TWINNING LIGHT FICHE

Project title: Standardization and harmonization according to ISO 17025 standard of the laboratories within the Institute for forensic medicine, criminalistics and medical deontology

Beneficiary administration: Institute for forensic medicine, criminalistics and medical deontology, School of Medicine, University St. Cyril and Methodius

Twinning Reference: MK 14 IPA JH 04 18 TWL

Publication notice reference: EuropeAid/159845/DD/ACT/MK

EU funded project

TWINNING INSTRUMENT

1. Basic information

1.1. Programme: European Union Integration facility 2014 – Objective 1- Commission Implementing Decision of 17.12.2014 C(2014)9847 final, Dec.no. IPA 2014/037701
For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement

1.2 Twinning Sector: Rule of Law and fundamental rights

1.3 EU funded budget: 250.000 EUR

1.4 Beneficiary Country: the Beneficiary country[1] as per Financing Agreement

2. Objectives

2.1. Overall Objective(s):

The overall objective of the project is to support the standardisation and harmonisation of the work protocols in the Institute of forensic medicine, criminalistics and medical deontology, in line with the European and international standards for quality forensic practice and standardisation and validation of the methods and instruments used in the forensic laboratories that operate within the institute.

2.2. Specific objective:

The specific objective is to further adjust and strengthen the work protocols of the Institute and of the methods used in the laboratories that operate within, with the goal to accredit the Institute as the National Institute for Forensic Medicine – the main institution responsible for forensic medicine in the Beneficiary country.

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

The twinning project contributes to the efforts of the country to further strengthen the quality of working and securing of material evidence, ISO accreditation of the Institute, which will enable fair and quality judicial proceedings, with the ultimate goal of promotion of human rights. In line with Mini Dublin group and GRECO recommendations, the project will aim to create a National Forensic Institute, which would have exclusive competence to give forensic

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

opinions; thus it would greatly contribute to raising independence of the whole judicial system within the country.

Link with Stabilisation and Association Agreement (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 2016 Progress Report of the European Commission states that the Beneficiary country has achieved level of preparation in the field of fight against crime. The legislative framework is broadly in line with European standards and the general capacity to deal with organised crime was increased. However, further improvement needs to be done for strengthening the effectiveness of law enforcement in this area.

Link with National Plan for Adoption of Acquis (NPAA) 2015

NPAA for 2018 is referring on a medium term basis to further strengthen the capacity of the law enforcement bodies in the country.

Link with Accession Partnership (AP)

Justice, freedom and security is the key priority of the Accession Partnership and key strategic priority of the Government for 2012-2014 under the rule of law enforcement. The project is in line with the Accession Partnership, which outlines the importance of continuation with implementation of the set of action-oriented measures for the fight against crime.

3. Description

3.1. Background and justification:

The Beneficiary country is aspiring to EU membership and as such is obligated to meet certain standards and grade quality. The Institute of forensic medicine, criminalistics and medical deontology, as the highest ranking institution in this area of expertise in the country, since inception tends to reach the highest work quality, trough good work ethics and introduction of the latest instruments and working methods in the field of forensic practice.

The core activities of the Institute are educational, research and science, and applicative work in the field of the forensic medicine. The content, framework and field of professional interest in the three basic working segments are described in detail in the documents issued by the European Council of Legal Medicine Description of Legal and forensic medicine as a medical speciality in EU", 20-07-2010 European council of legal medicine and „Harmonisation of medicolegal autopsy rules"– October 2012, European Council of legal medicine. The regulations and procedures stated in these documents are implemented in the everyday work of the Institute. As a country aspiring to EU membership it is obligatory to enforce those regulations and procedures and implement them.

The applicative work of the Institute serves the judicial system in the Beneficiary country, the police system, the health system and the public sector as a whole. The work performed in the Institute consists of performing autopsies at the request of the Public prosecutor's office, the

health institutions or at the request of civilians. Furthermore the expert specialists that work in the Institute perform examinations and give expertise concerning sexual assaults, expertise for the needs of the courts such as qualification of injuries, pecuniary damages, paternity expertise's, toxicology expertise's, DNA expertise's, identification in mass disasters and expertise's in the field of medical criminalistics according to the Criminal Code in the Beneficiary country and the recommendations of the European Ministry Council of Legal Medicine. As a summary the object of forensic medical expertise are the qualitative and quantitative changes of the human health that are subject of legal dispute.

At this point there are six laboratories that operate within the Institute including:

1. Toxicology laboratory,
2. DNA laboratory,
3. Laboratory for forensic histopathology,
4. Criminalistics laboratory,
5. Laboratory for mass disasters,
6. Laboratory for forensic pathology (autopsy).

Forensic Science laboratories are using a wide variety of methods that can be divided into two major categories. The first category includes methods that are mainly analytical such as instrumental methods that yield quantitative or qualitative results. The second category relates to those examinations that depend on the competence and expertise of the analyst and whose results may be expressed as opinions. Validation is an essential part of our quality system and a requirement for ISO17025-accreditation. ENFSI (European Network of Forensic Science Institutes) recommended guidelines for analytical and expert opinion methods for most forensic science specialties and general templates for the validation process.

ISO 17025 accreditation of the Institute of forensic medicine, criminalistics and medical deontology with the laboratories within, would represent the basic, the initial step of realisation of the long-run national conception in the scope of:

- Promotion and improvement of collaboration between the Institute and the relevant institutions mentioned above,
- Securing quality and quantity of the requested expertise,
- Application of methods that would be acceptable to the applicant in respect of services usability of evidence,
- Shortening the time of expertise,
- Exchange of information in accordance with the international standards with the international institutions.

Through these steps the ultimate goal will be achieved, and the quality of the material evidence which has a great role in promoting and preserving of human rights will be secured. The definition of these issues should be in accordance with the international standards described in the Harmonisation of Medico-Legal autopsy Rules, ECLM, 2012; in accordance with the description of the medico-legal profession as a medical specialty in the EU, published on 20.07.2010, ECLM; and should be in line with the regulations listed in the positive law of the Beneficiary country.

In addition, as a beneficiary of the project "Equipment for laboratories for scientific-research and applicative work" financed with the national budgetary support, the Institute is obliged to

start and secure an accreditation of the methods used in the laboratories and to fulfil the accreditation process.

3.2. Ongoing reforms:

For further improvement of the work of the laboratories within the Institute and for securing the quality of the laboratories results continuous educational support has been provided, technical facilities have been continuously upgraded and new methods are implemented, as well as external quality cross-examination with other relevant laboratories are regularly performed. In line with Mini Dublin group and GRECO recommendations, the project will aim to create a National Forensic Institute, which would have exclusive competence to give forensic opinions; thus it would greatly contribute to raising independence of the whole judicial system within the country. It is the court competence to decide on a case by case basis where the materials would go for tests; at the same time the Institute charges courts for their work while the police does it free of charge. Forensic evidence is at the heart of the criminal courts' work. It's also quite important from the point of view of human rights/ procedural rights of defendants. The lack of one clear sole forensic expertise body in the country has led to several ECHR judgments condemning the country, because the courts have a habit of just accepting the police's forensic report instead of requesting an independent one, and this has affected defendants' right to fair trial.

3.3 Linked activities:

Project title: **Sharing EU expertise**
Donor: EU - TAIEX
Duration: Expert mission 7-10, July, 2013
Study visit: 14-17, September, 2013
Description: The overall objective of the project was to exchange experience and gather information and advice from an Institute of forensic medicine from a Member State that has an organization and work protocol in accordance with the EU regulations, described in the Harmonization of Medico-Legal autopsy Rules, ECLM, 2012; The description of the medico-legal profession as a medical specialty in the EU, published on 20.07.2010, ECLM[2]

Project title: **ISO accreditation of forensic DNA laboratories**
Donor: EU - TAIEX
Duration: June, 2-5th, 2012
Description: The Institute received support to organize a Workshop of regional character on DNA laboratory work in the field of forensic medicine, held in Ohrid, Beneficiary country.

Project title: **ISO accreditation of forensic DNA laboratories**
Donor: German Government through GTZ (Gesellschaft für Technische Zusammenarbeit - Agency for Technical Cooperation)
Description: The Institute received equipment for its DNA laboratory as a support from the German Government within the Bilateral Governmental Cooperation, which was immensely important for achieving ISO standards of work in the Institute's DNA laboratory, which led to higher quality of work, and higher result quality.

Project title: **Technical support**

[2]ECLM - European Council of Legal Medicine, http://www.eclm.org/html/

Donor: EU- CARDS
Description: The aim of the project was to get technical assistance in the form of providing equipment. The donated equipment consists of Crime scope that are used in the laboratory for criminalistics for detection of biological trace, scientific microscope that we use in the histo-pathology laboratory that significantly raised the quality of histopathological analysis and scientific research of the area and an X-ray appliance which is of great importance during autopsy in detecting trauma, projectiles and identification of persons. This equipment contributed to the higher standards of work, and better, faster and more accurate provision of expertise, which is the ultimate goal of our work.

Project title: "Equipment for laboratories for scientific-research and applicative work"
Donor: The Government of the Beneficiary country
Description: The objective was to provide technical support to the scientific laboratories in the country. The equipment is used to modernize the working protocols and methods, especially in the toxicology and DNA laboratory which is of tremendous significance for the ISO accreditation and securing of quality material evidence that serves the judicial proceedings in the Beneficiary country. The equipment is also used for research in the field of forensic medicine and medicine in general.

3.4 List of applicable Union acquis/standards/norms:

1. „Description of Legal and forensic medicine as a medical speciality in EU", 20-07-2010 European Council of legal medicine;
2. „Harmonisation of medicolegal autopsy rules" – October 2012, European Council of legal medicine;
3. Convention for the Protection of Human Rights (ETS N° 50).

3.5. Results per component

The results to be achieved by the project are as follows:

Component 1

Mandatory Result 1: Harmonisation of work protocols with the ISO standardisation regulations
In the context of Mandatory Result 1 the following indicative sub-results will be achieved:

- Existing internal procedures assessed;
- Internal validation of the methods in the laboratories prepared;
- Protocols for best laboratories practices according to ISO 17025 prepared;

The measurable indicators in relation with Mandatory Result 1 are:

- Report with recommendations for improvement of the internal procedures developed;
- Amendments and/or updates of existing SOPs – standard operating procedures and Manuals, according to the ISO 17025 proposed;
- Analysis for internal validation of the methods in the laboratories implemented;
- Manual for best laboratories practice in the laboratories within the Institute adopted.

Component 2

Mandatory Result 2: Promotion of work quality

In the context of Mandatory Result 2 the following indicative sub-results will be achieved:

- Expert cooperation with the other international institutions strengthened;
- Scientific cooperation increased;
- Possibilities of providing scientific expertise and education worldwide increased.

The measurable indicators in relation with Mandatory Result 2 are:

- Recommendations for international cooperation provided;
- Participative approach of the Institute in scientific international projects secured.

Component 3

Mandatory Result 3: Strengthening the theoretical background and practical analytical skills

In the context of Mandatory Result 3 the following indicative sub-results will be achieved:

- Full and detailed analysis of the current laboratories employees work prepared;
- Training needs analyses performed and on the job trainings provided;
- Improved knowledge and skills of different laboratory staff on the ISO 17025 standard requirements.

The measurable indicators in relation with Mandatory Result 3 are:

- Detailed analysis of the laboratories employees work prepared and recommendation for improvement provided;
- Training needs analysis developed and on the job training provided to the employees within the laboratories and administrative staff;
- Number of employees within the laboratories and administration trained;

Component 4

Mandatory Result 4: Promotion of human rights through securing quality material evidence and fair judicial proceedings

In the context of Mandatory Result 4 the following indicative sub-results will be achieved:

- Secured quality material evidence according to ISO 17025 standard for the purpose of safeguarding fair judicial proceedings
- Access to second opinion from and to other laboratories according to ISO 17025 provided;
- Developed tools for services and competences of the Institute respecting the recommendations for Ethic code for human rights.

The measurable indicators in relation with Mandatory Result 4 are:

- Developed recommendations and guidance on the use of the material evidence findings by potential beneficiaries such as Public Prosecutor Office, State Attorney Office, Ombudsman, Courts (civil and criminal), Chamber of lawyers, health institutions, public sector and NGO's to be developed;

- Workshops for Public Prosecutor Office, State Attorney Office, Ombudsman, Courts (civil and criminal), Chamber of lawyers, health institutions, public sector and NGO's for applying the recommendation organised;
- Brochure (or similar) of the services and competences of the Institute developed and Ethic code for human rights presented.

3.6 Expected activities

The Twinning project should not be a one-way technical assistance from a Member State to a Beneficiary Country. The Twinning project shall be implemented as a joint project in which each partner takes on responsibilities. The selected MS shall transfer the requested hands-on public sector expertise to a Beneficiary Country, support into introducing and sharing EU wide best practices in connection with Community legislation and specific needs of the Beneficiary Country in the field of forensic medicine and ISO 17025 accreditation.

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

Component 1

Mandatory Result 1: Harmonisation of work protocols with the ISO standardisation regulations

1.1 To prepare a Report with recommendations for improvement of the internal procedures;

1.2 To propose Amendments and/or updates of existing SOPs and Manuals, according to the ISO 17025;

1.3 To prepare Protocols for best laboratories practices according to ISO 17025.

Component 2

Mandatory Result 2: Promotion of work quality

2.1 To prepare Report with recommendations for international cooperation;

2.2 To provide visibility of the Institute in scientific international projects;

2.3 To provide advice for scientific and educational worldwide presence.

Component 3

Mandatory Result 3: Strengthening the theoretical background and practical analytical skills

3.1 To prepare analysis of the current laboratories employees work and to provide recommendations for improvement;

3.2 To develop training needs analysis;

3.3 To provide trainings and on the job support;

3.4 To organize a 5 days study visit for 10 employees from the 6 laboratories;

3.5 To organise evaluation/lessons learned seminar.

Component 4

Mandatory Result 4: Promotion of human rights through securing quality material evidence and fair judicial proceedings

- 4.1 To prepare recommendation for all beneficiaries;
- 4.2 To organize workshops for all stakeholders;
- 4.3 To develop a Brochure and Ethic code for human rights.

3.7. Means/ Input from the Member State Partner Administration:

The project will be implemented in the form of a Twinning Light Contract between the Beneficiary country and an EU Member State. The Twinning Light Project is envisaged to provide exchange of experience and know-how with a MS Institution with good practice in the stated project activities. The Twinning Partner shall provide an adequate team of experts – including a Project Leader and Short Term Experts (STEs) with suitable knowledge to carry out the activities described.
The interested Member State institution shall include in its proposal the CV of the designated Project Leader and shall provide an overview (not the CVs) of the proposed STE profiles (experience, education) available in the administration for implementing the activities for each of the mandatory results/outputs.
The MS Partner Administration should demonstrate experience in delivery of services in the relevant project fields mentioned above. This experience should be described in the proposal.

3.7.1. Profile and tasks of the Project Leader

The MS Project Leader will manage the implementation of the project with the Project Leader from the Beneficiary Country. The Project Leader's will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. In addition, he/she should coordinate, on the Member State side, the Project Steering Committee (PSC). The MS Project Leader will continue to work at his/her Member State administration. As a minimum, the project Leader should be able to dedicate to the project at least 3 days per month, with at least 3 on-site visits. The Project Leader's seniority will ensure his/her ability to mobilize the necessary staff in support of the efficient implementation of the project. In addition, he/she should coordinate, on the Member State side, the Project Steering Committee (PSC), which will meet in Skopje at least every three months. He/she will be supported by his/her Member State administration for logistic, accounting and administrative affairs.

Profile Project Leader - Requirements:

- Proven contractual relation to a public administration or mandated body
- At least a University degree[3] preferably in Medicine or other relevant field, or an equivalent professional experience of at least 5 years in forensic medicine or other fields relevant for the project;
- Fluent written and spoken English;

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

- Previous experience in project management will be considered as an asset;

Tasks of the Project Leader

- Supervise and coordinate the overall Twinning light project;
- Ensure the achievement of the project outputs;
- Coordinate and monitor the overall implementation of the project
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary and EUD;
- Ensure the backstopping functions and financial management;
- Co-chair and participate in quarterly meetings of the Project Steering Committee with the BC PL;
- Participate in preparation of the side letters; interim and final reports in keeping with the Twinning Manual.

3.7.2. Profile and tasks of the Short-Term Experts (STEs):

Specialist staff will be made available by the Twinning Partner to support the implementation of activities. The proposed pool of short-term experts is expected to cover all relevant areas targeted under this project in order to achieve the mandatory results.

Considering the size of the host-administration, the number of STEs should be reasonable (**minimum 6**). Each of those 6 STEs will be involved in the implementation of the activities within all different 6 laboratories within the Institute. Due to the limited time and budget for the implementation of the project it would be preferable the number of the STEs to be reasonable meaning engaging sufficient number of the STEs for achieving the project results.

Profile of the short-term experts:

- University degree[4] in the field of forensic medicine or other area relevant for the implementation of the project, or equivalent professional experience of at least 5 years in the relevant area
- At least 3 years of relevant professional experience in the field of forensic medicine, toxicology, DNA, forensic histopathology, criminalistics laboratory, mass disaster laboratory or Laboratory for forensic pathology;
- Proven contractual relation to a public administration or mandated body

- Strong written, verbal and inter-personal communication skills in English.

Tasks of the short-term experts

A pool of short term experts is required to implement the project activities covering the following indicative subjects:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with Project activities;

[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

- Provide practical expertise/advices and transfer knowledge to relevant staff for execution of all activities related to the results and objective required within the project;
- Organise and conduct professional trainings, seminars and develop work manuals;
- Supervise and monitor the employees of the beneficiary institution laboratories whether they have mastered the necessary skills;
- Provision of practical support, advice, recommendations and reports as foreseen under the Project in close cooperation and coordination with the relevant institution;
- Address cross-cutting issues.

3.7.3. Translator / interpreter:

For the purpose of the project and for cost effectiveness the Twinning Light Project foresees one part time translator/interpreter for the project activities such as experts' missions, round tables, translation of project documents/mission reports, guidelines and other materials, etc.

4. Budget

The project will be implemented through a Twinning Contract estimated at maximum 250,000 EUR

	Total (EUR)	IPA contribution	
Twinning Contract	250,000	EUR	%
		250,000	100

In addition to the IPA budget as a rule, the BC institution should cover the non-eligible costs as per Twinning manual (Annex 7, art4; Article 14.9 of General Conditions).

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting

The Delegation of European Union will act as a Contracting Authority for the project, which will be responsible for all aspects for the project's tendering, contracting and payments.

The contact person on behalf of the EU Delegation is:

Ruzica Andronikova
Programme Manager
Delegation of European Union
Sv. Kiril I Metodij 52b, 1000 Skopje
Tel: +389 2 3248 500
Fax: +389 2 3248 501
E-mail: ruzica.andronikova@eeas.europa.eu

5.2. Institutional framework

Key beneficiary – Institute of forensic medicine, criminalistics and medical deontology

The main beneficiary of the Twinning Light Project is the Institute of forensic medicine, criminalistics and medical deontology, within the School of Medicine, University of St. "Cyril and Methodius", Skopje.

The Institute of forensic medicine, criminalistics and medical deontology, is a public administration body in the frames of the Ministry of Education and Science (School of Medicine, University of St. "Cyril and Methodius", Skopje), with the status of a legal entity. The number of employees is 35 persons.

The core activities of the Institute are educational, research and science, and applicative work in the field of the forensic medicine. The work performed in the Institute consists of organizing and conducting theoretical and practical education for students; conducting research in the field of forensic medicine; and performing autopsies, performing examinations and giving expertise concerning sexual assaults, expertise for the needs of the courts such as qualification of injuries, pecuniary damages, paternity expertise, toxicology expertise, DNA expertise, identification in mass disasters and expertise in the field of medical criminalistics.

Benefiting of the project results

The results of the Twinning Light Project inter alia will contribute towards the promotion and improvement of cooperation between the Institute of forensic medicine, criminalistics and medical deontology and:

- Public Prosecutor Office,
- State Attorney Office,
- Ombudsman,
- Courts (civil and criminal),
- Chamber of lawyers,
- health institutions,
- public sector and
- NGO's.

Co-ordination mechanisms between institutions and departments

The Institute of forensic medicine, criminalistics and medical deontology will be directly responsible for co-ordination and management of the project and will support the Twinning Light project team in organizational and technical matters. Activities will be conducted in close cooperation with the DEU.

In line with the relevant provisions of the Twinning Manual (Revision 2017) A Project Steering Committee (PSC) will be established at the beginning of the project to monitor the implementation of the project comprising of senior representatives: the Beneficiary Country Project Leader, the Member State Project Leader, other representatives from MS and Beneficiary County and the representatives from the Contracting Authority. The final and exact composition of the PSC will be agreed with the Contracting Authority at the start-up of the project. Any observer to the PSC should be approved by the Contracting Authority.

MS and BC Twinning Light Partners will arrange regular and ad-hoc coordination and information exchange meetings with other stakeholders as necessary.

5.3 Main counterpart in the Beneficiary administration

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

5.3.1 Beneficiary Country counterpart and contact person will be:
Mr. Zlatko Jakjovski
Professor Doctor for forensic medicine, Chief of Forensic DNA Laboratory
Vice Dean of the School of Medicine
Str. Majka Tereza, no. 17
1000 Skopje
Tel: + 389 75416000
Mail: drjakovski@gmail.com

5.3.2 BC Project Leader will be:
Mr. Aleksandar Stankov
Assistant Professor Doctor for forensic medicine
Head of the Institute for forensic medicine, criminalistics and medical deontology
Str. Majka Tereza, no. 17
1000 Skopje
Tel: + 389 75490545
Mail: astankov@medf.ukim.edu.mk

6. Duration of the project

The implementation period of the Action will last 8 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.

7. Sustainability

The project sustainability will be guaranteed through the standardization of the work protocol, laboratory methods, and facilities capacities that will directly contribute to implementing of ISO standardisation.

Therefore, the main impact of the project relates to increased quality and promotion of human rights.

The MS Twinning partners shall transfer the know-how necessary to achieve the mandatory results to the Beneficiary administration. During the project, the twinning partners should develop documents/handouts, guidelines that will be easily accessible for later use by the beneficiary country. Staff benefiting from trainings shall transfer knowledge through subsequent training to their colleagues. Moreover, the proposed Evaluation/Lessons Learned Seminar at the end of the implementation which capitalises and presents the concrete results with practical implications for further follow up will add to the sustainability of results.

8. Crosscutting issues

Cross cutting issues have to be systematically addressed during the project lifetime. All forms of discrimination will be banned in accordance with applicable legislation.

8.1. Civil Society development and dialogue

Effective cooperation with the civil society organizations is an important element in the work of the Institute of forensic medicine, criminalistics and medical deontology, which is also recognised in the respective national strategies and documents. Relevant civil society organizations will be included or informed in twinning activities.

8.2 Environmental considerations

Any ecological friendly initiative which can be taken will have to be implemented.

8.3 Equal Opportunity and non-discrimination

The Institute of forensic medicine, criminalistics and medical deontology is committed to equal gender treatment throughout its work and human resource management. The project will be implemented according to the national legislation providing equal opportunities. Twinning partners will be expected to comply with EU Equal Opportunity policies.

8.4 Minority and vulnerable groups

The Institute of forensic medicine, criminalistics and medical deontology is committed to an equal treatment of minorities throughout its work and human resource management. The beneficiary will be assisted to implement an 'internal minority and vulnerable group assessment' to identify areas where it could improve its internal performance vis-à-vis minorities or other vulnerable groups. In view of the specific sector, it is not expected that the minority aspects will be of prime relevance for the outputs of this project.

8.5 Good governance, with particular attention to fight against corruption

Specific action instruments for the *good governance*, with particular attention to *fight against crime,* will be incorporated on a horizontal basis, as part of the training activities. To this aim, particular attention will be put in the prevention of crime, mainly through the raising political and public awareness.

8.6 Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/2007[5].

9. Conditionality and sequencing

9.1. Conditionality

- Appointment of counterpart personnel by the beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff;
- Participation by the beneficiary in the selection process as per EU regulations;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries.

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

9.2. Sequencing

1. Approval of the Twinning project fiche;
2. Successful completion of a Twinning selection process;
3. Signature of the Twinning contract;
4. Commencement of the twinning partnership;
5. End of the implementation period;
6. Submission of the final report.

10. Indicators for performance measurement

See section 3.5

11. Facilities available

The project will be located in the premises of the Institute of forensic medicine, criminalistics and medical deontology. The Institute will ensure appropriate support and basic equipment for the work of the experts. This includes administrative support, office space, computers, telephone and fax and other necessary facilities. This contribution should also include logistical support for various training activities, including selection of trainees (in consultation with the MS/Mandatory body experts), as well as providing the MS/Mandatory body experts with the documents and information necessary for project implementation. For Project interventions the Institute shall provide the MS experts with all the necessary support throughout the period of their intervention.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

2. Organogram of the Institute for Forensic Medicine

ANNEX 1

LOGFRAME PLANNING MATRIX	**Standardization and harmonisation according to ISO 17025 standard of the laboratories within the Institute for forensic medicine, criminalistics and medical deontology**		
		Total budget: € 250.000	IPA budget: € 250.000

Overall objective	**Objectively verifiable indicators**	**Sources of Verification**
The overall objective of the project is to achieve standardisation and harmonisation of the work protocols in the Institute of forensic medicine, criminalistics and medical deontology, with the European and international standards for quality forensic practice and standardisation and validation of the methods and instruments used in the forensic laboratories that operate within the institute.	- Work of the Institute of forensic medicine, criminalistics and medical deontology is aligned with the ISO 17025 standard	- „Description of Legal and forensic medicine as a medical speciality in EU“, 20-07-2010 European Council of legal medicine; - „Harmonisation of medicolegal autopsy rules“ – October 2012, European Council of legal medicine; - Convention for the Protection of Human Rights (ETS N° 50).

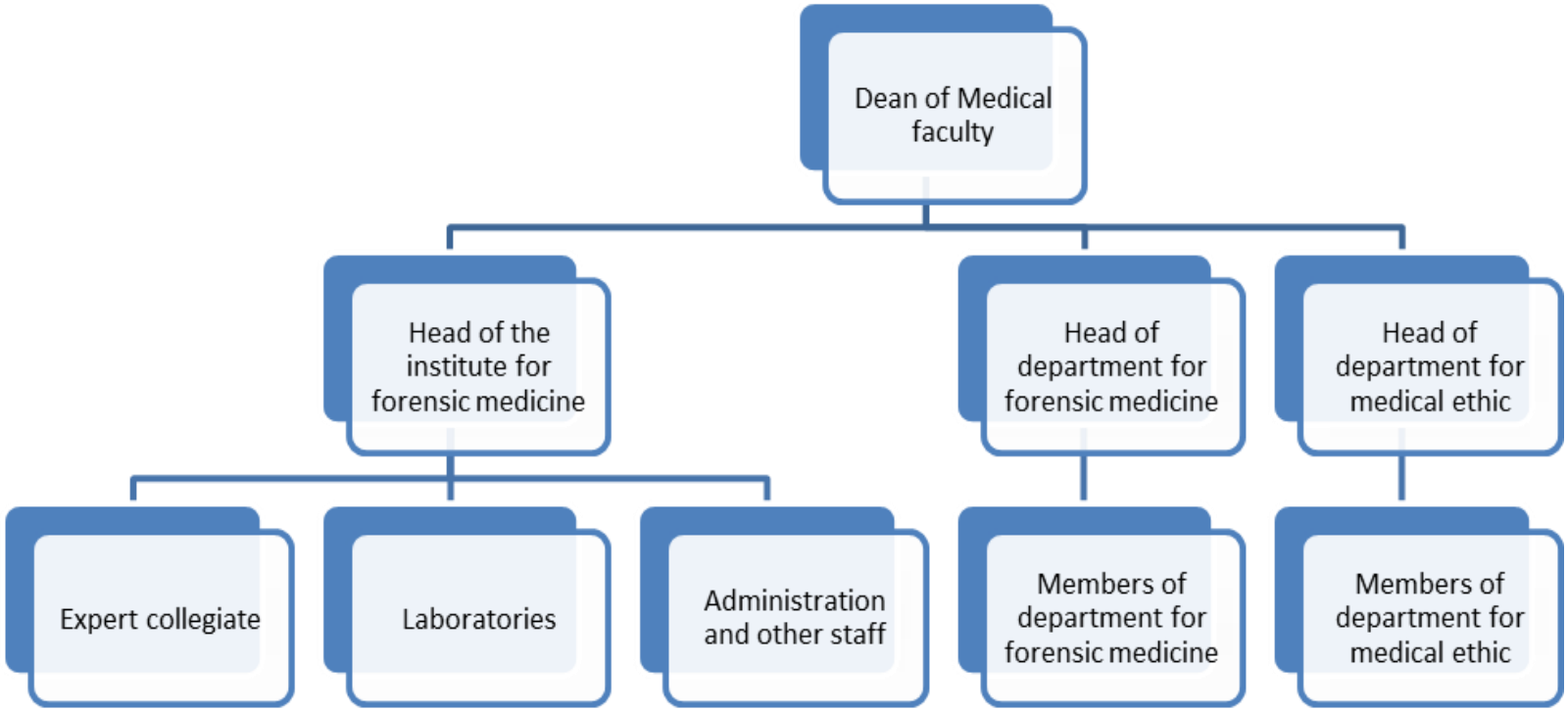
Specific objective:	**Objectively verifiable indicators**	**Sources of Verification**	**Assumptions**
The specific objective is to further adjust and strengthen the work protocols of the Institute and of the methods used in the laboratories that operate within, with the goal to establish and accredit the Institute as the National Institute for Forensic Medicine – the main institution responsible for forensic medicine in the Beneficiary country.	- Work protocols of the Institute and of the methods used in the laboratories that operate within are established and accredited according ISO 17025 standard; - Employees within the Institute are qualified to work according to ISO 17025 standard; - The quality and the quantity of the expertise is secured.	- „Description of Legal and forensic medicine as a medical speciality in EU“, 20-07-2010 European Council of legal medicine; - „Harmonisation of medicolegal autopsy rules“ – October 2012, European Council of legal medicine;	- Continued support from the EU insured; - Professional commitment; - Presence of qualified personnel; - Counterpart personnel is appointed; - Appropriate working space is provided.

		- Convention for the Protection of Human Rights (ETS N° 50).	
Results	**Indicators**	**Sources of Verification**	**Assumptions**
- Result 1: Harmonisation of work protocols with the ISO standardization regulations - Result 2: Promotion of work quality - Result 3: Strengthening the theoretical background and practical analytical skills - Result 4: Promotion of human rights through securing quality material evidence and fair judicial proceedings	Measurable indicators under Result 1: - Report with recommendations for improvement of the internal procedures developed; - Amendments and/or updates of existing SOPs – standard operating procedures and Manuals, according to the ISO 17025 proposed; - Analysis for internal validation of the methods in the laboratories implemented; - Manual for best laboratories practice in the laboratories within the Institute adopted. Measurable indicators under Result 2: - Recommendations for international cooperation provided; - Participative approach of the Institute in scientific international projects secured. Measurable indicators under Result 3: - Detailed analysis of the laboratories employees work prepared and recommendation for improvement provided;	- Reports on seminars, workshops, experts meetings; - Training plan; - Assessment reports; - Prepared recommendations for the overall objective of the project; - Project reports; - Recommendation Report.	- Availability of appropriate staff for training; - Stimulating environment to apply ISO 17025 standard in practice; - Professional commitment.

	- Training needs analysis developed and on the job training provided to the employees within the laboratories and administrative staff; - Number of employees within the laboratories and administration trained; Measurable indicators under Result 4: - Developed recommendations and guidance on the use of the material evidence findings by potential beneficiaries such as Public Prosecutor Office, State Attorney Office, Ombudsman, Courts (civil and criminal), Chamber of lawyers, health institutions, public sector and NGO's to be developed; - Workshops for Public Prosecutor Office, State Attorney Office, Ombudsman, Courts (civil and criminal), Chamber of lawyers, health institutions, public sector and NGO's for applying the recommendation organised; - Brochure (or similar) of the services and competences of the Institute developed and Ethic code for human rights presented.		

Activities	Means	Specification of costs	Assumptions
Mandatory Result 1: Harmonization of work protocols with the ISO standardization regulations: 1.1 To prepare a Report with recommendations for improvement of the internal procedures; 1.2 To propose Amendments and/or updates of existing SOPs and Manuals, according to the ISO 17025; 1.3 To prepare Protocols for best laboratories practices according to ISO 17025 Mandatory Result 2: Promotion of work quality: 2.1 To prepare Report with recommendations for international cooperation; 2.2 To provide visibility of the Institute in scientific international projects; 2.3 To provide advice for scientific and educational worldwide presence. Mandatory Result 3: Strengthening the theoretical background and practical analytical skills: 3.1 To prepare analysis of the current laboratories employees work and to provide recommendations for improvement; 3.2 To develop training needs analysis; 3.3 To provide trainings and on the job support; 3.4 To organize a 5 days study visit for 10 employees from the 6 laboratories; 3.5 To organise evaluation/lessons learned seminar. Mandatory Result 4: Promotion of human rights through securing quality material evidence and fair judicial proceedings: 4.1 To prepare recommendation for all beneficiaries; 4.2 To organise workshops for all stakeholders; 4.3 To develop a Brochure and Ethic code for human rights.	MS twinning partner input: - 1 MS Project Leader; - Pool of short-term experts; BC partner input: - 1 BC Project Leader; - BC contact person.	EURO 250.000	- Smooth implementation of standardization; - Full commitment of the involved authorities; - Experts recruited with sufficient quality; - Effective monitoring of project implementation; - Timely availability of adequate resources;

ANNEX 2


Dean of Medical faculty
Head of the institute for forensic medicine
Head of department for forensic medicine
Head of department for medical ethic
Expert collegiate
Laboratories
Administration and other staff
Members of department for forensic medicine
Members of department for medical ethic