



ANNEX C1: Twinning Fiche¹

Project title: Strengthening the institutional capacities in dealing with cultural heritage and environmental crimes

Beneficiary administration: Ministry of Interior of Republic of North Macedonia

Twining Reference MK 21 IPA JH 01 23

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EU funded project
TWINNING TOOL

¹ In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

1. Basic Information

1.1 Programme: IPA III - 2021, Action 02 - EU against organised crime, in support of trade CRIS/OPSYS Number 043-662/2 (direct management)

1.2 Twinning Sector: Justice and Home Affairs

1.3 EU funded budget: 1000 000 EUR

1.4 Sustainable Development Goals (SDGs): This project will contribute to the following SDG's:

- SDG 16: Peace, justice and strong institutions
- SDG 14: Life below water
- SDG 15: Life on land

2. Objectives

2.1 Overall Objective(s):

The overall objective of this project is strengthening the institutional capacities for environmental and cultural heritage protection with particular focus on crimes against cultural heritage and the environment.

2.2 Specific objective:

The specific objective of this project is strengthening of the strategic and operative capacities of the Ministry of Interior and relevant institutions for prevention, investigation and prosecution of criminal cases against the environment and movable and immovable cultural heritage.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The project is in direct alignment with the **National Strategy for environment protection 2017-2027** and its Action Plan, where the **National Priority 2: Protection, preservation and monitoring of the components for geo-diversity, geo-heritage, biological and landscape diversity, action: 2.1.10 stipulates: Strengthening of the capacities of judiciary and law enforcement for tackling environmental crimes.**

One of the actions in support to **Flagship Initiative 6 of the Western Balkans Strategy** to foster reconciliation and good neighbourly relations is enhancing cooperation in culture, including work to protect the Western Balkans cultural heritage and to fight the illicit traffic in cultural goods.

Towards an EU strategy for international cultural relations, Joint Communication to the European Parliament and the Council stresses both the key role of inter-cultural dialogue in the promotion of reconciliation and the need to combat trafficking of heritage, including through

increased training of law enforcement authorities and cooperation between countries and with art market professionals.²

Sofia Declaration on the Green Agenda for the Western Balkans stipulates the countries of the Western Balkans to develop programmes and undertake necessary actions to increase administrative capacities for implementation of the Green Agenda, to monitor, promote and enforce compliance with environmental obligations and ensure effective mechanisms for public participation, access to information, access to justice in environmental matters and environmental reporting.

The Strategic Plan of the Ministry of Culture 2022-2024 envisages in point 1.7 the Directorate for protection of cultural heritage to suggest a National action plan for prevention of crimes against cultural heritage and to coordinate its implementation.

3. Description

3.1 Background and justification:

Illicit trafficking of cultural goods is not a new phenomenon, the levels it has reached in recent years, especially in areas affected by armed conflicts and natural disasters, is a very serious cause for concern for the international community. Cultural heritage is increasingly targeted and its destruction, theft, looting or smuggling stems from a desire to reduce to ashes the collective memory and dismember the identity of peoples. Moreover, the illicit trafficking of cultural property contributes significantly to the funding of terrorism, organized crime and money laundering. It should be recalled that threats to cultural heritage are a major security issue and that the international community has a direct responsibility to protect it. Crimes against cultural heritage very often are involving transnational criminal networks that are active in many countries wherever the country is source, transit or final destination. Republic of North Macedonia is considered to be source-country of the global, black market of cultural heritage.

Environmental crime is a serious crime, often committed by organised crime groups, that affects society as a whole, as its impact is felt not only in the health of humans and animals but also in the quality of air, soil and water. Environmental crime as a specific emerging threat requires intensified monitoring and often involves a cross-border dimension. Despite the potentially grave consequences of environmental crime, its seriousness is still often underestimated at national and international level. The enforcement, investigation and prosecution of these crimes are severely under-resourced, and environmental crimes are often treated as a low priority by policymakers, governments, and courts, with the result that perpetrators are often not prosecuted, and in some jurisdictions face few if any consequences.

In many cases, the environmental crimes and crimes linked with cultural heritage are a trigger for another set of criminal cases like extortion, corruption, frauds and money laundering.

In overall, the criminal activities linked with the environment and cultural heritage represent a serious treat, endangering the lives and public health of all the citizens of Republic of North Macedonia, as well as destruction and permanent loss of the cultural heritage of the country.

One of the main competencies of the Department for Suppression of Organised and Serious Crime (DSOSC) within the Bureau for Public Security (PBS) of the Ministry of Interior is

² Join(2016) 29 final, 8.6.2016, pp. 11 and 12.

suppression of organised criminal groups, which are active on national and international level. Criminal code stipulates penalty of above 4 years of imprisonment. DSOSC together with Public Prosecution Office for Suppression of Organised Crime and Corruption have already gained some experience in conducting proactive investigations for suppression of organised criminal groups involved in illegal trading with cultural heritage. Currently there is no specialized unit within Ministry of Interior established solely for dealing with crimes related to culture heritage and environment crimes. The investigation is conducted by investigators with competencies for financial and property crimes.

Most common forms of crimes that the police is confronted are illegal exploitation of mineral resources and illegal forest logging. Hence, tackling organized environmental crime requires expertise in environmental law, highly specialized investigative skills, and an ability to ‘follow the money’ (analyse complex cross-border financial transactions). It also requires significant rather than low-level sanctions and for prosecutors and courts to not dismiss cases but instead bring such crimes to trial, although this requires interagency cooperation.

In 2019, a unit for violent crime and crimes against cultural heritage within the DSOSC was established. This unit, besides suppressing crimes against cultural heritage, has a wide spectrum of competencies in the area of violent crimes such as illegal arms trafficking, robberies, extortion, blackmails, murders etc. The wide spectrum of jurisdiction of this unit is undermining the specialization in terms of knowledge and methodology, as well as material resources for the investigators that are involved in investigation for criminal cases against cultural heritage. The need for establishment of a specialized unit within the Department for Suppression of Organised and Serious Crime of the Ministry of Interior dedicated solely for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage is an essential precondition for further steps in protection of the cultural heritage and crimes against it.

Currently, the Republic of North Macedonia is facing serious treats in terms of the cultural heritage and its preservation in the original form, especially of the natural and cultural heritage of the Ohrid region that it is under protection of UNESCO. One of the strategic goals of the Government of the Republic of North Macedonia is that the national cultural heritage to be part of the European and world’s cultural heritage. Also, another strategic goal of the Government is clean, healthy and protected environment through supporting sustainable development and economy, climate change adaptation and biodiversity preservation and protection of the environment with implementation of international agreements as EU Green Deal and United Nation’s Sustainable Development Goals.

Regarding the horizontal issues connected with the environment protection, it can be noted that the administrative capacities on all levels are very low, and the financial resources for law enforcement in this area are insufficient. Difficulties in national coordination and cooperation do not contribute to the smooth handling of cases. There is continuous dialogue with non-governmental sector, but still crucial steps are needed for improving the access to information and participation of the general public into the decision making processes for environmental and cultural heritage protection.

The need for enhancing the cooperation between all relevant parties in suppressing these types of crimes have emerged. Namely, having in mind the complexity of both phenomena’s, also lack of systematic and strategic approach, limited equipment and human resources, lack of the multi-

disciplinary and multi-institutional approach that it is required for combating this two types of crimes is needed. With establishment of two separate platforms for protection of the cultural heritage and environment will contribute for better coordination of the law enforcement officials and agencies and will work to strategize how to better support the enforcement of cultural heritage and environmental crime and to deter crime before it happens. The enhanced cooperation through the platforms will contribute in consolidation of the institutional capacities into a wide front for action, communication and coordination between the institutions on national and regional level. On a wider level the platforms include involvement of the NGO sector, the academic community and private sector in form of trainings and workshops as well as other activities that will enable a comprehensive approach in the protection of the environment and cultural heritage.

Following institutions are relevant in protection and combating crimes against cultural heritage:

- Public Prosecutor Office
- Ministry of Interior
- Customs Administration
- Directorate for protection of cultural heritage
- Ministry for Culture
- Ministry of Justice
- Ministry of Environment and Physical Planning
- Ministry of Transport and Connections
- The Academy for judges and public prosecutors
- Experts from the museums and protection of cultural heritage
- Experts from the academic community and NGO's

Fighting environmental crime requires a multidisciplinary approach elaborated, first, on inter-agency cooperation at national level, which should then be reflected at EU level. Since there is no specialized unit within MOI's Department for Suppression of Organised and Serious Crime regarding the response against environmental crimes, the establishment of such unit is of tremendous importance in the tackling of environmental crimes. Support in form of workshops, trainings and meetings should be provided. A model for joint action enabling efficient cooperation, communication and coordination between relevant institutions should be established.

Following institutions are relevant in protection of environment and combating environmental crimes:

- Public Prosecutor Office
- Ministry of Interior
- Customs Administration
- Ministry for Culture
- Ministry of Justice
- Ministry of Environment and Physical Planning
- State Inspectorate for environment protection
- State Communal Inspectorate
- State Inspectorate for forestry and hunting

- Ministry of Agriculture, Forestry and Water Economy
- The Academy for judges and public prosecutors
- Experts from the academic community and NGO's.

3.2 Ongoing reforms:

The Project is in line with the EU Strategy for Western Balkans, with main aim being to support the country in adopting and implementing the institutional, legal, administrative reforms required to comply with Union values and to progressively align to Union rules, standards, policies and practices with a view to Union membership, thereby contributing to country's stability, security and prosperity.

Furthermore, the completion of Project's results will contribute towards the implementation of the Stabilization and Association Agreement (SSA) regarding the statements stipulated in article 78 concerning trafficking in human beings; illegal economic activities, preventing and combating crime and other illegal activities, including corruption and illegal economic activities, etc. Additionally, the project is also in line with the recommendations of the Conclusions of the 14th meeting of the Subcommittee on Justice and Home Affairs of the Stabilization and Association Agreement (SAA), held in November 2019, related with the fight against organized crime; fight against all forms of trafficking including trafficking in arms and trafficking in human beings; financial investigations/anti money laundering; identification, tracking, seizure and confiscation of assets in corruption and organized crime cases.

The Project is contributing to the objectives of United Nation's 2030 Agenda for Sustainable Development; more specifically, the action contributes to SDG 16 Peace, Justice and Strong Institutions. More specifically, North Macedonia is implementing SDG 16 within its strategic framework through the specific objectives and measures related to the reduction of illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime, strengthen relevant national institutions, including through international cooperation to prevent violence and combat terrorism and crime, etc. The monitored indicators are regularly updated by the National Statistical Institute.

The Project is also in line with the Agreement on Operational and Strategic Cooperation with EUROPOL, which purpose is to regulate the cooperation between Europol and North Macedonia in combating serious forms of international crime, through the exchange of information and regular contacts. It is also contributing to the implementation of the agreement that North Macedonia has with EUROJUST that establishes a framework for structural judicial cooperation in the fight against serious cross-border crime between EU Member States and North Macedonia. The agreement allows for the partner States to take part in all the practical cooperation tools offered through Eurojust to prosecute serious, transnational crime cases.

The project will contribute for the Public Administration Reform efforts of the country and it is in line with the PAR Strategy 2018-2022 supporting the establishment of professional and competent administrative officers in the field of protection of the environment and the cultural heritage of the country; effective application of modern information technologies and in overall high quality services delivered to the citizens and businesses.

3.3 Linked activities:

- "Workshop on illicit trafficking of cultural goods" organized by DCAF Border Security Programme held on 23.06.2020- Main topics: identification of crime cases of illicit trafficking

of cultural goods; development of risk indicators; preparation and delivery of posters for illicit trafficking of cultural goods on border crossing points.

- On-line meeting on fight against illicit trafficking of cultural goods organized by UNESCO on 20 and 21 October 2020 – Main topics: comparative experiences on fight against illicit trafficking of cultural goods and restitution of cultural heritage; enhancing the international cooperation between institutions in charge of fight against illicit trafficking of cultural goods;
- On-line meeting on fight against illicit trafficking of cultural goods organized by UNODC on 10.12.2020 – Main topics: comparison of the capacities for fight against illicit trafficking of cultural goods in different countries; discussion on the current organizational setup of the Ministry of Interior and other institutions in Republic of North Macedonia in charge of suppression of illicit trafficking of cultural goods.
- **“Fighting illicit trafficking of cultural property in the Western Balkans”** IPA II Multi-country Action Programme 2019

3.4 List of applicable *Union acquis*/standards/norms:

- Directive 2008/99/ on protection of the environment through criminal law;
- Council Regulation (EC) No 116/2009 on the export of cultural goods;
- Regulation (EU) 2019/880 of the European Parliament and of the Council of 17 April 2019 on the introduction and the import of cultural goods

3.5 Components and results per component

The project will be consisted of 2 components:

Component 1: Strengthening the strategic and operative capacities on national level for prevention and combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage

Sub-component 1.1: Strategic framework for strengthening the organizational structure on national level, with particular focus on the Ministry of Interior in dealing with criminal cases against cultural heritage

The results of sub-component 1.1 are:

- 1) Gap Analysis of the current organizational structure on national and regional level conducted, and proposal for new/upgraded organizational framework for establishment of a national platform for joint cooperation and action in protection of the cultural heritage prepared;
- 2) Existing legislation for protection of cultural heritage reviewed and recommendations for amendments and harmonization with the EU legislation made;
- 3) Needs assessment of the current organisational structure in the Ministry of Interior conducted and recommendations for new/upgraded organisational structure with formation of a specialized unit within the Department for Suppression of Organised and Serious Crime prepared;
- 4) MoI IT capacities reviewed and recommendations for necessary IT equipment, access to relevant national data bases, institutional interoperability structure provided, including

international collaboration and sharing information with international databases or interfaces between them;

- 5) Draft National Action Plan for prevention and combating of crimes against cultural heritage stipulating strategic goals, management mode, modus operandi, priority areas prepared;

Sub-component 1.2: Operative framework-Development of Standard Operative Procedures (SOP's), memorandums, training needs assessment including training curriculum and other relevant documents needed for operative functionality of the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage and institutions according to best EU and international practices)

The results of sub-component 1.2 are:

- 1) Existing relevant SOP's and by-laws at Ministry of Interior reviewed and new SOP's for effective and efficient prevention, detection and investigations for criminal cases against cultural heritage in line with EU best practices developed;
- 2) Memorandums for cooperation and legal framework for inter-institutional cooperation for protection of cultural heritage, the competencies of all stakeholders, the methods for cooperation and exchange for information prepared.
- 3) Report with recommendations for analytical products useful to develop an intelligence gathering strategy and to create market diagnostic or scanning tools to understand market trends; with map for geo-visualisation of the archaeological and other locations vulnerable to cultural heritage crimes prepared;
- 4) Understanding of international heritage crime, the main players and the methods of both attacks and defence and developed investigative techniques and mechanisms for restitution of stolen or illegally exported objects that are part of the national cultural heritage provided;
- 5) Training needs assessment conducted;
- 6) Training curriculum for the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage prepared to provide an understanding of cultural heritage crime, how to gather information, the main players and the methods, evidence collection, criminal intelligence and analysis, undercover operations, forensic expertise, investigative techniques and other relevant topics in dealing with criminal cases against cultural heritage and trainings delivered;

Component 2: Strengthening the strategic and operative framework on national level for protecting and dealing with crimes against environment.

Sub-component 2.1: Strategic framework for strengthening the organizational structure on national level, with particular focus on the Ministry of Interior in dealing with criminal cases against environment

The results of sub-component 2.1 are:

- 1) Gap Analysis of the current organizational structure on national and regional level conducted and proposal for new/upgraded organizational framework with recommendations for establishment of a national platform for joint cooperation and action in protection of the environment prepared

- 2) Analysis of the legal framework and legislation covering the environmental protection and fight against environmental crimes conducted and recommendations for harmonization of the national with the EU legislation covering this area prepared;
- 3) Needs assessment of the current organizational structure of the Ministry of Interior conducted and recommendations for new/upgraded organisational structure with establishment of specialized unit within the Department for Suppression of Organised and Serious Crime for suppressing environmental crimes prepared.

Sub-component 2.2: Operative framework - Developed Standard Operative Procedures (SOP's), protocols, memorandum and other documents for the work of the institutions responsible for dealing with criminal cases against environment according to best EU and international practices

The results of sub-component 2.2 are:

- 1) Recommendations for multi-institutional cooperation and joint action against environmental crimes in line with EU and international best practices prepared;
- 2) Evaluation of the existing SOP's and by-laws and prepared/up-dated SOP's for conducting effective and efficient investigations for criminal cases against environment in line with EU best practices conducted
- 3) Training needs assessment conducted;
- 4) Training curriculum for the specialized unit for suppressing environmental crimes prepared to provide an understanding of environmental crime, how to gather information, the main players and the methods, evidence collection, for conducting criminal intelligence and analysis, undercover operations, forensic expertise, investigations and other relevant topics in dealing with environmental crime and trainings delivered;

Note*: All project deliverables will be prepared on English language and translated in Macedonian language.

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented in the form of a Twinning contract between the Beneficiary Country (BC) 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, Component Leaders (CLs) and pool of short-term experts within the limits of the budget. It is essential that the team have sufficient broad expertise to cover all areas included in the project description.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and

mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory result/outputs.

The interested EU Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potential designated Component Leaders (CLs).

The Twinning project will be implemented by close-cooperation 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 initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL:

Qualifications and skills:

- University Degree preferably in the field of humanitarian sciences, social sciences, security, ecology, law or other relevant field of education; or in its absence an equivalent professional experience of 8 years;
- At least 3 years of relevant experience in the field of crime investigations and protection of cultural heritage and/or environment;
- Fluency in written and spoken English;
- Prior experience in implementation of international and/or EU funded projects in the relevant area will be considered as an asset.

Tasks:

- Conceive, supervise and coordinate the overall Twinning project;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS Twinning partner;
- Coordinate MS experts' work and availability;
- Permanent contacts with the main counterpart in the BC;
- Ensure the backstopping functions and sound financial management;
- Guarantee from the MS administrative side, the successful implementation of the Project's Work Plan; participate in meetings of the Project Steering Committee with the BC PL;
- *Takes full responsibility for the implementation of the said Twinning Grant Contract, to make all commitments and take all decisions on his/her behalf in the interest of the successful conclusion of the entire Twinning project* Participate in preparation of the initial and subsequent work plan

3.6.2 Profile and tasks of the RTA:

One Resident Twinning Advisor (RTA) will be appointed and he/she will be located in the premises of the Ministry of Interior. The secondment of the RTA will last for **21 months**, during which he/she will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

Qualifications and skills

- University Degree preferably in the field of humanitarian sciences, social sciences, security, ecology, law or other relevant field of education the project focus or equivalent professional experience of 8 years;
- At least 3 years of specific experience in MS administration in the field of crime investigations and protection of cultural heritage and/or environment;
- Experience in project implementation and/or coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Resident Twinning Adviser

- Drafting and initial work plan in close cooperation with the relevant actors;
- Coordinate of all project activities and experts' inputs in the country;
- Ensure timely and correct implementation of the activities as outlined in the initial and subsequent work plans; keeps the Beneficiary PL informed about the implementation and reports regularly to the Member State PL;
- Updates the work plan to be transmitted to the Project Steering Committee under the authority of the Member State PL;
- Providing advice and technical assistance to the representatives of the Beneficiary administration;
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed;
- Coordination of the EU MS experts' work and availability;
- Preparation of the materials and documentation for regular monitoring and reporting;
- Take corrective actions, if necessary, inside the terms of the signed contract.

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 RTA shall be supported by a full time project assistant performing general project duties and providing translation and interpretation services as necessary. When the nature of the project suggests that the volume of translation and/or interpretation requested would be considerable, a language assistant can be hired in addition.

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.

3.6.3 Profile and tasks of Component Leaders:

Component Leader 1:

- University degree in in the field of humanitarian sciences, social sciences, security, law, history or other relevant field of education or equivalent professional experience of 8 years;
- At least 3 years of specific of relevant experience in the field of crime investigations and protection of cultural heritage;
- Experience in project implementation and/or coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks:

- To supervise and coordinate the overall preparation of the activities under the component 1 in close cooperation with the RTA
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Component Leader 2:

- University degree in in the field of humanitarian sciences, social sciences, security, law, ecology, natural sciences or other relevant field of education or equivalent professional experience of 8 years;
- At least 3 years of specific of relevant experience in the field of crime investigations and protection of environment;
- Experience in project implementation and/or coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks:

- To supervise and coordinate the overall preparation of the activities under the component 2 in close cooperation with the RTA.
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3.6.4 Profile and tasks of other short-term experts:

Profile of the short-term experts

Short Term Experts shall comply with the following minimum requirements:

- University degree preferably in the area relevant for the implementation of the project or equivalent professional experience of 8 years;
- At least 3 years of working experience in the field of protection of environment and/or cultural heritage;
- Fluency in written and spoken English;
- Good skills in reporting and communication.

Tasks

- Delivering expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA;

- Delivering support to the Beneficiary administration through specific activities in the Beneficiary country, including workshops, seminars, training sessions, meetings with officials of the Beneficiary administration, joint drafting sessions, etc.;
- Preparation and reporting work, before and after missions to the Beneficiary country;
- Address cross-cutting issues.

4. Budget

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

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
		EUR	%	EUR	%
	1 000 000	1 000 000	100	/	/

5. Implementation Arrangements

- 5.1 The European Union Delegation will be Implementing Agency responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities.

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5.2 Institutional framework

The main beneficiary of this Twinning project will be Ministry of Interior, in particular the Department for Suppression of Organized and Serious Crime (DSOSC). However other institutions

with competences on protection on environment and cultural heritage will also benefit from the project activities.

The Department for Suppression of Organized and Serious Crime (DSOSC) is with jurisdiction all over the territory of the country and it has been divided into several Sectors: Sector for covered Operations, Sector for criminal investigations and Sector for criminal intelligence and analysis. Within the Sector for criminal investigations are several Units: Unit for financial crime, Unit for corruption, Unit for Human Trafficking and Illegal Migration, Unit for Serious crime and crimes against cultural heritage and Unit for Illegal Trafficking of Drugs.

The following institutions and organisations that have competitions over protection of the environment and cultural heritage will also be involved in project activities respectfully in accordance to the Twinning work plan: Public Prosecutor Office, Customs Administration, Ministry of Culture, Ministry of Justice, Ministry of Environment and Physical Planning, Ministry of Transport and Connections, Directorate for protection of cultural heritage The Academy for judges and public prosecutors, State Inspectorate for environment protection, Ministry of Agriculture, Forestry and Water Economy, State Inspectorate for forestry and hunting, Forest Police, State Communal Inspectorate ,museums, NGO's and universities.

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Ms. Maja Cvetkovska

Head of the Sector for IPA and community programmes, Department for EU and international cooperation

IPA Coordinator

Ministry of Interior

St. Dimce Mircev N.9, 1000, Skopje

5.3.2 PL counterpart

Mr. Faredin Zenuni

Deputy of the Head of the Department for Suppression of Organised and Serious Crime

Ministry of Interior

St. Dimce Mircev N.9, 1000, Skopje

5.3.3 RTA counterpart

Mr. Goce Trencovski

Head of the Unit for serious crime and crimes against cultural heritage

Ministry of Interior

St. Dimce Mircev N.9, 1000, Skopje

6. **Duration of the project**

The implementation period of the Action will last **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 of the Action.

7. Management and reporting³

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

At policy level, the project is expected to have impact on the national legislation, namely to contribute in its alignment to EU *acquis* in the area of protection of the environment and cultural heritage. As such, the action will lead to improvement of the legislation of the country, including adoption or upgrade of laws, by-laws, strategies and action plans as well as practices that will lead to better organisation and functioning of the institutions responsible for protection of the cultural heritage and environment, especially for conducting crime investigations against crimes in this two areas.

From technical point of view, the action envisages preparation and signing of documents for inter-institutional cooperation that will enable joint coordination and comprehensive approach in dealing with crimes against environment and cultural heritage. SOP's, manuals and guidelines will be adopted and upgraded in line with the EU and international best practices. Training curriculum and number of trainings will be delivered among the stakeholders. This activities will contribute for strengthening of the capacities of the Beneficiary institution and other stakeholders on operational level for conducting crime investigations for crimes against environment and cultural heritage.

³ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

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 relevant legislation related to protection of the minorities and vulnerable groups and other related issues is developed and implemented in the country. The project will ensure that minorities and vulnerable groups needs will be considered as an analytical instrument from programme design onwards. The project will be sensitive and will ensure minorities and vulnerable groups to benefit in all projects activities and deliverables.

Equal opportunities and gender mainstreaming

The relevant legislation related to the equal opportunity issues is developed and implemented in the country. The project will ensure that gender needs will be considered as an analytical instrument from programme design onwards. The project will be gender sensitive and ensure access of woman to its benefits in all project activities and deliverables. All indicators will be disaggregated by gender.

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 against environment and cultural heritage, especially on the regional and local level that will contribute for establishing good governance and increasing the level of rule of law in the Republic of North Macedonia.

10. Conditionality and sequencing

Projects implemented through twinning require full commitment and involvement on behalf of senior level officials of the beneficiary institution. Therefore, the leadership of the Ministry commits itself to provide adequate staff and other resources and support to the twinning partner as well as to introduce the institutional changes identified as needed for the successful implementation of the project.

During the work on the project, access of the twinning partners to all necessary management levels will be ensured.

Conditionalities

- Appointment of counterpart personnel by the final beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff;
- Allocation of working space and facilities by the final beneficiary within the premises of the beneficiaries before contract signature;
- Participation by the final 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 final beneficiaries;
- Active engagement for the use and application of project outputs.

11. Indicators for performance measurement

The measurable indicators for component 1 are:

Sub-component 1.1:

- 1) Report of the conducted analysis of the organisational structure on national and regional level for protection and dealing with criminal cases against cultural heritage with gaps and identified “weak points” ,prepared and approved by the Final Beneficiary;
- 2) Written recommendations for harmonization of the national with the EU legislation covering this area prepared and approved by the Final Beneficiary ;
- 3) Written recommendations for establishment of new organisational structure within the Ministry of Interior with formation of a specialized unit in the Department for Suppression of Organised and Serious Crime for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage
- 4) Recommendations for necessary IT equipment, access to relevant national data bases, institutional interoperability structure provided, including international collaboration and sharing information with international databases or interfaces between them;
- 5) Draft National Action Plan for prevention and combating of crimes against cultural heritage prepared.

Sub-component 1.2:

- 1) Report of the conducted evaluation of the existing SOP’s with written recommendations for improvements prepared and new SOP’s for conducting effective and efficient investigations for criminal cases against environment and cultural heritage in line with EU best practices by the relevant authorities prepared and approved by the Final Beneficiary

- 2) Memorandums for cooperation and other documentation for establishment of a national platform for protection of cultural heritage that will regulate the competencies of all stakeholders, the methods for cooperation, management mode, priority areas and the strategic goals in line with EU best practices signed between the relevant institutions;
- 3) Report with recommendations for identification and recording/documentation of cultural heritage of movable objects that are part of the national cultural heritage including map with geo-visualisation of the archaeological and other locations vulnerable to cultural heritage crimes prepared and approved by the Final Beneficiary;
- 4) Written recommendations for development of mechanisms for restitution of stolen or illegally exported objects that are part of the national cultural heritage prepared and approved by the Final Beneficiary;
- 5) Training curriculum for the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage for conducting criminal intelligence and analysis, undercover operations, forensic expertise, investigations and other relevant topics in dealing with criminal cases against the cultural heritage prepared and approved by the Final Beneficiary ;
- 6) Number of MOI employees trained ;

The measurable indicators for component 2 are:

Sub-component 2.1:

- 1) Report of the conducted analysis of the organisational structure on national and regional level for protection and dealing with criminal cases against environment with gaps and identified “weak points” prepared and approved by the Final Beneficiary ;
- 2) Recommendations for multi-institutional cooperation and joint action against environmental crimes in line with EU and international best practices prepared and approved by the Final Beneficiary
Written recommendations for harmonization of the national with the EU legislation covering this area prepared and approved by the Final Beneficiary
- 3) Written recommendations for establishment of new organisational structure within the Ministry of Interior with formation of a specialized unit in the Department for Suppression of Organised and Serious Crime for suppressing environmental crimes with defined mission, objectives, number of employees, hierarchical structure and needed work competencies and skills of the employees, suitable equipping, access to relevant data bases, establishment of interoperability among all stakeholders, participation in national and international professional networks and training needs prepared and approved by the Final Beneficiary;

Sub-component 2.2:

- 1) Memorandums for cooperation and other documentation for establishment of a national platform for joint cooperation and action in protection of the environment signed by the relevant institutions;
- 2) Report of the conducted evaluation of the existing SOP’s and by-laws with written recommendations for improvements new SOP’s for conducting effective and efficient

investigations for criminal cases against environment and cultural heritage in line with EU best practices by the relevant authorities prepared and approved by the Final Beneficiary;

- 3) Training curriculum for the specialized unit for suppressing environmental crimes for conducting criminal intelligence and analysis, undercover operations, forensic expertise, investigations and other relevant topics in dealing with environmental criminal cases prepared and approved by the Final Beneficiary;
- 4) Number of MOI employees trained ;

12. Facilities available

The beneficiary institution will in coordination with the counterparts, provide the necessary infrastructure for successful project implementation, including meeting rooms, office space, hardware and software, security related issues and facilities available for training, seminars, conferences.

List of Annexes:

- Annex 1 – Logical framework;
- Annex 2 - List of relevant Laws and Regulations;
- Annex 3 - Organogram of Department for suppression of organized and serious crime is attached to this document in PDF Format

Annex 1 Logical Framework

Annex 1: Logical Framework Matrix

Strengthening the institutional capacities in dealing with cultural heritage and environmental crimes	Programme name and number	Programme: IPA III - 2021, Action 02 - EU against organised crime, in support of trade CRIS/OPSYS Number 043-662/2 (direct management)
Ministry of Interior	Total budget: 1.000.000 EUR	

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
The overall objective of this project is strengthening the institutional capacities for environmental and cultural heritage protection with particular focus on crimes against cultural heritage and the environment.	Increased number of resolved crime acts against environment and cultural heritage.	Annual reports of the European commission.	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
The specific objective of this project is strengthening of the strategic and operative capacities of the Ministry of Interior and relevant institutions for prevention, investigation and prosecution of criminal cases against the environment and movable and immovable cultural heritage.	<p>The national legislation for protection with conducting crime investigations for crimes against environment and cultural heritage is aligned with the EU legislation and best practices.</p> <p>Specialized units for combating crimes against cultural heritage and environmental crimes are established within the Ministry of Interior's Department for Suppression of Organised and Serious Crime</p> <p>The platforms for inter-institutional cooperation for tackling environmental and</p>	<ul style="list-style-type: none"> • Ministry of Interior' s statistics; • Reports of the EU representatives and the EU expert; • Project Steering Committee Report. • EU Progress Report. 	Political commitment

	crimes against cultural heritage are established.		
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Component 1: Strengthening the strategic and operative capacities on national level for prevention and combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage</p> <p>Sub-component 1.1: Strategic framework for strengthening the organizational structure on national level, with particular focus on the Ministry of Interior in dealing with criminal cases against cultural heritage</p> <p>The results of sub-component 1.1 are:</p> <p>1) 1) Gap Analysis of the current organizational structure on national and regional level conducted and proposal for new/upgraded organizational framework for establishment of a national platform for joint cooperation and action in protection of the cultural heritage prepared;</p> <p>2) Existing legislation for protection of cultural heritage reviewed and recommendations for amendments and harmonization with the EU legislation made ;</p> <p>3) Needs Assessment of the current organisational structure in the Ministry of Interior conducted and recommendations for the new/upgraded organisational structure with formation of a specialized unit in the Department for Suppression of Organised and Serious Crime prepared.</p>	<p>Component 1:</p> <p>Sub-component 1.1:</p> <p>1) Report of the conducted analysis of the organisational structure on national and regional level for protection and dealing with criminal cases against cultural heritage with gaps and identified “weak points” ,prepared and approved by the Final Beneficiary;</p> <p>2) Written recommendations for harmonization of the national with the EU legislation covering this area prepared and approved by the Final Beneficiary ;</p> <p>3) Written recommendations for establishment of new organisational structure within the Ministry of Interior with formation of a specialized unit in the Department for Suppression of Organised and Serious Crime for combating the illicit</p>	<ul style="list-style-type: none"> • Regulation book for organization and work of the MOI; • Regular reports from the MOI Legal department; <ul style="list-style-type: none"> - Timetables for staff training; - Reports of provided staff training; • Official reports from competent services from the MoI; • Official reports from competent organisational units in other institutions involved in project activities • Web site/portals announcements 	<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>Inter-institutional cooperation</p> <p>The necessary time limits are respected pursuant to the EU legal regulative.</p>

<p>4) MoI IT capacities reviewed and recommendations for necessary IT equipment, access to relevant national data bases, institutional interoperability structure provided.</p> <p>5) National Action Plan for prevention and combating of crimes against cultural heritage stipulating strategic goals, management mode, modus operandi, priority areas prepared.</p> <p>Sub-component 1.2: Operative framework-Development of Standard Operative Procedures (SOP's), memorandums, , training needs assessment including training curriculum and other relevant documents needed for operative functionality of the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage and institutions according to best EU and international practices, The results of sub-component 1.2 are:</p> <p>1) Existing relevant SOP's and by-laws at Ministry of Interior reviewed and new SOP's for effective and efficient prevention, detection and investigations for criminal cases against cultural heritage in line with EU best practices developed;</p> <p>2) Memorandums for cooperation and legal framework for inter-institutional cooperation for protection of cultural heritage, the competencies of all stakeholders, the</p>	<p>trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage</p> <p>4) Recommendations for necessary IT equipment, access to relevant national data bases, institutional interoperability structure provided, including international collaboration and sharing information with international databases or interfaces between them;</p> <p>5) Draft National Action Plan for prevention and combating of crimes against cultural heritage prepared.</p> <p>Sub-component 1.2:</p> <p>1) Memorandums for cooperation and other documentation for establishment of a national platform for protection of cultural heritage that will regulate the competencies of all stakeholders, the methods for cooperation, management mode, priority areas and the strategic goals in line with EU best practices signed by the relevant institutions;</p>		
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<p>methods for cooperation and exchange for information prepared.</p> <p>3) Analysis conducted and report with recommendations for analytical products useful to develop an intelligence gathering strategy and to create market diagnostic or scanning tools to understand market trends; evidence collection, identification and recording/documentation of cultural heritage of movable objects that are part of the national cultural heritage; and with map for geo-visualisation of the archaeological and other locations vulnerable to cultural heritage crimes prepared;</p> <p>4) Understanding of international heritage crime, the main players and the methods of both attacks and defence and developed investigative techniques and mechanisms for restitution of stolen or illegally exported objects that are part of the national cultural heritage provided;</p> <p>5) Training needs assessment conducted;</p> <p>6) Training curriculum for the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage prepared to provide an understanding of cultural heritage crime, how to gather information, the main players and the methods, evidence collection, criminal intelligence and analysis, undercover operations, forensic expertise, investigative techniques and other relevant topics in dealing with criminal cases against cultural heritage and trainings delivered;</p>	<p>2) Report of the conducted evaluation of the existing SOP's with written recommendations for improvements prepared and new SOP's for conducting effective and efficient investigations for criminal cases against environment and cultural heritage in line with EU best practices by the relevant authorities prepared and approved by the final Beneficiary;</p> <p>3) Report with recommendations for identification and recording/documentation of cultural heritage of movable objects that are part of the national cultural heritage including map with geo-visualization of the archaeological and other locations vulnerable to cultural heritage crimes prepared and approved by the final Beneficiary ;</p> <p>4) Written recommendations for development of e mechanisms for restitution of stolen or illegally exported objects that are part of the national cultural heritage prepared and approved by the final Beneficiary ;</p> <p>5) Training curriculum for the unit for combating the illicit trafficking of cultural goods, protection and dealing with crimes against stolen or illegally exported cultural heritage for conducting criminal intelligence and analysis, undercover operations, forensic expertise, investigations and other relevant topics in dealing with criminal cases against the cultural heritage prepared and approved by the final Beneficiary;</p> <p>6)Number of MOI employees trained ;</p>		
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<p>Component 2: Strengthening the strategic and operative framework on national level for protecting and dealing with crimes against environment</p> <p>Sub-component 2.1: Strategic framework for strengthening the organizational structure on national level, with particular focus on the Ministry of Interior in dealing with criminal cases against environment</p> <p>The results of sub-component 2.1 are:</p> <ol style="list-style-type: none"> 1) Gap Analysis of the current organizational structure on national and regional level conducted and proposal for new organizational framework with recommendations for establishment of a national platform for joint cooperation and action in protection of the environment prepared; 2) Analysis of the legal framework and legislation covering the environmental protection and fight against environmental crimes conducted and recommendations for harmonization of the national with the EU legislation covering this area prepared; 3) Needs assessment of the current organizational structure of the Ministry of Interior conducted and recommendations for the new/upgraded organisational structure with establishment of specialized unit in the Department for Suppression of Organised and Serious Crime for suppressing environmental crimes prepared; 	<p>Component 2:</p> <p>Sub-component 2.1:</p> <ol style="list-style-type: none"> 1) Report of the conducted analysis of the organisational structure on national and regional level for protection and dealing with criminal cases against environment with gaps and identified “weak points” prepared and approved by the final Beneficiary; 2) Written recommendations for establishment of new organisational structure within the Ministry of Interior with formation of a specialized unit Department for Suppression of Organised and Serious Crime for suppressing environmental crimes with defined mission, objectives, number of employees, hierarchical structure and needed work competencies and skills of the employees, suitable equipping, access to relevant data bases, establishment of interoperability among all stakeholders, participation in national and international professional networks and training needs prepared and approved by the final Beneficiary 3) Written recommendations for multi-institutional cooperation and joint action against environmental crimes in line with EU 		
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<p>Sub-component 2.2: Operative framework-Developed Standard Operative Procedures (SOP's), protocols, memorandums and other documents for the work of the national units responsible for dealing with criminal cases against environment according to best EU and international practices</p> <p>The results of sub-component 2.1 are:</p> <ol style="list-style-type: none"> 1) Recommendations for multi-institutional cooperation and joint action against environmental crimes in line with EU and international best practices prepared; 2) Evaluation of the existing SOP's and by-laws and prepared/up-dated SOP's for conducting effective and efficient investigations for criminal cases against environment in line with EU best practices conducted; 3) Training needs assessment conducted; 4) Training curriculum for the specialized unit for suppressing environmental crimes prepared to provide an understanding of environmental crime, how to gather information, the main players and the methods, evidence collection, for conducting criminal intelligence and analysis, undercover operations, forensic expertise, 	<p>and international best practices and establishment of national platform for joint cooperation and action in protection of the environment prepared and approved by the final Beneficiary;</p> <p>4) Written recommendations for harmonization of the national with the EU legislation covering this area prepared and approved by the final Beneficiary;</p> <p>Sub-component 2.2:</p> <ol style="list-style-type: none"> 1) Memorandums for cooperation and other documentation for establishment of a national platform for joint cooperation and action in protection of the environment signed by the relevant institutions; 2) Report of the conducted evaluation of the existing SOP's and by-laws with written recommendations for improvements and new SOP's for conducting effective and efficient investigations for criminal cases against environment and cultural heritage in line with EU best practices by the relevant authorities prepared and approved by the final Beneficiary; 		
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<p>investigations and other relevant topics in dealing with environmental crime and trainings delivered;</p>	<p>3) Training curriculum for the specialized unit for suppressing environmental crimes for conducting criminal intelligence and analysis, undercover operations, forensic expertise, investigations and other relevant topics in dealing with environmental criminal cases prepared and approved by the final Beneficiary;</p> <p>4) Number of MOI employees trained;</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
- Rulebook on the performance of the police activity

Relevant regulations for cultural heritage:

1. Criminal code, Chapter XXIV, „Crimes against the cultural heritage and natural rarities “
2. Cultural Heritage Protection Law
3. Law for museums
4. Law for management of world natural and cultural heritage in the Ohrid region
5. Law on Property Rights and Other Substantive Rights
6. 1970 UNESCO Convention (Convention of the measures for ban and prevention of illegal import, export and transfer of ownership of the cultural goods)
7. Convention on protection of world cultural and natural heritage
8. The European Convention on the Protection of the Archeological Heritage

9. Hague Convention of 1954 for the Protection of Cultural Property in the Event of Armed Conflict
10. SOP for the way police officers act in cases of committed crimes and offenses against cultural heritage

Relevant regulations for environment crime:

1. Constitution of the Republic of North Macedonia. Article 43 enshrines the right to a healthy environment
2. Criminal Code, Chapter XXII, „Crimes against the environment and nature”
3. Law on Environment
4. Aarhus Convention
5. Basel Convention

ANNEX 3

Organogram of Department for suppression of organized and serious crime is attached to this document in JPG Format.

