

FINAL VERSION

1. Basic information

- 1.1 CRIS Number:** 2009/021-665
- 1.2 Title:** Support to the National Police and Criminal Law Reform
- 1.3 ELARG Statistical code:** 1.23
- 1.4 Location:** Skopje, with nationwide project activities

Implementing arrangements

1.5 Implementing agency

The Central Financing and Contracting Department (CFCD) will be the contracting authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities, upon conferral of management. The Head of CFCD will act as the Programme Authorizing Officer (PAO) of the project.

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1.6 Beneficiary (including details of SPO)

The primary beneficiary is the Ministry of Internal Affairs -Bureau for Public Security and the second beneficiary is the Public Prosecutors Office as a main counterpart.

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Financing:

- 1.7 Overall costs (VAT excluded)¹:** EUR 1 080 000
- 1.8 EU contribution:** EUR 1 026 000

¹ The total costs of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated.

1.9 Final date for contracting

Two years from the date of the conclusion of the Financing Agreement

1.10 Final date for execution of contract

Two years from the final date for contracting

1.11 Final date for disbursements

One year from the final date for execution of contract

2. Overall Objective and Project Purpose

2.1 Overall Objective

The overall objective of this project is to support the Ministry of Interior in improving the investigation of criminal cases.

2.2 Project purpose

The project purpose is to strengthen the field capacities of the Bureau for Public Security, notably the units on regional and local level in the area of criminal investigation, including the cooperation with the Public Prosecutors offices.

2.3 Link with AP/NPAA/EP/SAA

2.3.1 Link with AP

The **Accession Partnership** underlines the importance to provide adequate funding and training for implementation of the police reform, strengthen coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthen cooperation between the criminal police and the public prosecutors.

2.3.2 Link with NPAA

The project addresses the priorities defined in the **National Programme for Adoption of the Acquis**, Analysis of the Decision 2005/876/JNA of the Council from 21 November 2005 on the exchange of information from the criminal files.

Deliver quality trainings to the staff of law enforcement agencies in order to achieve enhanced efficiency, professionalism and expertise in implementing the activities as well as different types of trainings.

2.3.3 Link with SAA

The programme will contribute towards the implementation of the **Stabilisation and Association Agreement** Article 74 on reinforcement of institutions in the area of law enforcement, Article 75 on cooperation in the area of border control, Article 78 on fighting and preventing criminal and illegal activities.

2.3.4 Link with EC Progress Report

The 2008 Progress Report of the European Commission stresses that progress has been made in the fight against organised crime. The legislative activity aimed at progressive implementation of the Action Plan for the fight against organized crime continued. Cooperation between law enforcement agencies and the judiciary remained satisfactory at central level, meeting international best practice. Some improvements were made at field level. Cooperation between public prosecutors and criminal police of the regional police headquarters has improved, but not sufficiently.

2.4 Link with MIPD

The **Multi-Annual Indicative Planning Document** (MIPD) stresses that in support of the police reform, it will be necessary to continue to support completing the implementation of the Action Plan for the Reform of the Police, to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum. In addition, significant further efforts are necessary in order to step up the fight against organised crime, including trafficking in human beings, arms and drugs.

2.5 Link with national/ sectoral investment plans

The project directly links to the following key strategies and action plans in the sector (see for a more extensive list annex 3):

- National strategy for the Police reforms, 2003 (endorsed 2004);
- Action plan for implementation of the police reform process, 2005;
- National strategy for Integrated Border Management, 2003;
- Action plan for Integrated Border Management, 2005;
- Strategic plan of the MOI 2009 - 2011;
- Annual Training Plan of the Ministry of Interior for 2009 which goal is systematic approach in coordination, planning and implementation of training and professional improvement of police personnel within the Ministry of Internal Affairs (MOI) / Public Security Bureau (PSB) based on training priorities identified by organisational units;
- Human Resources Management Strategy of the Ministry of Interior 2008;
- National Action Plan for Fight against Organised Crime and Corruption, 2003.

3. Description of project

3.1 Background and justification

As part of the Stabilisation and Association Process for joining the European Union, the Government has adopted the National Police Reform Strategy in February 2004. Subsequently, the national authorities have developed Implementation Action Plans for each part of the strategy. The Action Plan for the Police Reform was adopted by the Government on 10 January 2005. Both the National Police Reform Strategy and the Police Reform Action Plan, along with the recently adopted Law on Police, define the operational and organisational changes within the police service and the relation between police service and other relevant organisations/services and the public at large. The aim of the police reform is to improve the quality and effectiveness of police work in respecting the constitution and the legislative basis pertaining to law enforcement, guaranteeing internal security as well as respecting the rights and freedoms of the citizens. The implementation of the Law on Police started on 11

November 2007. Pursuant to the Action Plan, the foreseen implementing legislation provided for the implementation of the Law on Police was adopted.

The Police Reform Strategy defines the new organization of the Ministry of Interior and of the police as well as a new work methodology. In view of this, and having in mind, that there are organisational units/services at different levels tasked with the same competencies, it is necessary to clearly and precisely define the competencies of each service individually, in order to prevent overlapping. Such overlapping might lead to lack of accountability of various organisational units/services and consequently to failure to act. In this sense, the Ministry of Interior must enhance both its capacity to successfully implement the overall Governmental policy in the area of home affairs, and the capacity of specific sectors such as: the Bureau for Public Security, the Central Police Services, Sectors for internal affairs and Regional centres for Border issues. The aim of such a course of action is to provide independence in human resources management, adequate to the degree of responsibility and the working obligations in the performance of the tasks at different levels.

This project will be focused mainly on the police units which are responsible for maintaining professional duties on regional and local level. At the same time this project will analyze the current organizational framework within the Ministry of Interior and formulate proposals for institutional restructuring.

The European Commission has provided substantial support to police reform which requires constant attention and effort to sustain the momentum of this reform.

Eight Sectors of Interior are established by restructuring regional police services, 4 Sectors and 23 sections of Interior are suspended. The newly formed Sectors are pursuant to the adopted Strategy for Police Reform, particularly the organisation and structure of the advisory personnel, the Section for Prevention, Police Stations (PS) and the Police Units (PU), Police Stations for the safety for road transport, the Section for Criminal Matters and their external offices on the level of police station. Heads of the eight Sectors for Interior have been appointed. Progress has been significant in the area of police cooperation. The decentralisation element of the police reform strategy has been implemented. All the implementing legislation has been adopted, and the necessary organisational arrangements were made by the Ministry of the Interior to prepare for the effective implementation of the Police Law, a key priority of the Accession Partnership. The Strategic Plan of the Ministry of Interior for the period 2008- 2010 has been adopted.

The Organised Crime Department was established within the Central Police Services, competent for prevention and detection of criminal acts for which the prosecution is undertaken ex officio, acts perpetrated by an organised group of at least three persons constituted for the purpose of obtaining direct or indirect financial/other material benefit, as well as other criminal acts for which the law prescribes at least four year imprisonment.

The Department, while performing its activities, cooperates with and implements the instructions of the Public Prosecutor.

Authorised persons (liaison officers) are appointed by the law enforcement agencies to ensure swift exchange of information. Several training courses for the working process within the competence of the Sector for Criminal and Intelligence Analysis have been carried out.

As a result of the good cooperation and communication on the central level between the Department for Organized Crime and the Public Prosecutor's Offices, numerous joint actions were successfully completed. The good cooperation was noted in the 2008 EC Report.

Apart from the central level, the cooperation on the local and regional level should be enhanced. Furthermore this cooperation is *conditio sine qua non* for efficient implementation of the new Law on the Public Prosecutor's Office with the enhanced the position of the public prosecutor in the pre-investigation procedure and consequently the public prosecutor's supervision of the police.

The setting up of a National Intelligence Database is foreseen, to connect databases of all law enforcement agencies and thus ensure an efficient detection and investigation of criminal offenders especially in the area of organized crime and corruption. An Action Plan for the development of NID was adopted in May 2008 and its implementation is undergoing. The setting up of NID will help overcome the insufficient inter-agency cooperation, the inappropriate use of data and the misuse of material and human resources.

At the moment, only part of the institutions² in the former Yugoslav Republic of Macedonia in charge of fighting against organised crime, corruption and other types of crime, have appropriate databases in place. Furthermore, the data in the existing databases are not standardised and comprehensive; they are also outdated and non-harmonised; direct access is impossible. The Ministry of Interior has adopted the necessary implementing legislation as well as a rulebook for protection of data gathered through authorised interception of communications.

Within the framework of realisation of the Police Reforms in the field of protection of witnesses, the adopted implementing legislation are as follows:

- Guidelines on the manner of keeping the secrecy of original documents for the identity of the protected persons;
- Guidelines on the manner of keeping records of the data of the protected persons and
- Rulebook on the form and the content of the Questionnaire filled by the person with whom the agreement is concluded.

For the purpose of regulation of the methods, means, competences and obligations of the police officers in the criminal investigation and intelligence collection process, a Rulebook on Recruitment, Use and Management of informants was adopted in September 2007. Equally, a Rulebook on risk analysis and criminal and trial analysis as well as criminal and intelligence analysis within the Department for Organised Crime in the central police services in the Public Security Bureau was adopted on 30 July 2007.

For the purpose of implementation of the provisions from the Memorandum of Cooperation against Organised Crime and other forms of crime, several protocols have been signed between the Ministry of Interior - Public Security Bureau and the Ministry of Finance - Customs Administration, the Directorate for Cooperation between Institutions and the Public Prosecutor's Office (June 2005).

² Ministry of Interior, Public Prosecutors Office, Public Revenue Office, Courts, etc.

The Law on Public Prosecutor's Office provided for the establishment of a Basic Public Prosecutor's Office for Fight against organised crime and corruption.

A new law on criminal procedure is currently under preparation. The new Law on Criminal Procedure and amendments to the Criminal Code will be aligned with the EU *acquis*, and it will improve the efficiency of the criminal justice system, especially with respect to the prosecution of heavy forms of crime such as organized crime, terrorism, corruption, money laundering and human trafficking. It will foresee an institutional strengthening of the public prosecutor and the police. With respect to institutional changes, the criminal investigation will be transferred to the competence of the public prosecutor, which means that the public prosecutors will have leading role in the phase of the pre-trial procedure. The establishment of the Judiciary Police managed by the Public Prosecution Office and the special Investigating Centers of the Public Prosecution Office is the substantial and most ambitious part of the reform. The Judiciary Police will be composed of experts from the Ministry of Internal Affairs, the Police (MoI), Financial Police, Military Police and Customs Administration. The Investigating Centres will be established for the territory of one or more public prosecutors' offices. This reform will change the scope and the nature of the prosecutors' work and the interaction between the institutions involved in the criminal procedure. Presently, the Public Prosecutor's Offices are not organized and set up to perform the leading role in the coordination of the investigation and prosecution of new forms of crime. The capabilities of the prosecutors will have to be strengthened in this direction. The Judiciary police will start with the application of the new laws. Improving their skills for undertaking the new responsibilities will be required.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

The Project will significantly contribute to strengthening the operative capacities of the agencies involved in the fight organized crime especially to effective implementation of the measures in the field set out in the National Police Reform Strategy: in particular, combating cross-border crimes, smuggling and trafficking in people and illegal migration from and through the territory of the country; introduction of modern forms of intra- and inter-agency and other forms of cooperation. This will increase the efficiency to combat organized crime, increase legal certainty and public's confidence in the administration of justice. The Project will increase the quality of police work concerning the collection and storage of evidence from the crime scenes. This will also strengthen the capacity of the public prosecutors to cooperate at regional and international level with relevant law enforcement agencies.

3.3 Results and measurable indicators

The project will consist of two components:

Component 1: Development of appropriate administrative and organisational structures of the police units at regional and local level

The results in relation with Component 1 are:

- More efficient structure of the organizational units within the Ministry of Interior at regional and local level;
- Increased operational capacities of the regional Sectors for internal affairs and of

the police stations for cooperation with regional Public Prosecutor's Offices, with special focus on organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime;

- Proposed amendments and/or updates of existing SOPs and Manuals, according to the new Law on Criminal Procedure and the Law on the Public Prosecutor's Office and other relevant legislation;
- Operational document management system capable of handling complex cases;
- Adopted training programme for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the local police stations in compliance with the new criminal procedure rules;
- Trained staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations in compliance with new criminal procedure rules.

The measurable indicators in relation with Component 1 are:

- Revised structure of the Bureau for Public Security at regional and local level adopted;
- Increased efficiency and effectiveness of criminal affairs units, especially on detection and investigation of organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime;
- Number of proposed amendments and/or updates of existing SOPs and Manuals, according to the new Law on Criminal Procedure and the Law on the Public Prosecutor's Office and other relevant legislation;
- Number of cases for which the new document management system was used;
- Sufficient number of staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations is trained in compliance with the new criminal procedure rules.

Component 2: Further strengthening of the forensic capacity for inspections of crime scenes (traffic accidents and classic crime)

The results in relation with Component 2 are:

- New methods of collecting evidence at crime scene and standard operative procedures and internal rules for inspection of the crime scene in accordance with the best European practices developed;
- Improved system for storage of the digital photographs and the video films from the crime scene in accordance with the current existing technical solutions and requirements of the national law and the best European practices;
- Adopted curricula for training the officials responsible for inspection of the crime scene on the use of new digital software for processing and use of data; post-blast crime scene investigation and traffic crime scenes inspections;
- Trained staff for the use of new digital software for processing and use of data;
- Trained staff in the area of post-blast crime scene investigation;
- Trained staff in the area of traffic crime scenes inspections;
- Elimination of pollution and the opportunities of influence or substitution of the collected traces and material evidence.

The measurable indicators in relation with Component 2 are:

- Number of cases in which new methods of collecting evidence at the crime scene were used;

- Number of cases in which the standard operative procedures and internal rules for inspection of the crime scene were used;
- Increased quality of the inspections of the crime scene;
- Number of crime scenes inspections in which the new system for storage of the digital photographs and the video films was used;
- Number of trainings and number of forensic specialists trained.

3.4 Activities

Component 1: Development of appropriate administrative and organisational structures of the police units at regional and local level

This component foresees the following activities:

- Analysis of the organisation structure of the Ministry of Interior at regional and local level and formulation of recommendations for a new organisational structure corresponding to the operational needs (especially in view of detection and investigation of organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime);
- Analysis of operational capacities of the regional Sectors for internal affairs and of the police stations for cooperation with regional Public Prosecutor's Offices, with special focus on organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime, formulation of recommendations and implementation thereof;
- Assessment of the needs to amend and/or update existing SOPs and Manuals, according to the new legislation e.g. new Law on Criminal Procedure and the Law on the Public Prosecutor's Office;
- Developing of document management system capable of handling complex legal cases;
- Development of training programme for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the local police stations in compliance with the new criminal procedure rules.
- Training delivered for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations in compliance with the new criminal procedure rules.

Component 2: Further strengthening of the forensic capacity for inspections of crime scenes (traffic accidents and classic crime)

This component foresees the following activities:

- Elimination of pollution and the opportunities of influence or substitution of the collected traces and material evidence;
- Analyze the methods of collecting evidence at the crime scene and formulation of recommendation for new methods in accordance with the best European practices;
- Analyze existing technical solution for storage of digital photographs and video film, formulation and implementation of recommendations for improvement;
- Drafting standard operative procedures and internal rules for inspection of the crime scene;
- Developing of curricula and carrying out trainings for the officials responsible for inspection of the crime scene on the use of new digital software for processing and use of data; post-blast crime scene investigation and traffic crime scenes

inspections.

Management and contracting arrangements

The Ministry of Internal Affairs will be directly responsible for co-ordination and management of the project from the beneficiary side and will support the Twinning project team in organisational and technical matters.

Contact persons and contact details

BC Project Leader

To be defined prior to launching the Twinning Fiche.

RTA counterpart

To be defined prior to launching the Twinning Fiche.

The contracting arrangements are as follows:

- One Twinning contract with the value of EUR 1 080 000 out of which IPA contribution will amount to EUR 1 026 000 while national contribution will amount to EUR 54 000. It is expected that the services under this arrangement to be delivered within 16 - 18 months.

Means/Input from MS Partner Administration

The project will be implemented in the form of a Twinning contract between the country and an EU Member State. The implementation of the project requires one project leader with responsibility for the overall coordination of project activities, one resident twinning adviser to manage project activities and short-term experts (number to be proposed by the Member State). It is essential that the team have sufficiently broad expertise to cover all the areas included in the project description. The interested Member State institution shall include in its proposal the CVs of the designated project leader, resident twinning adviser and the proposed short-term experts and the specific tasks to which they will be assigned.

Profile and Tasks of the Project Leaders

The MS project leader will detail, coordinate and control the overall thrust of the project, lead project activities, and ensure attainment of the projected output. He/she is expected to ensure that all the support from the management and staff of the EU side is available for the project. The project leader is fully responsible for co-ordination of the work of the experts. He/she should be a *senior official* from the respective MS body and is expected to devote a minimum of 3 days per month to the project in his/her home administration with an on-site visit at least every 3 months. In addition, he/she should coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Skopje every three months. The project leader will co-manage the implementation of the project with the Project leader from the Beneficiary Country.

BC project leader

The BC project leader will act as the counterpart of the Member State PL and will ensure close cooperation in the overall steering and co-ordination of the project. The PL's seniority will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. He/she will also coordinate the Project Steering Committee

(PSC) from the BC side.

RTA Counterpart

A RTA Counterpart will be assigned by the MoI. Ideally, this person should have at least 3 years of employment with the MoI.

Profile and tasks of the RTA

Duration of the RTA secondment: 16-18 months

Qualifications and skills

- Education at least up to University degree (where university degree has been awarded on completion of four years study in a university or equivalent institution), or at least 7 years of general professional experience
- Knowledge of relevant EU projects, rules and procedures

Professional experience (minimum 5 years relevant professional experience)

- The RTA should have general and varied civil policing experience, including selection and recruitment, police training, staff development, police reform measures and organisational development;
- Proven executive capacity and multidisciplinary managerial skills;
- Demonstrated experience with and/or awareness of organisational development issues in a variety of EU Member State police services
- Fluent written and spoken English

Additional assets are:

- Experience in implementing acquis requirements in EU Member states legislation in practice;
- Specific experience relating to Police and Interior Ministry legislation, regulations and procedures;
- Previous experience as project coordinator/ project manager;
- Sound knowledge of the situation in recent accession countries and Candidate countries

Profile and tasks of the short term experts

- All STEs should have at least 3 years of experience, preferably 5 to 8 years in the field they will cover;
- All STEs should be fluent in English and computer literate

All STEs should be knowledgeable in the latest development in EU standards regarding Police and Judicial Co-operation in Criminal Matters

3.5 Conditionality and sequencing

The project includes the following conditionalities:

- 1) Timely allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- 2) Participation by the beneficiary in the tender process as per EU Twinning regulations;
- 3) Appointing counterpart personnel by beneficiary prior to launch of the project fiche ;

- 4) Provision of necessary authorisations for co-operation and sharing of information with all key stakeholders, co beneficiaries and related deployed advisory resources;
- 5) Appointing relevant staff by the beneficiaries to participate in training activities;
- 6) Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
- 7) Necessary legislation in force;
- 8) Allocation of the necessary national co –financing budget for the relevant project.

In the event that conditions are not met, suspension or cancellation of projects will be considered.

3.6 Linked activities

An IPA project aiming at completing the police reform process (total amount of EUR 9.4 million) is ongoing within the Ministry of Interior. The first component of the IPA funds (amounting EUR 7.7 million) covers “Assistance in the implementation of the police reform strategy” project, which includes advisory and financial support in the police reform process, in order to ensure consistency and continuity of the approach, up-to-date progress consolidation and support of the impulse. The second component (amounting EUR 0.3 million) will provide advisory services in order to enhance the capacities of the stakeholders in the fight against organised crime, with focus on trafficking in human beings and the third component will address the issue of refurbishment of some police stations.

In the area of Police and IBM Reform, EC assistance has been continuously provided since 2002. Under the 2001 – 2006 programmes, the EC has and is providing direct support with the development and implementation of the National Police Reform Strategy, and policing elements of the National Integrated Border Management Strategy. Different levels: strategic, operational, institutional and educational. The EC assisted the Ministry of Interior to develop and take forward its Police Reform Strategy and Action Plan, which are the guiding documents of the police reform process in the country.

The EC has provided substantial support to development and implementation of the police reform process. A twinning project with Germany to support the police reform process was implemented. Support to the police reform process was provided by a team of seven police officers (resident Twinning advisors) from the Ministry of the Interior, Federal State of Brandenburg, and started in November 2005.

Under CARDS 2004 a large-scale tender for procurement and installation of Police digital telecommunication system TETRA was launched in 2006, as one of the two leading worldwide digital land mobile radio standards. Within this project currently underway approximately 40% of the state territory will be covered with digital radio signal. Additionally within the overall frame of this project two additional tenders were launched for providing sufficient. Under IPA 2008 Component 1, the second phase of the project will be supported significantly increasing the coverage of the country by the TETRA system up to some +/- 80% (approximately) of the territory.

A project on the setting up of a National Intelligence Database (NID) is currently undergoing. The project’s purpose is to connect the databases of all law enforcement agencies (MoI, MoJ, Public Prosecutor’s Office, Customs Office, Office for combating money laundering and for prevention of financing terrorism, Public Revenue Office and Financial police office. The

NID will contribute to the efficient detection and investigation of offenders in the sphere of organized crime, corruption and other types of crime. An Action Plan for the development of NID was adopted in May 2008 and its implementation is undergoing. The setting up of NID will help overcome the insufficient inter-agency cooperation, the inappropriate use of data and the misuse of material and human resources. At the moment, only part of the law enforcement agencies has appropriate databases. Furthermore, the data in the existing databases are not standardised; they are outdated and non-harmonised; direct access to them is not possible.

The Public Prosecutors Association (PPA) presently implements the project for ‘Promotion and Strengthening of the Position of the Public Prosecutors’ in cooperation with OSCE. The overall goal of the Project is to contribute towards the process of strengthening the public prosecutors position, both in the competences and appraisal of performance. The specific objectives that this project aims to achieve are: 1) to develop and draft Initiative for law for salaries of public prosecutors and to develop and draft Initiative for law for salaries of public prosecutors counsel through a transparent and open process of discussion and active participation of all prosecutors in the country as main beneficiaries; 2) to develop an analyses of the present conditions in the public prosecution office and to predict the future needs of the public prosecutors office for implementation of the new legislation. The project has started on 15 April and was finalised at the end of 2008. The project aimed at ensuring transparent and open process of discussion among the beneficiaries for issues related to salaries of public prosecutors, salaries of Public Prosecutors’ Council, the needed staff, premises and material and technical as a result of the new Law on criminal procedure.

Under IPA 2009, a project entitled “Support in the implementation of the reform of the Criminal justice system”, will be implemented in which the beneficiaries are Ministry of Justice and the Public Prosecutor’s Office. The overall objective is to further support the independent and efficient judiciary in the country with a special focus on strengthening the national capacities for efficient fight against organised crime and corruption, enhancing the legal security and the protection of human rights. The project offers assistance for the implementation of the new criminal procedure legislative framework.

The present project is also directly connected and it is a follow up to the following projects:

- CARDS 2004 – TA Police Digital Radio Communication System;
- CARDS 2004 – Supply of National Digital Radio Communication System;
- CARDS 2004 – "Development of police evidence management and forensic analysis capacity";
- National project for establishing the National Intelligence Database;
- IPA 2007 “Assistance in the implementation of the police reform strategy”;
- IPA 2008 - Integrated Border Management and further support to the implementation of the TETRA standards.

3.7 Lessons learned

Although the impact assessment carried out through the previous assistance is overall satisfactory, a number of challenges remain.

Often project implementation is hampered by either insufficient staff and resources allocated to (newly established) institutions or insufficient operational funds available in the government

budget to allow for appropriate implementation of the mandate of the concerned department, late approval of relevant legislation etc.

Clear co-operation and communication will have to be established with the other related ministries and agencies. Experiences during previous projects indicate that specific attention would need to be given to this aspect. During the implementation of the project activities there will be no overlapping with the Project "Support in the implementation of the reform of the Criminal justice system" in which the beneficiaries are the Ministry of Justice and the Public Prosecutor's Office.

There has been considerable focus on establishing the legal frameworks in the country. However, the implementation capacity, has received insufficient attention. The present project contributes to providing appropriate working conditions for the police staff and enhancing the implementation capacities.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION						PRIVATE CONTRIBUTION
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Twinning Contract	x	-	1 080 000	1 080 000	1 026 000	95	54 000	5	54 000	-	-	-	-
TOTAL IB			1 080 000	1 080 000	1 026 000	95	54 000	5	54 000	-	-	-	-
TOTAL INV			-	-	-	-	-	-	-	-	-	-	-
TOTAL PROJECT			1 080 000	1 080 000	1 026 000	95	54 000	5	54 000				

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

5. Indicative Implementation Schedule

Contracts (IPA financed):	Start of Tendering	Signature of contract	Project Completion
Contract 1 – Twinning	Q2 2010	Q1 2011	Q3 2012

6. Cross cutting issues

Cross-cutting issues will be addressed throughout the project. Up to 10% of the budget of the training may be allocated to assist the different beneficiaries to comply with EU best practices, implement relevant existing Government strategies and develop internal measures to ensure each cross-cutting issue is appropriately mainstreamed. Throughout the project cycle, in particular when developing working plans, actors specifically addressing (one of) the cross cutting issues shall be consulted. The mainstreaming 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.

6.1 Civil Society Development and Dialogue

N/A

6.2 Environmental Considerations

The EU has a longstanding commitment to address environmental concerns. 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 internal performance vis-à-vis environmental aspects. Training activities will include a component to train staff in different aspects of mainstreaming the environment in programme and project development as well as monitoring the implementation.

6.3 Equal opportunities and non-discrimination

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

6.4 Minority and Vulnerable Groups

The MOI is committed to an equal treatment of minorities throughout its human resource management. The present project, however, is not expected to have an additional impact on the treatment of minorities and vulnerable groups. Throughout the project, special attention will be give to accessibility of the buildings for person with physical disabilities.

6.5 Good Governance and Fight against Corruption

The project itself is in the broader context of Good Governance.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3- Description of Institutional Framework
- 4 - Reference to laws, regulations and strategic documents:
 - Reference list of relevant laws and regulations
 - Reference to AP /NPAA / EP / SAA
 - Reference to MIPD
 - Reference to National Development Plan
 - Reference to national / sector investment plans
- 5- Details per EU funded contract (*) where applicable:
 - For *TA contracts*: account of tasks expected from the contractor
 - For *twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts
 - For *grants schemes*: account of components of the schemes
 - For *investment contracts*: reference list of feasibility study as well as technical specifications and cost price schedule + section to be filled in on investment criteria (**)
 - For *works contracts*: reference list of feasibility study for the *constructing works* part of the contract as well as a section on investment criteria (**); account of services to be carried out for the *service part* of the contract

(*) non standard aspects (in case of derogation to PRAG) also to be specified

(**) section on investment criteria (applicable to all infrastructure contracts and constructing works):

- Rate of return
- Co financing
- compliance with state aids provisions
- Ownership of assets (current and after project completion)

ANNEX 1: Logical frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Support to the National Police and Criminal Law Reform	Programme name and number: National Programme for the former Yugoslav Republic of Macedonia under the IPA Transition Assistance and Institution Building Component for 2009 CRIS number : 2009/021-665		
	Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date for contracting	Disbursement period expires one year from the final date for execution of contracts.
		Total budget: EUR: 1 080 000	IPA budget: EUR: 1 026 000

Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of this project is to support the Ministry of Interior in improving the investigation of criminal cases.	JHA area is aligned with the EU legislation and best practices.	- Reports from the EU review missions; - EU annual reports.	

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The project purpose is to strengthen the field capacities of the Bureau for Public Security, notably the units on regional and local level in the area of criminal investigation, including the cooperation with the Public Prosecutors offices.	The Bureau for Public Security and the Public Prosecutor's Office have strengthened their capacity to successfully cooperate in the investigate phase.	- Courts and Ministry of Interior's statistics; - Reports of the EU representatives and the EU expert; Project Steering Committee Report.	There is strong political will and commitment among the stake holders for usage of the system
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Component 1: Development of appropriate administrative and organisational structures of the police units at regional and local level</p> <p>The results in relation with Component 1 are:</p> <ul style="list-style-type: none"> • More efficient structure of the organizational units within the Ministry of Interior at regional and local level; • Increased operational capacities of the regional Sectors for internal affairs and of the police stations for cooperation with regional Public Prosecutor's Offices, with special focus on organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime; • Proposed amendments and/or updates of existing SOPs and Manuals, according to the new Law on Criminal Procedure and 	<p>The measurable indicators in relation with Component 1 are:</p> <ul style="list-style-type: none"> • Revised structure of the Bureau for Public Security at regional and local level adopted; • Increased efficiency and effectiveness of criminal affairs units, especially on detection and investigation of organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime; • Number of proposed amendments and/or updates of existing SOPs and Manuals, according to the new Law on Criminal Procedure and the Law on the Public Prosecutor's 	<ul style="list-style-type: none"> • Regulation book for organization and work of the MOI; • Monitoring by the EC Delegation; • Regular reports from the MOI Legal department; • Timetables for staff training; • Reports of provided staff training; • Monthly and Quarterly Reports submitted by the forensic units; • Timetables for staff training; • Reports of provided staff training. 	<ul style="list-style-type: none"> • Professional and political commitment; • National budget resources available; • Presence of qualified personnel; • Regulations of the inspection and responsibilities of the MoI during the inspection of crime scenes in the National legislation (Penal Procedure Code); • Sufficient financing of the activities from the state budget.

<p>the Law on the Public Prosecutor's Office and other relevant legislation;</p> <ul style="list-style-type: none"> Operational document management system capable of handling complex cases; Adopted training programme for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the local police stations in compliance with the new criminal procedure rules; Trained staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations in compliance with new criminal procedure rules. <p>Component 2: Further strengthening of the forensic capacity for inspections of crime scenes (traffic accidents and classic crime)</p> <p>The results in relation with Component 2 are:</p> <ul style="list-style-type: none"> New methods of collecting evidence at crime scene and standard operative procedures and internal rules for inspection of the crime scene in accordance with the best European practices developed; Improved system for storage of the digital photographs and the video films from the crime scene in accordance with the current existing technical solutions and requirements of the national law and the best European practices; Adopted curricula for training the officials responsible for inspection of the crime scene on the use of new digital software for processing and use of data; post-blast crime scene investigation and traffic crime scenes inspections; Trained staff for the use of new digital software for processing and use of data; Trained staff in the area of post-blast crime scene investigation; Trained staff in the area of traffic crime scenes inspections; 	<p>Office and other relevant legislation, and incorporated;</p> <ul style="list-style-type: none"> Number of cases for which the new document management system was used; Sufficient number of staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations is trained in compliance with the new criminal procedure rules. <p><u>The measurable indicators in relation with Component 2 are:</u></p> <ul style="list-style-type: none"> Number of cases in which new methods of collecting evidence at the crime scene were used; Number of cases in which the standard operative procedures and internal rules for inspection of the crime scene were used; Increased quality of the inspections of the crime scene; Number of crime scenes inspections in which the new system for storage of the digital photographs and the video films was used; Number of trainings and number of forensic specialists trained. 		
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<ul style="list-style-type: none"> • Elimination of pollution and the opportunities of influence or substitution of the collected traces and material evidence. 			
Activities	Means	Costs	Assumptions
<p>Component 1: Development of appropriate administrative and organisational structures of the police units at regional and local level</p> <p>This component foresees the following activities:</p> <ul style="list-style-type: none"> • Analysis of the organisation structure of the Ministry of Interior at regional and local level and formulation of recommendations for a new organisational structure corresponding to the operational needs (especially in view of detection and investigation of organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime); • Analysis of operational capacities of the regional Sectors for internal affairs and of the police stations for cooperation with regional Public Prosecutor’s Offices, with special focus on organised crime, corruption, trafficking in human beings, illegal migration, cross-border crime, formulation of recommendations and implementation thereof; • Assessment of the needs to amend and/or update existing SOPs and Manuals, according to the new legislation e.g. new Law on Criminal Procedure and the Law on the Public Prosecutor’s Office; • Developing of document management system capable of handling complex legal cases; • Development of training programme for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the local police stations in compliance with the new criminal procedure rules. • Training delivered for the staff of the Bureau for Public Security in the regional Sectors for Internal Affairs and in the police stations in compliance with the new criminal procedure rules. 	<p>1 Twinning contract</p>	<p>Total: EUR 1.080.000 IPA: EUR 1.026.000 Nat. Co-financing: EUR 54.000</p>	<ul style="list-style-type: none"> • Commitment on behalf of senior level officials and experts of all MoI services involved in project implementation; • Commitment on behalf of Implementing Agency in tendering and contracting; • Adequate training of the staff; • Good cooperation is established with all relevant institutions; • The necessary time limits are respected pursuant to the EU legal regulative; • Quality training is provided by certified trainers in respective training centres.

<p>Component 2: Further strengthening of the forensic capacity for inspections of crime scenes (traffic accidents and classic crime)</p> <p>This component foresees the following activities:</p> <ul style="list-style-type: none"> • Elimination of pollution and the opportunities of influence or substitution of the collected traces and material evidence; • Analyze the methods of collecting evidence at the crime scene and formulation of recommendation for new methods in accordance with the best European practices; • Analyze existing technical solution for storage of digital photographs and video film, formulation and implementation of recommendations for improvement; • Drafting standard operative procedures and internal rules for inspection of the crime scene; • Developing of curricula and carrying out trainings for the officials responsible for inspection of the crime scene on the use of new digital software for processing and use of data; post-blast crime scene investigation and traffic crime scenes inspections. 			
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Pre conditions

The project includes the following conditionalities:

1. Timely allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
2. Participation by the beneficiary in the tender process as per EU Twinning regulations;
3. Appointing counterpart personnel by beneficiary prior to launch of the project fiche ;
4. Provision of necessary authorisations for co-operation and sharing of information with all key stakeholders, co beneficiaries and related deployed advisory resources;
5. Appointing relevant staff by the beneficiaries to participate in training activities;
6. Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
7. Necessary legislation in force;
8. Allocation of the necessary national co –financing budget for the relevant project.

In the event that conditions are not met, suspension or cancellation of projects will be considered.

ANNEX 2: Amounts (in €) contracted and disbursed by quarter over the full duration of the project (IPA funds only)

Contracted	2010 Q3	2010 Q4	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4
Twinning contract			1 026 000							
Cumulated			1 026 000							
Disbursed										
Twinning Contract			492 480				430 920		102 600	
Cumulated			492 480				923 400		1 026 000	

ANNEX 3: Description of Institutional Framework

Within the Ministry of Internal Affairs for the purpose of performing police affairs, which require a high level of specialisation, and for effective and cost-efficient performance of certain specific and complex tasks, as well as for the needs of the Sectors for Internal Affairs and the Regional Centres for Border Affairs, under the principle of centralised work, Central Police Services are established, performing their tasks throughout the territory.

The Central Police Services perform activities in the field of organised crime, forensics, activities in giving support to the performance of certain specific and complex affairs in the area of the Sectors for Home Affairs and the Regional Centres for Border Affairs by special police units, as well as, other activities and tasks.

The Organised Crime Department is established within the Central Police Services, competent for prevention and detection of criminal acts for which the prosecution is undertaken ex officio, perpetrated by an organised group of at least three persons, being active for a certain period, in order to achieve direct or indirect financial benefit or other kind of material benefit and which will perpetrate one or several criminal acts, as well as other criminal acts for which the Law prescribes at least four year imprisonment.

The Department is competent both for detection and prevention of criminal acts that by their nature are trans-national and for tracking down organised groups that use violence and other types of force and pressure, are included in the legal economic and with corruption activities create conditions for easier profit gaining and protection from criminal prosecution.

The Department while performing its activities cooperates and implements the guidelines of the Public Prosecutor, pursuant to the Law.

For the purpose of performing police affairs, on the territory of the country, Sectors for Internal Affairs are established.

The Sectors for Internal Affairs are established according to the size of the area, number of the population, number of criminal acts and misdemeanours, as well as the significance of the road directions and the geographical location of the municipalities within the scope of the Sector for Internal Affairs.

- Sectors for Internal Affairs, in accordance with this Law are:
- Sector for Internal Affairs-Skopje, with its seat in Skopje, for the purpose of performing police affairs in the area of the City of Skopje and the municipalities of Arachinovo, Zelenikovo, Ilinden, Petrovec, Sopista, Studenichani and Chucher Sandevo;
- Sector for Internal Affairs-Bitola, with its seat in Bitola for the purpose of performing police affairs in the area of the municipalities of Bitola, Demir Hisar, Dolneni, Krushevo, Krivogashtani, Makedonski Brod, Mogila, Novaci, Plasnica, Prilep and Resen;
- Sector for Internal Affairs-Veles, with its seat in Veles for the purpose of performing police affairs in the area of the municipalities of Veles, Gradsko, Demir Kapija, Kavadarci, Negotino, Rosoman and Chashka;
- Sector for Internal Affairs-Kumanovo, with its seat in Kumanovo for the purpose of performing police affairs in the area of the municipalities of Kratovo, Kriva Palanka, Kumanovo, Lipkovo, Rankovce and Staro Nagorichane;
- Sector for Internal Affairs-Ohrid, with its seat in Ohrid, for the purpose of performing police affairs in the area of the municipalities of Vraneshnica,

Vevchani, Debar, Debarca, Drugovo, Zajas, Kichevo, Oslomej, Ohrid, Struga and Centar Zhupa;

- Sector for Internal Affairs-Strumica, with its seat in Strumica, for the purpose of performing police affairs in the area of the municipalities of Bogdanci, Bosilovo, Valandovo, Vasilevo, Gevgelija, Dojran, Konche, Novo Selo, Radovish and Strumica;
- Sector for Internal Affairs-Tetovo, with its seat in Tetovo, for the purpose of performing police affairs in the area of the municipalities of Bogovinje, Brvenica, Vrapchiste, Gostivar, Zhelino, Jegunovce, Mavrovo and Rostusha, Tearce and Tetovo, and
- Sector for Internal Affairs-Shtip, with its seat in Shtip, for the purpose of performing police affairs in the area of the municipalities of Berovo, Vinica, Delchevo, Zrnovci, Karbinici, Kochani, Lozovo, Makedonska Kamenica, Pehchevo, Probishtip, Sveti Nikole, Cheshinovo and Shtip.

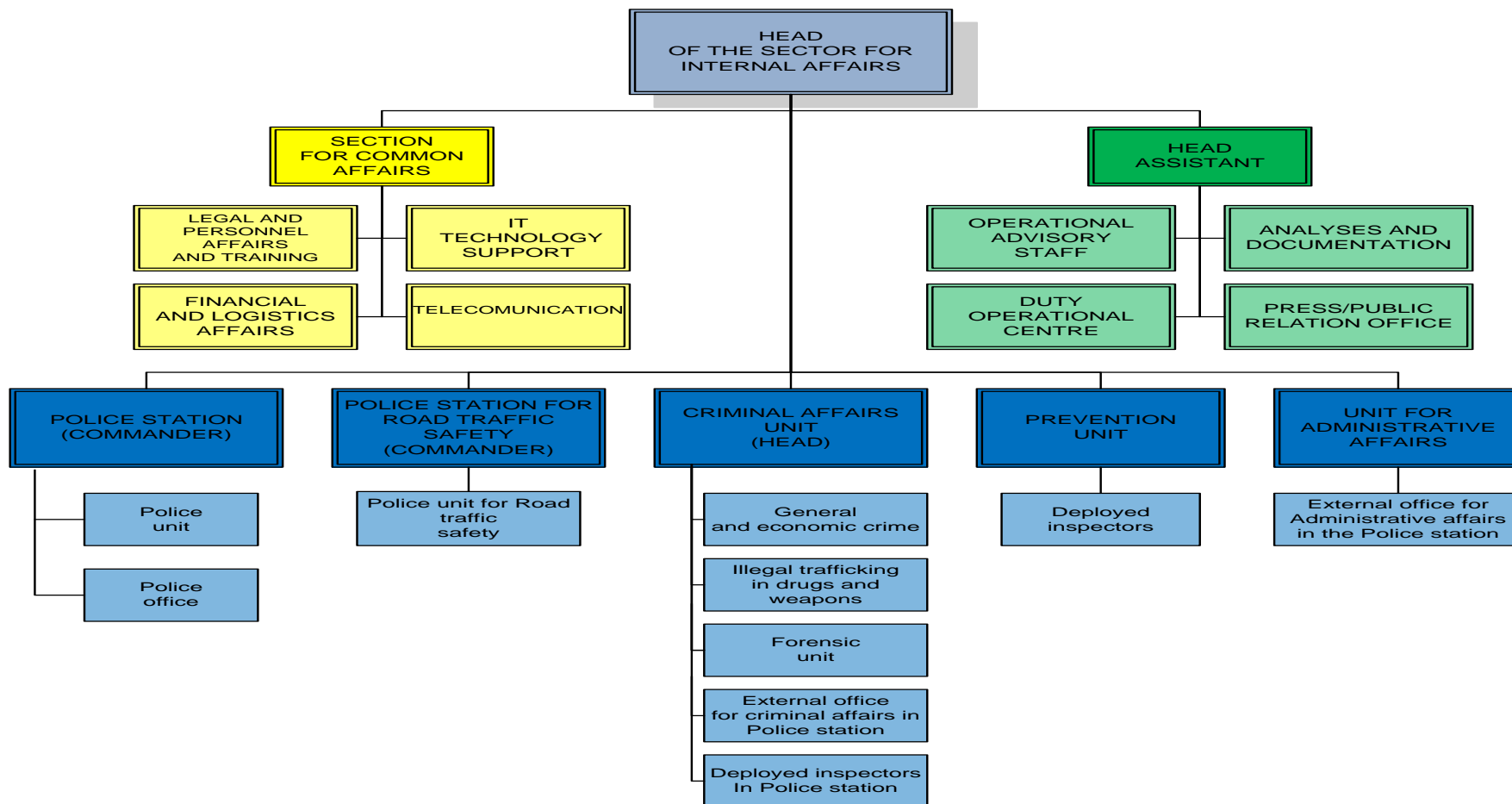
Public Prosecution Office

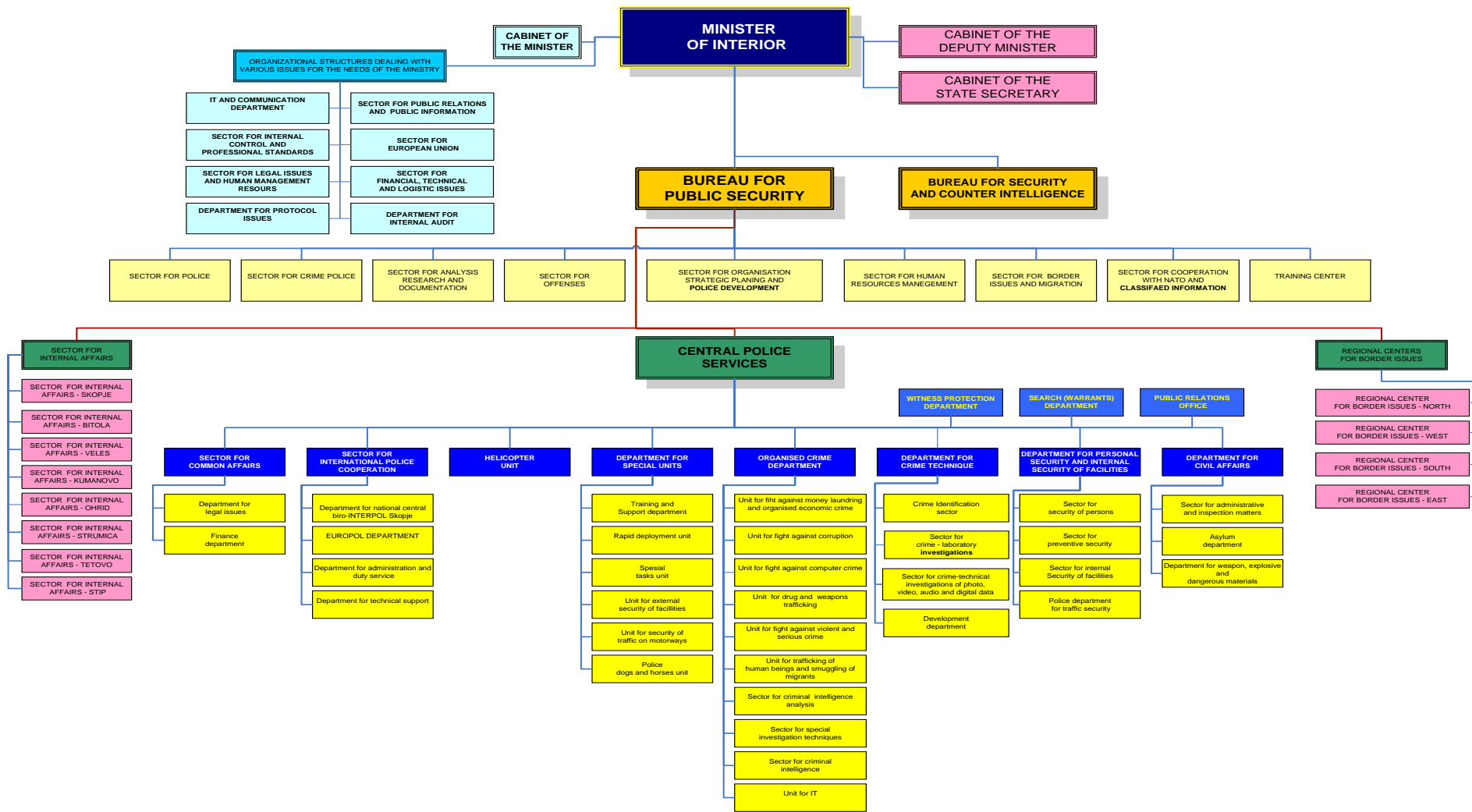
The Public Prosecutors Office – is the sole and autonomous state authority which prosecutes the perpetrators of criminal and other punishable acts as determined by law. According to the Constitutional Amendments, the function of the Public Prosecutor's Office is enforced by the Public Prosecutor of the former Yugoslav Republic of Macedonia and the public prosecutors. The Public Prosecutor of the former Yugoslav Republic of Macedonia shall be appointed and dismissed by the Assembly of the former Yugoslav Republic of Macedonia for a six year term of office and a right to re-appointment. The public prosecutors shall be elected by the Public Prosecutor's Council without limitation to term of office duration. Pursuant to the existing law on the areas of first-instance courts, 22 basic public prosecutor's offices have been established. For the area of second instance courts, four higher prosecutor's offices have been established. The Basic Public Prosecutor's Office for Prosecution of Organized Crime and Corruption has jurisdiction of the entire territory of the country. The Public Prosecutor's Office is established for the whole territory of the country and its seat is in Skopje. Public prosecutors have their deputies without limitation of term of office duration.

The Basic Public Prosecutors Office for Prosecuting Organized Crime and Corruption has competence to act ex officio in cases of criminal offences committed by an organised group comprised of at least 3 persons which acts in a certain period in order to acquire direct or indirect financial benefit or other type of material benefit and commits one or more criminal acts, as well as to act upon other criminal acts that are regulated by law with sentence of imprisonment for a period of at least 4 years.

The Public Prosecution Office carries out its duties on the basis of and within the framework of the Constitution, the laws and the international agreements ratified according to the Constitution. The Law on Public Prosecutors' office (Official gazette number 150/2007 and amendments 111/08) regulates the competences and the functioning of the public prosecutors, the basis and the procedure for appointment and dismissal of the Public Prosecutor of the former Yugoslav Republic of Macedonia, the procedure for termination of the function of the Public Prosecutor, the procedure for appointment and dismissal of the public prosecutors, the procedure for termination of the function of the public prosecutors and other matters related to the work of the public prosecutors.

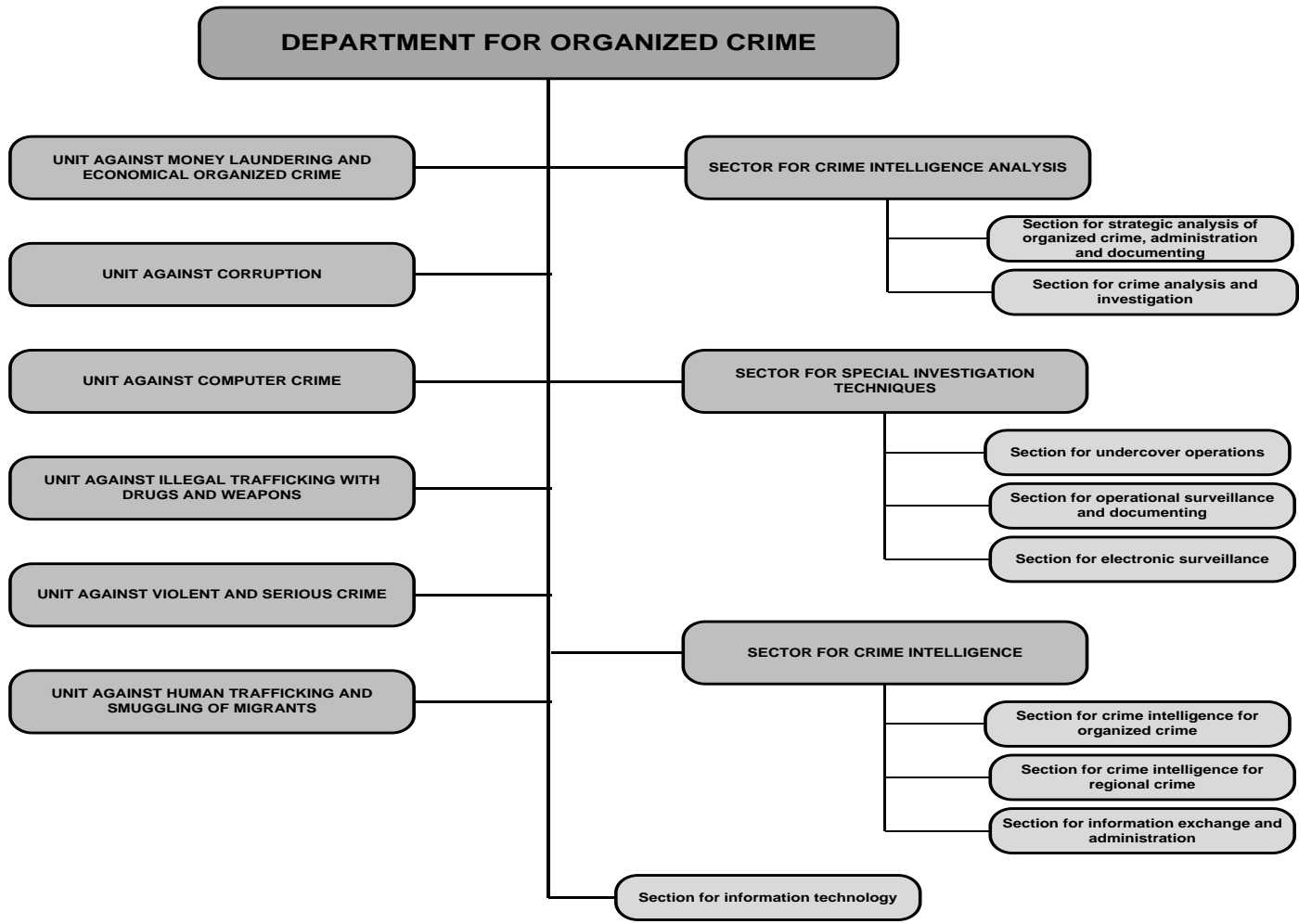
STRUCTURE OF THE SECTOR FOR INTERNAL AFFAIRS





MINISTRY OF INTERIOR

ORGANOGRAM
OF THE DEPARTMENT FOR ORGANIZED CRIME



ANNEX 4: Reference to laws, regulations and strategic documents

Reference list of relevant laws and regulations

Key laws and regulations on the sector:

- Law on Police;
- Law on Internal Affairs;
- Law on Criminal procedures;
- Law on State Border Surveillance;
- Law on Public Prosecution;
- Annual plan for training – MO

Reference to AP/NPAA/SAA

Reference to Accession Partnership(2007-2008): The program will address the following AP priorities: “Ensure effective implementation of the Law on police”; “Provide adequate funding and training for implementation of the police reform, strengthen coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthen cooperation between the criminal police and the public prosecutors”; “Develop and implement a comprehensive human resources and training strategy for the police and upgrade their equipment”; “Foster cooperation with neighbouring countries and ensure effective implementation, notably on cross border cooperation, the fight against organised crime, trafficking and smuggling, judicial cooperation, border management, readmission and the environment”; – Further intensify the fight against organised crime, notably by making better use of special investigative measures and by promptly issuing and following up international arrest warrants (including for computer crime, with a special focus on child pornography).

Reference to National Plan for Adoption of Acquis (2008): The project address the priorities defined in the National Programme for Adoption of the Acquis: **Analysis of the Decision 2005/876/JNA of the Council from 21 November 2005 on the exchange of information from the criminal files**. Deliver quality trainings to the executors in order to achieve enhanced efficiency, professionalism and expertise in implementing the activities as well as different types of trainings.

Reference to SAA (2001): The Project will reinforce the Article 74 (Reinforcement of institutions and rule of law) that underlines that the Parties will attach particular importance to the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular. This includes the consolidation of the rule of law; Furthermore, the SSA in Article 75 (Visa, border control, asylum and migration) stipulates that the parties shall cooperate in the area of border control and will set up a framework for cooperation, including at a regional level, in the field. Cooperation in the field shall be based on “mutual consultations and close coordination between the Parties and should include technical and administrative assistance for exchange of information on legislation and practices, the drafting of legislation, enhancing the efficiency of the institutions, training of staff, and security of the travel documents and detection of false documents”.; Article 78 (Preventing and combating crime and other illegal activities) stating that the Parties agree to cooperate on fighting and preventing criminal and illegal activities, organised or otherwise;

Reference to the EC Progress Report (2008): The Annual Progress Report from EC stresses that progress has been made in the fight against organised crime. The legislative activity aimed at progressive implementation of the Action Plan for the fight against organized crime continued. Cooperation between law enforcement agencies and the judiciary remained satisfactory at central level, meeting international best practice. Some improvements were made at field level. Cooperation between public prosecutors and criminal police of the regional police headquarters has improved, but not sufficiently.

The sector for special investigative techniques in the Ministry of the Interior remains understaffed and needs further equipment. In early July the code of criminal procedure was amended. Use of special investigative measures is now allowed not only for crimes committed by organised groups but also for crimes either punishable by at least four years of imprisonment or specifically identified. This will close the gap in the law with regard to use of special investigative measures for corruption-related crimes, including monitoring of communications. The new Law on interception of communications addresses the shortcomings of the previous law. It introduces, however, some new elements, such as the role of the Minister of the Interior and the wide conditions for recourse to interception, where proper implementation will be crucial to ensure the primacy of the judiciary and to avoid a too wide interpretation of the conditions for wiretapping.

Reference to MIPD

Multi-Annual Indicative Planning Document (2008-2010): The **Multi-Annual Indicative Planning Document (MIPD)** stresses that in support of the police reform, it will be necessary to continue to support completing the implementation of the Action Plan for the Reform of the Police, to ensure consistency and continuity of approach, to consolidate progress already made and to maintain momentum. In addition, significant further efforts are necessary in order to step up the fight against organised crime, including trafficking in human beings, arms and drugs.

Reference to National Development Plan

The project directly links to the following key strategies and action plans in the sector

- National strategy for the Police reforms, 2003 (endorsed 2004);
- Action plan for implementation of the police reform process, 2005;
- National strategy for Integrated Border Management, 2003;
- Action plan for Integrated Border Management, 2005;
- National strategy for the Police reforms, 2003 (endorsed 2004);
- Strategic plan of the MOI 2008 - 2010, 2008;
- Annual Training plan of the Ministry of Interior for 2009;
- Human Resources Management Strategy of the Ministry of Interior 2008.

ANNEX 5: Details per EU funded contract (*)

Management and contracting arrangements

The Ministry of Internal Affairs will be directly responsible for co-ordination and management of the project from the beneficiary side and will support the Twinning project team in organisational and technical matters.

Contact persons and contact details

BC Project Leader

To be defined

RTA counterpart

To be defined

The contracting arrangements are as follows:

- One Twinning covenant with the value of EUR 1 080 000 out of which IPA contribution will amount to EUR 1 026 000 while national contribution will amount to EUR 54 000. It is expected the services under this arrangement to be delivered within 16 - 18 months.

Means/Input from MS Partner Administration

The project will be implemented in the form of a Twinning contract between the country and an EU Member State. The implementation of the project requires one project leader with responsibility for the overall coordination of project activities, one resident Twinning adviser to manage project activities and short-term experts (number to be proposed by the Member State). It is essential that the team have sufficiently broad expertise to cover all the areas included in the project description. The interested Member State institution shall include in its proposal the CVs of the designated project leader, resident twinning adviser and the proposed short-term experts and the specific tasks to which they will be assigned.

Profile and Tasks of the Project Leaders

The MS project leader will detail, coordinate and control the overall thrust of the project, lead project activities, and ensure attainment of the projected output. He/she is expected to ensure that all the support from the management and staff of the EU side is available for the project. The project leader is fully responsible for co-ordination of the work of the experts. He/she should be a *senior official* from the respective MS body and is expected to devote a minimum of 3 days per month to the project in his/her home administration with an on-site visit at least every 3 months. In addition, he/she should coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Skopje every three months. The project leader will co-manage the implementation of the project with the Project leader from the Beneficiary Country.

BC project leader

The BC project leader will act as the counterpart of the Member State PL and will ensure close cooperation in the overall steering and co-ordination of the project. The PL's seniority will ensure his/her ability to mobilise the necessary staff in support of the efficient implementation of the project. He/she will also coordinate the Project Steering Committee (PSC) from the BC side.

RTA Counterpart

A RTA Counterpart will be assigned by the MoI. Ideally, this person should have at least 3 years of employment with the MoI.

Profile and tasks of the RTA

Duration of the RTA secondment: 16-18 months

Qualifications and skills

- Education at least up to University degree (where university degree has been awarded on completion of four years study in a university or equivalent institution), or at least 7 years of general professional experience
- Knowledge of relevant EU projects, rules and procedures

Professional experience (minimum 5 years relevant professional experience)

- The RTA should have general and varied civil policing experience, including selection and recruitment, police training, staff development, police reform measures and organisational development;
- Proven executive capacity and multidisciplinary managerial skills;
- Demonstrated experience with and/or awareness of organisational development issues in a variety of EU Member State police services
- Fluent written and spoken English

Additional assets are:

- Experience in implementing acquis requirements in EU Member states legislation in practice;
- Specific experience relating to Police and Interior Ministry legislation, regulations and procedures;
- Previous experience as project coordinator/ project manager;
- Sound knowledge of the situation in recent accession countries and Candidate countries

Profile and tasks of the short term experts

- All STEs should have at least 3 years of experience, preferably 5 to 8 years in the field they will cover;
- All STEs should be fluent in English and computer literate

All STEs should be knowledgeable in the latest development in EU standards regarding Police and Judicial Co-operation in Criminal Matters.