same standardized procedures in precisely the same manner and following the same protocols. Last, but not least there is real need for assessment of the working conditions and the evidence storage rooms of the CSI Units on regional and local level that will provide ground for further improvement of the CSI Units.

The Forensic Department was Final beneficiary of component 2 : *Further strengthening of the forensic capacity for inspections of crime scenes (traffic collisions and volume/serious crime)* of the twinning contract "Support to the National Police and Criminal Law reform"- IPA 2009 that was implemented during the period 03.09.2012-03.12.2013. In the frames of this project a comprehensive review and assessment was made on the reorganisation and structure of the Forensic Department in line with ISO: 17025 Accreditation. A number of recommendations were made by the MS Twinning partner concerning contamination issues , zoning within laboratories of the Forensic Department, Submission Policy, Crime scene management, Use and storage of Digital evidence and training of the staff of the Forensic Department and the investigators in regional and local level. This recommendations were taken seriously by the management of the Forensic Department and realized trough a complete renovation of the premises, the organization, the trainings and the data structure of evidence. (A list of produced outputs and activities for implementation of the recommendations by the Forensic Department is presented in Annex 4). As a result of the efforts undertaken by the Forensic Department to follow up the recommendations given by the MS twinning partner of this project, in July 2016, after the successful conducted assessment by the National institution for accreditation, the Forensic Department was granted with the Certificate for accreditation of the ISO/IEC 17025:2005 *General requirements for the competence of testing and calibration laboratories* standard. Although a good level has been reached in the Forensic Department with assistance of this Twinning project, the status is still to be optimized, especially in the CSI Units on regional and local level by taking into consideration of the identified weak points mentioned above.

The main purpose of this project will be to develop a good quality system for managing the technical aspects and administrative procedures for organisation of Crime scene investigation units on regional and local level. With the achievement of the results of this project it is envisaged enhancing of the organizational structure of

the CSI Units and staff on regional and local level according to the EU best practices, improvement of the working conditions and evidence storage rooms at the CSI Units, establishing of standardized system for health and safety and avoiding contamination and cross-contamination during the crime scene investigations as well as improvement of the job performing skills of the staff in the CSI Units for conducting high quality crime scene investigations. Furthermore, the achievement of the results of this project should contribute to create precognitions for accreditation of the CSI units in accordance with the *ISO/IEC 17020:2012 (Conformity Assessment – Requirements for the operation of various types of bodies performing inspection)* (ISO/IEC 17020:2012) standard as envisaged in the Police Development Strategy 2016-2020 of the Ministry of interior.

3.2 Linked activities

Finished projects:

- **Title:** "Support to develop police evidence management and forensic analysis capacities";
- **Source of funding:** CARDS 2004 programme;
- **Budget:** 2.400.000,00 EUR
- **Duration:** 6 months
- **Description:** Supply contract. Supply of laboratory and operational equipment to MoI Forensic Science Dept., SIA's and Institute of Forensic Medicine.

- **Title:** "Supply of Integrated Ballistic Identification System - IBIS";
- **Source of funding:** CARDS 2004 programme;
- **Budget:** 600.000,00 EUR
- **Duration:** 6 months
- **Description:** Supply contract. Supply and installation of Integrated Ballistic Identification System, MoI Dept. Forensic Science.

- **Title:** "Support to the National Police and criminal Law reform";
- **Source of funding:** IPA 2009 programme;
- **Budget:** 1.080.000,00 EUR
- **Duration:** 18 months
- **Description:** Twinning contract. Development of the administrative and organizational capacities of the Police units on regional and local level and further strengthening of the capacities for conducting crimes scene investigations.

- "Further Institution and Capacity Building of the Police Service in the Area of Border Management, Community Policing and Fight against Organized Crime"
- **Source of funding:** IPA 2010 programme;
- **Budget:** 1.750.000,00 EUR
- **Duration:** 18 months
- **Description:** Service contract. Strengthening the capacities of the Centre for Suppression of Organized and Serious Crime for secure and efficient handling of classified information and fight against organised crime including financial and cyber crime; strengthening the operational capacities of the Border police in the fight against trafficking; development of the skills for the uniformed police officers for efficient end effective daily policing as well as developing anti-corruption standards within different

police branches in the Ministry of interior.

Ongoing Projects:

- **Title:** “Preparation of Feasibility study and technical specification for supply of equipment for institutions in the area of justice and home affairs”- Framework Contract
- **Source of funding:** PPF 2012
- **Budget:** 172.150,00 EUR
- **Duration:** 13 months
- **Description:** Preparation of Feasibility study and Technical specification according to PRAG rules for institutions in the area of justice and home affairs.

Future Projects:

- **Title:** “Sector support plan in the area of Justice, Home Affairs and Fundamental Rights”- Supply contract „Supply of equipment for institutions in the area of justice and home affairs“
- **Source of funding:** IPA 2012/2013 programme;
- **Budget:** 3.500.000,00 EUR
- **Duration:** 12 months + 12 months warranty
- **Description:** Supply contract. Supply of equipment for the institutions in the area of justice and home affairs (Beneficiary from MoI – Forensic Department and Department for suppression of serious and organized crime).

- **Title:** Construction of new premises for the forensic laboratory and its accreditation under ISO 17025
- **Source of funding:** IPA 2016 programme;
- **Budget:** 2.900.000 EUR;
- **Duration:** 24 month;
- **Description:** (Preparation of the tender documentation, obtaining of all required building permits, building of new premises for the forensic laboratory and full implementation of the new procedures and operational rules in compliance with the experts' recommendations and submission of the accreditation criteria under ISO 17025)

3.3 Results:

The project will be consisted of 2 components:

Component 1: Strengthened the organizational structure and facilities of the Crime Scene Investigation (CSI) units on regional and local level

The intermediary results of component 1 are:

- 1) Analysis of the organization structure of the Crime scene investigation units at regional and local level conducted;
- 2) Recommendations for a new organizational structure corresponding to the operational needs (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) produced;
- 3) Full and detailed needs assessment regarding the number of employees, facilities and equipment in the Crime scene investigation units prepared;
- 4) Assessment of the current general and specific competences of the Crime scene investigation staff on regional and local level and formulation of recommendations for improvement of these competences conducted and report prepared;

- 5) Assessment of the facilities of crime scene investigation units conducted and recommendations for establishing standardized facilities including rooms for evidence storage in each regional and local CSI unit prepared;
- 6) Amendments to the internal acts related to the organization and structure of the CSI units at regional and local level prepared;
- 7) Long term Strategy for further capacity development of CSI units on regional and local level (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) and Action Plan for its implementation prepared.

The measurable indicators in relation to component 1 are:

- 1) Report of the conducted analysis of the organization structure of the Crime scene investigation units at regional and local level prepared in agreement between both twinning partners;
- 2) Recommendations for a new organizational structure corresponding to the operational needs (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) prepared in agreement between both twinning partners;
- 3) Report of the conducted needs assessment regarding the number of employees, facilities and equipment in the CSI units prepared in agreement between both twinning partners;
- 4) Report of the conducted assessment of the current general and specific competences of the Crime scene investigation staff on regional and local level and recommendations for improvement of these competences prepared in agreement between both twinning partners;
- 5) Report of the conducted assessment of the facilities of crime scene investigation units and recommendations for establishing standardized facilities including rooms for evidence storage in each regional and local CSI unit prepared in agreement between both twinning partners ;
- 6) Amendments to the internal acts related to the organization and structure of the CSI units at regional and local level prepared in agreement between both twinning partners;
- 7) Long term Strategy for further capacity development of CSI units on regional and local level (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) and Action Plan for its implementation prepared in agreement between both twinning partners.

Component 2: Developed Standard Operating Procedures in accordance to the ENFSI recommendations and EU best practices, implementation of standardized system for health and safety and delivery of trainings

The intermediary results of Component 2 are:

- 1) Revised and upgraded Manual for securing and handling the material traces from the crime scene investigation according to best EU practices;
- 2) Revised and upgraded curriculum and training program for the CSI staff according to best EU practices;
- 3) Recommendations for implementing standardized system for health and safety, avoiding contamination and cross-contamination during the crime scene investigations prepared;
- 4) Standard Operating procedures (SOP's) for conducting crime scene investigations drafted;

5) Increased capacities for crime scene investigation, including implementation of the newly prepared Standard Operating Procedures.

The measurable indicators in relation to Component 2 are:

- 1) Manual for securing and handling the material traces from the crime scene investigation revised and upgraded according to best EU practices in agreement between both twinning partners;
- 2) Curricula for Basic and Continuous Trainings for Crime scene investigators revised and upgraded in agreement between both twinning partners
- 3) Recommendations for implementing standardized system for health and safety, avoiding contamination and cross-contamination during the crime scene investigations prepared in agreement between both twinning partners;
- 4) Standard Operating procedures (SOP's) for crime scene investigations prepared in agreement between both twinning partners;
- 5) At least 60 % of the staff in CSI units trained for conducting crime scene investigations in line with the newly prepared SOP's.

3.4 Activities:

In its proposal, the MS will propose the activities it considers more appropriate to achieve the results listed above.

The Twinning project aims to introduce and share EU wide best practices in connection with EU legislation and specific needs of the Beneficiary Country in the field of Crime scene investigations. The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the Twinning work plan, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely interlinked and need to be sequenced accordingly.

The Twinning assistance will be provided in the form of know-how transfer, and will be delivered through the activities that will indicatively include:

a) Analysis and recommendations. Analysis of the current state of the CSI units on regional and local level regarding organizational structure, number of employees, equipment and facilities and the internal MOI legal framework that is regulating this issues. While conducting the analysis, site visits to all of the CSI Units on regional and local level must be conducted that will enable clear insight of the state of play in this Units. After the conducted analysis the following activities should be undertaken: Preparation of recommendations for improvement of the state of the CSI units on regional and local level regarding organizational structure, number of employees, equipment and facilities and amendments to the current internal acts of MOI in this area; Preparation of Long-term strategy for further capacity development of CSI units on regional and local level (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard)and Action Plan for its implementation;

b) Standard Operating Procedures (SOP's), manuals and procedures: The Twinning partner will prepare SOP's and other relevant documentation (manuals, guidelines, procedures etc.) for conducting crime scene investigations; will prepare recommendations for implementation of standardized system for health and safety, avoiding contamination and cross-contamination during the crime scene investigations;

c) Tailor made and training programme and trainings: This project will include revision and upgrading of the current Curricula for Basic and Continuous training for conducting crime scene investigations in line with the the newly prepared SOP's and delivery of trainings by the Twinning partner to the staff of the CSI units;

d) Seminars and workshops: The training programme envisaged will involve the organisation of seminars and workshops,

e) Advice and coaching sessions: Advice and coaching will help for the fine tuning of the whole process of strengthening the capacities and supporting the processes for conducting crime scene investigations in the fight against organized and volume crime.

g) Study visit: at least two (2) study visits will be organized for approximately 10 representatives of the Forensic Department and CSI units on regional and local level to a Member State for exchange of good practices and experience in conducting crime scene investigations in line with the European *Acquis*. The comparative qualitative and economic advantage of a study visit, compared to the activity taking place in the Beneficiary Country, is crucial for its eligibility. The purpose of the study visit is to give the participants an overview of how the topics covered by the project are handled in another country, to help them gain insight into the working mode of the relevant institutions and to facilitate initial establishment of contacts.

3.5 Means/ Input from the MS Partner Administration

The project will be implemented in the form of a Twinning contract between the beneficiary country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities and pool short-term experts within the limits of the budget.

The interested Member State(s) shall include in their proposal the CVs of the designated PL and Resident Twinning Advisor. The details of implementation of the Twining project will be agreed upon/during the preparation of the work plan.

3.5.1 Profile and tasks of the Project Leader.

Qualifications and skills:

- High-ranking official of a Member State administration or equivalent staff;
- At least a University degree² preferably in the field of Forensic sciences or Criminalistics/Criminology or any other discipline related to this project or equivalent professional experience of 10 years in public administration;
- At least 5 years of relevant experience in the field of crime scene investigations;
- Fluent written and spoken English;
- Prior experience in implementation of the EU funded project will be considered as asset.

² For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu.int/epso/on-line-applications/pdf/guide-1242-171104_en.doc)

Tasks:

- To conceive, supervise and coordinate the overall preparation of the project;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS TW partner;
- Co-ordination of MS experts' work and availability;
- Communication with the beneficiary, CFCD and EUD;
- Ensuring the backstopping functions and financial management;
- Guaranteeing from the MS administration side, the successful implementation of the Project's Work Plan.
- Co-chair the Project Steering Committee Meetings with the BC PL;
- Preparation of operative side letter, drafting of interim, quarterly and final report.

BC Project Leader

The BC Project Leader will act as the counterpart of the MS PL and will ensure close cooperation in the overall steering and co-ordination of the project. He/she will also coordinate the Project Steering Committee (PSC) on behalf of the BC. The role of the BC Project Leader and the MS PL counterpart are complementary. A BC RTA Counterpart will be assigned as well.

3.5.2 Profile and tasks of the RTA

One Resident Twinning Adviser (RTA) will be appointed, and he/she will be located in the premises of the Ministry of Interior in the Beneficiary country.

The secondment of the Resident Twinning Adviser will last 21 months, during which he/she will be responsible for the direct implementation of the project.

Qualifications and skills:

- National of a Member State of the European Union;
- Civil servant or equivalent staff seconded to work within departments/units in charge of conducting crime scene investigations in a Member State;
- At least university degree³ preferably in the field of Law or Police Academy or Forensic Sciences or Criminalistic/Criminology or any other discipline related to this project or equivalent professional experience of 10 years in public administration;
- Excellent communication skills in both written and spoken English.
- At least 3 years experience in activities related to conducting crime scene investigations;
- Experience as an expert- witness during criminal procedures will be considered as an asset.

Tasks:

As to the general responsibility of the day-to-day implementation of the Twinning project in the Beneficiary Country, the Resident Twinning Adviser (RTA) tasks will include:

³ For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu.int/epso/on-line-applications/pdf/guide-1242-171104_en.doc)

- Provision of technical advice and assistance to the administration in the BC in the context of a predetermined work-plan;
- Coordination of all project activities and experts' inputs in the country;
- Ensuring day-to-day implementation of the Twinning project in the BC;
- Ensuring smooth correlation between the activities, deadlines and the envisaged results in the Work Plan;
- To coordinate and organize training activities;
- To provide advice and assistance in drafting Internal Acts, Recommendations, Standard Operating Procedures, Working Procedures, Instructions, Manuals etc;
- Preparation of the materials and documentation for regular monitoring and reporting;
- Preparation of side letters;
- Taking corrective actions, if necessary, inside the terms of the signed contract.

RTA Counterpart

RTA Counterpart will be assigned by the MoI.

3.5.3. Profile and tasks of the Short-Term experts

Other specialist staff will be made available by the Twinning Partner to support the implementation of the activities. Specific and technical matters not directly covered by the Resident Twinning Adviser can be taken over by a pool of short-term experts within the limits of the budget.

The detailed expert input shall be established when drawing up the twinning work-plan.

Qualifications and skills:

The STEs will:

- be civil servants or equivalent staff seconded to work within departments/units related to police work in a Member State;
- have at least University level degree⁴ preferably in the area relevant for the implementation of the project or equivalent professional experience of 10 years in public administration;
- have at least 3 years of experience in the area of law enforcement;
- fluent in English, both oral and written;
- experience as an expert witness during criminal procedures would be considered as an asset.

Tasks:

More specifically, the tasks of the Short-Term Experts (STE) will be to:

- prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with Project activities;
- Provide practical expertise/advice/support to relevant staff for execution of different tasks related to the project;

⁴ For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu.int/epso/on-line-applications/pdf/guide-1242-171104_en.doc)

- contribute to the project reporting, contribute to the draft notes and other documents and report on their missions;
- address cross-cutting issues.

The pool of STE experts should possess experience in one or more of the following fields of expertise (list is not exhaustive):

- Criminal procedure;
- Conducting of crime scene investigation;
- Preparation of internal acts in the area of internal affairs, especially in the field of forensics and crime scene investigations;
- Conducting relevant trainings.

3.5.4. Profile and tasks of the RTA assistants

3.5.4.1. RTA Assistant:

The RTA will be provided with a full-time RTA assistant acting as an assistant for technical and organizational support. The assistant will be contracted according to Twinning rules and paid from the Twinning budget. The assistant will be selected through an open call. The role of RTA Assistant is to support the RTA in the project management. In addition, the assistant will be responsible for organisation of meetings, seminars etc. and their logistics, as well as interpretation and translation.

3.5.4.2. Full time translator/interpreter:

A full-time translator / interpreter will be selected through an open call and will be contracted according to the Twinning rules and paid from the Twinning budget. The full-time translator / interpreter will be involved in all necessary project activities (training sessions, translation of project documents/reports and materials, organizational activities, etc.). The role of the translator/ interpreter will be to provide translation and editing as well as interpretation services to the Twinning project in general.

4. Institutional Framework

The Contracting Authority for this Twinning project is Central Financing and Contracting Department within the Ministry of Finance.

4.1 Beneficiary Institution(s)

The main beneficiary of this Twinning project will be Ministry of interior, Bureau for public safety, Forensic Department.

The Project will focus on providing assistance and building capacities of the following Organizational Units and Authorities within the Ministry of Internal Affairs:

1. **Forensic Department** within the Central Police Services, Bureau for public safety.
2. **Sectors for internal affairs** within the Bureau for public safety;
3. **The police stations of general competences** within the Sectors for internal affairs.

The **Forensic Department** within the MoI is consisted of the following four main sections divided in respective sub-sections (Annex 3):

1. Sector for forensic identification of persons and its sub-sections are: Criminal Registration and Identification of persons Unit, Papillary lines traces and selection of biological material Unit, Section for Fingerprint registration and identification of persons, Dactyloscopy Unit, Section for registration and DNA Identification of persons and Biological identification and DNA identification Unit;
2. Sector for forensic laboratory examinations and its subsections are: Toxicology and Drugs Unit, Mechanoscopy and Ballistics Unit, Microtraces Unit, Toolmarks and Motor vehicles section, Questioned Documents Unit, Firearms and Ballistics Section and Fires, Explosions and Improvised Explosive Devices (IED) Section;
3. Sector for Operational Criminalistics technique and its sub-sections are: Unit for Analysis of Digital equipment and Media, Polygraph testing and Photo robot Section, Section for Photographic, Video technique and Photogrammetry and Development of Forensic Support Unit;
4. Quality Assurance Unit

The tasks of the Forensic Department relevant to this Project are:

1. Developing strategy and tactics of forensics in our country.
2. Co-operation between the country's institutions and foreign forensic institutions as well as with other scientific institutions whose activity covers the field of forensic.
3. Management and co-ordination of equipment and resources.
4. Organizing the implementation of results gained from scientific research within forensics.
5. Providing forensic expertise, requiring specialist equipment.
6. Examination of crime scenes and involvement in legal proceeding concerning major national events or scenes where specialist presence is required.
7. Maintaining registers and files used for identification purposes.
8. Continuing research, progress and constructive activity in the area of forensics.
9. Management of courses and training for forensic experts.
10. Testifying in court as expert witnesses.

Within the Bureau for public safety, eight **Sectors of Interior** were established by restructuring the regional police services (SIA Skopje, SIA Bitola, SIA Veles, SIA Kumanovo, SIA Ohrid, SIA Strumica, SIA Tetovo, SIA Stip). In all of the Sectors for internal affairs, except the one Skopje, are established Units for criminal police which are further divided by terms of specifications of the work into Sections. Crime scene investigations are conducted by the Sections for forensic crime scene investigations and preliminary analysis. Within the Sector for internal affairs- Skopje an Unit for crime scene investigation and analysis is established that is further divided into two(2) Sections: Section for crime scene investigation and Section for preliminary analysis and dactyloscopy.

Within the 8 regional Sectors for internal affairs twenty- nine (29) decentralized External offices for criminal police are established, that are in charge for conducting crime scene investigations.

4.2 Co-ordination mechanisms between institutions

A project Steering Committee (SC) will be established at the beginning of the project comprising senior representatives of the Beneficiary Institution, other relevant institutions, the Delegation of the European Union, the Secretariat for European affairs and the Central Financing and Contracting Department within the Ministry of Finance and will be co-chaired by the MS PL and BC PL.

The SC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The

SC will provide guidance for the different components of the project, will define priorities, approve and monitor budgets and approve the results.

4.3 Reporting requirements as per Art 6.4 of the Twinning Manual

Reports will follow the templates of Annex C4 of the Common Twinning Manual. In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the Contracting Authority of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

All reports must be produced in the English in electronic and hard copy. These reports shall be signed by both Project Leaders. Each report must be presented in electronic format one week prior to the Steering Committee meetings and in two hard copies to the following addresses:

Central Financing and Contracting Department
Ministry of Finance
„Dame Gruev“ 12,1000 Skopje

The final versions should incorporate any comments and discussions during the Steering Committee meetings.

5. Budget

The project will be implemented through a Twinning Contract estimated at maximum 1,050,000 EUR

Twinning Contract	Total (EUR)	IPA contribution	
	1,050,000	EUR	%
		1,050,000	100

In addition, to the IPA contribution, as part of the Twinning Contract amount, as a rule, all twinning contracts must provide additional co-financing on the side of the Beneficiary Institution, for the purpose of covering costs not covered under the project budget as per Twinning manual, point 5.13, as follows:

- Direct and indirect cost of the Beneficiary administration and civil servants or national private experts working for the project;
- Organization of seminars/ workshops/ trainings (incl. hall rental, printing seminar materials, transport of employees and other logistical support that will be foreseen under the Twinning Contract);
- Facilities for the Member State experts: adequately equipped office space; telephone; e-mail services; fax; photocopiers; computers; internet access; secretarial support; access to information

The following expenses shall be covered with the project funds:

- Visibility Cost;
- Audit certificate cost;

The location of the project will be at the premises of the Ministry of Interior. The Ministry of Interior will ensure appropriate facilities and basic equipment for the work of the experts.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The Central Financing and Contracting Department (CFCD) of the Ministry of Finance will be the Contracting Authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities.

Ms. Radica Koceva
Head of Central Financing and Contracting Department Ministry of Finance
“Dame Gruev” 12, 1000 Skopje

6.2 Main counterpart in the BC, including contact person and contact details

The BC Project Leader is:

Mr Slobodan Oklevski PhD
Head of the Forensic Department
Ministry of Internal affairs
St. “Dimce Mircev”, number 9, 1000 Skopje

The RTA counterpart is:

Mr Safet Frcovski
Head of the Sector for operational criminalistic technique, Forensic Department
Ministry of Internal affairs
St. “Dimce Mircev”, number 9, 1000 Skopje

IPA Coordinator:

Mr Sasko Kocev
Head of Sector for IPA and community programmes
Department for European Union and international cooperation
Ministry of Internal Affairs
Dimce Mircev No 9, 1000 Skopje,

6.3 Contracts

The project shall be implemented through one Twinning contract.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date)

The date for launching of the call for proposal is April 2017.

7.2 Start of project activities (Date)

The latest date for start of the project activities is November 2017.

7.3 Project completion

The project implementation period (duration of the work plan) will be completed 21 months after the commencement date of the Project.

7.4 Duration of the execution period (number of months)

The overall execution period of the Twinning project is 24 months with an implementation period of 21 months. (The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action).

8. Sustainability

The Project will increase the quality of police work concerning the collection and storage of evidence from the crime scenes. This will also strengthen the capacity of CSI units on regional and local level in long term period with preparation of the Relevant Strategy. Trained staff will continue with delivering of training whenever is needed. Ministry of Interior in its budget will foresee sufficient financial means for sustainability of implemented activities.

9. Cross-cutting issues

The cross-cutting issues will be addressed throughout the project. Throughout the project cycle, in particular when developing project working plan, state actors specifically addressing (one of) the cross cutting issues shall be consulted.

The main-streaming of the cross cutting issues is regarded on two different levels: (a) Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below and (b) ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

The following cross-cutting issues should be addressed:

Environmental Considerations

The building efforts will apply standing environmental regulations. The European Community has a longstanding commitment to address environmental concerns in its assistance programmes. The support to the institutions will include a specific component to assist the beneficiary to implement an 'internal environment assessment' to identify areas where it could improve its internal performance vis-à-vis environmental aspects.

Minority and Vulnerable Groups

The MoI is committed to an equal treatment of minorities throughout its human resource management. The present project, however, is not expected to have an additional impact on the treatment of minorities and vulnerable groups. **Equal opportunities and gender mainstreaming**

The MoI is committed to equal gender treatment throughout its human resource management. The present project, however, is not expected to have an additional impact on gender treatment. The training activities will include a specific component to train staff in the implementation of the Government Gender Strategy, while reference will be made to the EC Programme of Action for the mainstreaming of gender equality in community development cooperation (2001-06).

Good Governance and Fight against Corruption

Taking into account the overall objective and the project purpose, this project will contribute for more effective conducting of criminal cases, especially on the regional and local level that will contribute for establishing good governance and increasing the level of rule of law in the Beneficiary country.

Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/20075.

Engagement with civil society (and if relevant other non-state stakeholders)

N/A

10. Conditionality and sequencing

10.1 Conditionality

The Twinning project requires full commitment and involvement on behalf of senior level officials of the Ministry of Internal affairs. Therefore, the Ministry of Internal affairs commit to provide adequate staff and support to the Twinning partner.

To achieve this objective, a special attention has to be given to the following issues:

- The beneficiary administration has to appoint the Project Leader and the RTA counterpart and indicate and make available the staff that will be involved during the Twinning project implementation;
- The Twinning partner will be provided with adequate resources to operate effectively and in the most efficient and relevant way;
- Working space and facilities have to be allocated by the beneficiaries before the launch of the selection process.

10.2 Sequencing

Keys milestones will be:

- Approval of the Twinning project fiche;
- Successful completion of a Twinning selection process;
- Signature of the Twinning contract, including the Twinning Work Plan;
- Commencement of the twinning partnership (inter alia, the arrival in the country of the Resident Twinning Advisers);
- End of the implementation period;
- Submission of the final report;
- Twinning review mission (6 to 12 months after end of the project).

⁵ See Article 62 and 63 of Regulation(EC) N. 718/2007

List of Annexes :

- Annex 1 – Logical framework;
- Annex 2 - List of relevant Laws and Regulations;
- Annex 3 – Organigram of the Forensic Department and the CSI Units on regional and local level
- Annex 4 – List of the produced outputs from the Twinning contract „ Support to the National Police and Criminal Law reform” relevant for this project

Annex 1 Logical Framework

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
Improving the forensic investigations of criminal cases in the fight against organized, serious and volume crime.	JHA area in the area of crime scene investigation is aligned with the EU legislation and best practices	Annual reports of the European commission.	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
Further development of the capacities for crime scene investigation through establishment of a new organisational structure, establishing a quality system for conducting crime scene investigation, introducing new methods and standards for collection and transport of evidence from the crime scene and creating precognitions for accreditation of the Crime scene investigation units on regional and local level in accordance with the ISO 17020:2012 standard.	Increased number of resolved crime acts based on secured and detected evidence from the crime-scene.	<ul style="list-style-type: none"> • Ministry of Interior' s statistics; • Reports of the EU representatives and the EU expert; • Project Steering Committee Report. 	Political commitment
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Component 1: Strengthened the organizational structure and facilities of the Crime Scene Investigation (CSI) units on regional and local level</p> <p>1) Analysis of the organization structure of the Crime scene investigation units at regional and local level conducted;</p> <p>2) Recommendations for a new organizational structure corresponding to the operational needs (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) produced;</p> <p>3) Full and detailed needs assessment regarding the number of employees, facilities and equipment in the Crime scene investigation units prepared;</p> <p>4) Assessment of the current general and specific competences of the Crime scene investigation staff on regional and local level and formulation of recommendations for improvement of these competences</p>	<p>Component 1:</p> <p>1) Report of the conducted analysis of the organization structure of the Crime scene investigation units at regional and local level prepared in agreement between both twinning partners;</p> <p>2) Recommendations for a new organizational structure corresponding to the operational needs (especially in the view of creating precognitions for implementation of ISO 17020:2012 standard) prepared in agreement between both twinning partners;</p> <p>3) Report of the conducted needs assessment regarding the number of employees, facilities and equipment in the CSI units prepared in agreement between both twinning partners;</p>	<ul style="list-style-type: none"> • Regulation book for organization and work of the MOI; • Regular reports from the MOI Legal department; - Timetables for staff training; - Reports of provided staff training; • Official reports from competent services from the MoI. 	<p>Political commitment;</p> <p>Efficient procedure for implementation of recommendations;</p> <p>Commitment on behalf of senior level officials and experts of all MoI services involved in project implementation;</p> <p>Adequate training of the staff;</p> <p>The necessary time limits are respected pursuant to the EU legal regulative.</p>

<p>conducted and report prepared;</p> <p>5) Assessment of the facilities of crime scene investigation units conducted and recommendations for establishing standardized facilities including rooms for evidence storage in each regional and local CSI unit prepared;</p> <p>6) Amendments to the internal acts related to the organization and structure of the CSI units at regional and local level prepared;</p> <p>7) Long term Strategy for further capacity development of CSI units on regional and local level (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) and Action Plan for its implementation prepared.</p> <p>Component 2: Developed Standard Operating Procedures in accordance to the ENFSI recommendations and EU best practices, implementation of standardized system for health and safety and delivery of trainings</p> <p>1) Revised and upgraded Manual for securing and handling the material traces from the crime scene investigation according to best EU practices;</p> <p>2) Revised and upgraded curriculum and training program for the CSI staff according to best EU practices;</p> <p>3) Recommendations for implementing standardized system for health and safety, avoiding contamination and cross-contamination during the crime scene investigations prepared;</p> <p>4) Standard Operating procedures (SOP's) for conducting crime scene investigations drafted;</p> <p>5) Increased capacities for crime scene investigation, including implementation of the newly prepared Standard Operating Procedures.</p>	<p>4) Report of the conducted assessment of the current general and specific competences of the Crime scene investigation staff on regional and local level and recommendations for improvement of these competences prepared in agreement between both twinning partners;</p> <p>5) Report of the conducted assessment of the facilities of crime scene investigation units and recommendations for establishing standardized facilities including rooms for evidence storage in each regional and local CSI unit prepared in agreement between both twinning partners;</p> <p>6) Amendments to the internal acts related to the organization and structure of the CSI units at regional and local level prepared in agreement between both twinning partners;</p> <p>7) Long term Strategy for further capacity development of CSI units on regional and local level (especially in the view of creating preconditions for implementation of ISO 17020:2012 standard) and Action Plan for its implementation prepared in agreement between both twinning partners.</p>		
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	<p>Component 2:</p> <p>1) Manual for securing and handling the material traces from the crime scene investigation revised and upgraded according to best EU practices in agreement between both twinning partners;</p> <p>2) Curricula for Basic and Continuous Trainings for Crime scene investigators revised and upgraded in agreement between both twinning partners</p> <p>3) Recommendations for implementing standardized system for health and safety, avoiding contamination and cross-contamination during the crime scene investigations prepared in agreement between both twinning partners;</p> <p>4) Standard Operating procedures (SOP's) for crime scene investigations prepared in agreement between both twinning partners;</p> <p>5) At least 60 % of the staff in CSI units trained for conducting crime scene investigations in line with the newly prepared SOP's.</p>		
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p>In its proposal, the MS will propose the activities it considers more appropriate to achieve the results listed above.</p> <p>Development of the capacities for crime scene investigation:</p> <ul style="list-style-type: none"> • The set of proposed activities will be further developed with the Twinning partner when drafting the Twinning work plan, keeping in mind that the final list of activities 	<p>One Twinning contract</p>	<p>1.050.000 EUR</p>	<ul style="list-style-type: none"> - Timely nomination of staff involved in the project implementation; - Appropriate number trained personnel; - Proper organizational units are involved in the project implementation;

<p>will be decided with the Twinning partner.</p> <ul style="list-style-type: none"> •The Twinning assistance will be provided in the form of know-how transfer, and will be delivered through: <p><u>Analysis and recommendations</u></p> <p><u>Standard Operating Procedures (SOP's), manuals and procedures</u></p> <p><u>Tailor made and training programme and trainings</u></p> <p><u>Seminars and workshops</u></p> <p><u>Advice and coaching sessions</u></p> <p><u>Study visits</u></p>			
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ANNEX 2: List of relevant Laws and Regulations (optional)

- Law for internal affairs
- Law for police
- Code for criminal procedures
- Collective agreement of the Ministry for internal affairs
- Rulebook on the performance of the police activity
- Manual for securing and handling the material traces from the crime scene investigation

Annex 3

Organogram of the Forensic Department and the CSI Units on regional and local level is attached to this document in PDF Format .

Annex 4

The produced outputs of the Twinning Contract „Support to the National Police and Criminal Law reform”- IPA 2009 that are relevant to this project are as follows:

- Prepared Manual for securing and handling the material traces from the crime scene investigation;
- Prepared Technical procedure for management of digital displaying;
- Prepared a dispersion plan for the analysis that are conducted in the Forensic Department and delivered to the CSI Units on regional and local level;
- After the recommendations of the MS Twinning partners, a new system for electronic management of the final acts for the evidences is instaled in the Forensic Department and connected with all 29 regional and local CSI Units;
- After the conducted analysis of some of the CSI Units on regional and local, a comprehensive report is prepared that contained:
 - Recommendations for improvement of the facility capacities of CSI Units;
 - Recommendations for improvement of the methods of packaging of the evidences;
 - Recommendations for preparation of training curricula for the staff from CSI Units.

As a consequence of these recommendations, a training curricula is drafted, new, more appropriate containers for packaging of evidence material are supplied, bar coding of the evidences is introduced and project proposal for renovation of the facilities of the CSI Units on regional and local level is prepared.

- Four (4) trainings were delivered by the MS Twinning Partner amont the staff from CSI Units on regional and local level for the following topics:
 - Performing of preliminary analysis in laboratory conditions;
 - Crime scene investigation after mass road traffic accidents;
 - Post-blast crime scene investigation;
 - Crime scene management and evidence management.