

Project Fiche - IPA National programmes / Component I

1 IDENTIFICATION

Project Title	Strengthening the Rule of Law
CRIS Decision number	2011/022-988
Project no.	3
MIPD Sector Code	2. Justice and Home Affairs
ELARG Statistical code	01.24
DAC Sector code	15130
Total cost (VAT excluded)¹	2.090.000 EUR
EU contribution	1.947.500 EUR
Management mode	Decentralised
Responsible Unit or National Authority/Implementing Agency	<p>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. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project.</p> <p>Mrs. Radica Koceva (PAO) Central Financing and Contracting Department Ministry of Finance Tel: +389 2 3106 455 Fax: +389 2 3231 219 E-mail: radica.koceva@finance.gov.mk</p>
Implementation management	<p>The Ministry of Justice (MoJ), including the Academy of Judges and Prosecutors (activity 1) and the Ministry of Internal Affairs (i.e. Ministry of Interior or MoI) (activity 2).</p> <p><u>Contacts:</u> Mr. Sasko Kocev, Head of Section for IPA implementation and</p>

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

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Implementing modality	Stand alone projects
Project implementation type	Twinning arrangements and supply contract
Zone benefiting from the action(s)	Nationwide project activities

2. Overall Objective and Project Purpose

2.1 Overall Objective

The overall objective of the project is to support the efforts of the institutions to consolidate rule of law by strengthen the capacities of the justice system, promoting integrity of the law enforcement agencies in the fight against organised and serious crime, to align with the EU Acquis and standards.

2.2 Project purpose

- Strengthen the capacities of the MoJ in the EU pre and post accession process and alignment with the EU *acquis* regarding negotiation chapters particular in the area of Freedom, Justice and Security;
- Contribute towards strengthening the MoJ's and judiciary's knowledge and capacities regarding the EU and ECHR law, as well as the case-law of the Court of Justice of the European Union and the European Court of Human Rights in order to foster convergence of its national legal system with the EU and ECHR law;
- Develop intelligence-led policing concept within central, regional, and local police services and regional Centres for border affairs in the Bureau for Public Security.

2.3. Link with AP/NPAA/EP/SAA

Judiciary is the key priority of the **Accession Partnership (AP)** and key strategic priority of the Government for 2012-2014 under the rule of law implementation. The project is in line with the Accession Partnership which outlines a series of priorities to be addressed in the judicial reform, among the others including sustained track record on implementation of judiciary reforms, strengthening the independence of the judicial system, implementation of anti-corruption legislation and reforms of the prosecution. The Accession Partnership points towards ensuring proper and full execution of court rulings, which is also relevant with the key priorities of the judicial system for further development of initial and continuous training in the Academy for judges and prosecutors and completing the setting-up of the new court structures

and allocating appropriate resources to ensure that they are fully operational and efficient. The Project is in line with the Accession Partnership which outlines the priorities for full compliance with the European Convention on Human Rights and for ensuring proper and full execution of court rulings.

The Accession Partnership underlines the importance of continuation with the implementation of the set of action oriented measures for the fight against organised crime. It calls for providing adequate funding and training for implementation of the police reform, strengthened coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthened cooperation between the criminal police and the public prosecutors. In addition, it foresees the development and implementation of comprehensive human resources and training strategy for the police and upgrade of their equipment. In addition, the AP stipulates the continuation of the implementation of the integrated border management action plan, development of the main databases for border management and their connection, upgrade of equipment for document analysis and border surveillance, and ensuring effective implementation of the requirements for delivery of high-quality travel and identity documents and provisions of further staff training.

The project addresses the priorities defined in the area of National Programme for Adoption of the *Acquis* 2010: For the purpose of strengthening the capacities of the Department for Organised Crime, training of executing officers will continue, as well as further material and technical equipping; Development of integrated criminal intelligence, on the basis of analysis of the effects from practical application of the criminal intelligence method in police operations.

In the area of judiciary reforms, the National program for adoption of the *Acquis* 2011 foresees activities for further strengthening the independence and impartiality of the judiciary, increasing the efficiency and professionalisation of judiciary, through initial and continuous trainings for judges and prosecutors, implementation of the legal novelties and execution of court rulings. In the fundamental rights area the NPAA includes the activities for enhancing the mechanisms for monitoring and respecting the judicial practice of the European court of human rights. The NPAA also covers activities for enhancing the capacity of the Ministry of justice in the process of alignment and transposition of the EU legislation, which in general will contribute towards better enforcement of the CoE human rights instruments.

Stabilisation and Association Agreement

The project activities will contribute towards the implementation of the **Stabilisation and Association Agreement** (SSA) commitment on approximation of laws and law enforcement. Article 68 sets the importance of the approximation of the existing and future laws of the former Yugoslav Republic of Macedonia to those of the Community. The former Yugoslav Republic of Macedonia shall endeavour to ensure that its laws will be gradually made compatible with those of the Community. Article 74 on the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular and on cooperation in the field of justice with focus on the independence of the judiciary, the improvement of its effectiveness and training of the legal professions. Article 75, on cooperation in the area of border control, Article 78, on fighting and preventing criminal and illegal activities, and Article 101, on cross-border, trans-national and interregional cooperation and Article 105 on financial assistance to the harmonisation of legislation and cooperation policies of SAA, including justice and home affairs.

2.4. Link with MIPD

The MIPD 2011-2013 underlines the importance of continuation of the fight against organised crime, training, strengthened cooperation among police bodies and other law enforcement agencies. Further efforts are particularly needed in the forthcoming period to successfully complete the criminal procedure reform, strengthen the police investigation in the pre-trial period, and the fight against money laundering. The EU aims to assist the country's efforts to fight organised crime, corruption, money laundering and trafficking of human beings and drugs, as well as to ensure proper treatment and conditions in prisons in accordance with EU standards. Within this large sector, cooperation will equally focus on home affairs issues such as the police investigation in the pre-trial period and border management.

The MIPD 2011-2013 also states that strengthening the rule of law is a strategic priority because it provides the basis for all other policy development. Democratic control and separation of powers are essential to sustain an independent judiciary and the rule of law which in turn are required for effective protection of human rights. Fulfilment of the judicial reforms is a key criterion for accession of the country to the EU. The global objective for the coming years is the consolidation of the rule of law in the country through judiciary reforms, as well as the improvement of the protection of human rights. Better rule of law will mean contributing to improved business environment, increasing growth and competitiveness.

The focus of EU support through IPA will be on further reforms support and will improve the overall functioning of the judiciary. With regard to the Human Rights, continuous support will be provided to the processes of implementing the regulatory and institutional framework related to international human rights; harmonisation and enforcement of the national legislation in line with the UN Conventions and the European Court of Human Rights.

2.5 Link with National Development Plan

N/A

2.6 Link with national/ sector investment plans

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

- Strategy for Reform of the Criminal Legislation 2007- 2011 and Action Plan;
- Strategic plan of the Ministry of Justice 2011-2013;
- *"Action Programme of the Republic of Macedonia for implementation of the Penitentiary system reforms 2009-2014"*;
- State Programme for prevention and repression of corruption 2011-2015 (under adoption);
- State programme for prevention of conflict of interest 2011-2015 (under adoption);
- Strategic plan of the Ministry of Interior 2009 - 2011;
- Strategy for development of the established system of integrated border management and Action plan;
- Strategy for implementation of Model on risk analysis in the area of border control, 2009-2011;
- National Action Plan for Fight against Organised Crime and Corruption, 2003 (6th priority);
- Strategy for establishment of a National Center for coordination of the activities related to fight against organised crime and corruption. (adopted in March 2011).

3. Description

3.1 Background and justification

Activity 1: Support to the Ministry of Justice

The European Commission granted a candidate country status to the country in December 2005. The European Commission on the basis on the fulfilment of the key priorities of the Accession Partnership (including the progress made in the judiciary), in October 2009 recommended opening of the accession negotiations with the European Union. As an EU candidate country, expecting commencement of membership negotiations, the country is in the process of undertaking reforms for establishment of impartial, effective and well functioning judicial system as one of the key priorities for fulfilling the political criteria in the process of European integration..

The Ministry of Justice enacted some strategic documents in the last years: Strategy for reform of penitentiary system; Strategy for reform of criminal justice system; IT Strategy for the Judiciary, in order to further enhance the ongoing activities in terms of the reform of the judiciary.

The success of the reforms in major part depends on the administrative capacities of the Ministry of Justice to monitor the results of the reforms, carry out impact assessments and develop strategic planning. The activities for the alignment of national laws often pose a difficult task for the civil servants and there is an imperative need for qualified experts and competent civil servants, as well as elevating the levels of necessary expertise and EU knowledge.

The Ministry of Justice performs the works related to judiciary, public prosecution, ombudsman; state administration; criminal responsibility and responsibility for criminal acts; notary works, practice of law and other kinds of legal assistance; inheritance, ownership, property rights and obligation relations; international legal assistance; penalty for criminal acts and offences; organisation and management with penitentiaries and houses of correction and reformatory; amnesty and pardoning; court expertise; expertise and super-expertise; election system, keeping records of the election right; criminal proceedings, proceedings for torts, civil procedure, out-of-court proceedings, executive and administrative proceedings; administrative supervision; performing the activities that are not within the competencies of other organ of the state administration and performs other activities stipulated by the Law. It is structured in 10 departments, 34 regional units, and 270 local offices.

The project will seek to build MoJ capacities for concise understanding of the EU *acquis* and other relevant international standards and best practices in the field of judiciary and fundamental rights, provide identification of the purpose of the EU *acquis* and other relevant international standards and best practices in the area of Judiciary and fundamental rights, comparative experiences with the twinning partner, the state of play with regards to the legislation, administrative capacity, implementation of reform and ensuring track- record.

The project will upgrade the knowledge of the Ministry's civil servants and enrich their experience on the *acquis* and other relevant international standards and best practices related policy areas through practical and theoretical training. Enhanced capacities of the MoJ will contribute to better policy making, higher quality legal drafting and legal harmonisation in the

pre-accession and post-accession and therefore better functioning of the justice system in general.

In that regard review on the level of transposition of each separate article of the relevant EU measures and international standards was made as well as assessment of the level of alignment along with evaluation of institutional capacity, identification of next priorities and potential difficulties. In addition, documentation of national legislation and responsible persons working in respective areas was made. Since, the process of alignment will continue further in context of the negotiation chapters in the framework of the EU pre-accession process, the project is expected to strengthen the capacity of the Ministry of Justice in the process of screening and later negotiating in the areas of Judiciary, Anticorruption, Fundamental Rights, EU citizen's rights, judicial cooperation and civil and criminal matters and other areas in its competence, it should clearly indicate the level of transposition according to the self- screening and address remaining and outstanding issues before accession to the EU.

Hence the project will support MoJ services for transposition of EU *acquis* and alignment with best practices in the relevant areas under MoJ competence, both pre- accessions for the *acquis* existing at the time of accession but also for the post-accession for the future *acquis* to come.

The project will strengthen the capacities of the Ministry of conducting impact assessments and assessment and compliance of national legislation, to develop general and specific knowledge of the departments within the MoJ to work professionally both in a national and European context, effective communication and cooperation with the EU institutions. It will prepare the relevant MoJ departments for the decision-making process within the EU institutions'.

Finally the project will contribute towards creating better starting position upon opening of the negotiations and possibly shortening the period in which the negotiations will be conducted, evaluate the degree of preparedness of the country, identify needs for the future preparations and obtaining preliminary indications of the issues that will most likely be raised in the negotiations. It should identify possible opening, interim and closing benchmarks during the negotiations.

Enhancing the knowledge on EU legislation will also include the national judges and prosecutors, with respect to the case-law in criminal matters. The project will improve the understanding within the judiciary on case-law of the Court of Justice of the European Union. Experience with the previous enlargements shows that, prior and post accession, the judiciary in new Member States often faces difficulties in understanding and implementing case-law of Court of Justice of the European Union (CJEU). There is an identified weakness with regards to the lack of experience and good practise among the national judges in applying the ratified international and European instruments. Academy for judges and prosecutors continue to implement Program for continuing education of judges and public prosecutors in 2012, and organised in a total 209 training sessions for 5838 participants on different related topics in the area of : civil law, criminal law, international law, EU law, commercial and administrative law. Having in mind that national courts are responsible to ensure the effective and uniform application of EU legislation there is a need for enhancing the knowledge of the judges for coping with their responsibility to guard the EU law, and effective system for identifying the relevant rulings of the CJEU and dissemination of the information to the judges should be developed.

In this respect, the project should provide support to the judges and prosecutors for increasing

the knowledge on the requirements for effective implementation and interpretation of the CJEU case law for coping with the tasks for initiating procedures for preliminary rulings of CJEU. For successful implementation and application of Court of Justice of the European Union case law in the country's legal system, it is necessary to prepare specific curricula within the framework of ATJP on CJEU procedural law and as well as workshops, trainings on different areas of EU law, study visits to CJEU for further upgrading the practice on application of EU law. Assistance should be also directed towards the establishment of the national system for representing the state before CJEU.

The project will support to improve the efficiency of the mechanisms for strengthening the monitoring of application of ECHR in the country, state representation in the ECtHR, enforcement of ECtHR judgements, cooperation and coordination of the country's relevant institutions with the Court. Capacity building of the judiciary on the European Convention on Human Rights (ECHR) and strengthening the system for execution of the European Court of Human Rights judgments will contribute to extend the knowledge of the judiciary of the ECHR and the interpretation of the ECHR through the ECtHR case law. In the MoJ's organisational structure, the Bureau for representation of the former Yugoslav Republic of Macedonia before the ECtHR (Bureau), performs works concerning the representation of the state before the European Court of Human Rights, the enforcement of judgments and decisions of the European Court of Human Rights, as well as monitoring and analysis of the ECtHR practice. However, with respect to the execution of the ECtHR's judgements, the Bureau is only responsible for delivering technical support to the Interinstitutional Commission for enforcement of ECtHR's judgment (Commission), including monitoring of the implementation of Commission's conclusions as to the execution of a particular judgment of the ECtHR, and preparation of action plans and/or reports. The primary responsibility for defining the measures to be taken for the purposes of execution of a particular ECtHR's judgment, time limits for their implementation, and the identification of a competent authority for implementation of a particular measure, is within the Commission.

In the period from 1999 up to 2012, total of 3.535 applications were submitted before the European Court of Human Rights against the former Yugoslav Republic of Macedonia. In 2012, a total of 354 applications were assigned to the judicial decision-making bodies. In 2012, the ECtHR delivered 6 judgements stating violation (s) of the ECtCH. At the end of 2012 there were 122 cases against the former Yugoslav Republic of Macedonia pending before the Committee of Ministers, including 22 leading cases. So far, the Committee of Ministers has adopted only 8 Final Resolutions, with respect to the former Yugoslav Republic of Macedonia.

This shows that the execution of the ECtHR judgements in the national system is facing problems. Though significant reforms are undertaken, further efforts for strengthening the system for execution of the ECtHR's judgments are still needed. There is a need to support the Bureau for assisting the initiatives for further harmonisation of domestic legislation with the standards of the Convention and the Court's practice and improvement of the established system for execution of ECtHR's judgments. For achieving this purpose effectively, it is necessary to develop training curricula and to deliver practical and theoretical training for assessment and execution of ECtH's judgments, as well as to provide training to the Commission, judiciary, public prosecutors and other relevant state administration bodies on issues related to execution of ECtHR's judgments.

Activity 2: Support to the Ministry of Interior

This project will develop an intelligence-led policing as a business model where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders. At the same time the project will contribute towards further equipment of the Center for suppression of organised and serious crime with interception equipment and will introduce rules for usage of the equipment.

The Police Reform Strategy defines the new organisation of the Ministry of Interior (MoI) and of the Police, as it defines the new methodology of work. In this sense, it is necessary to develop capacities to implement the policies at different levels within the Ministry as a whole. This means that the Ministry should create capacities for successful implementation of the Governmental policy in the area of home affairs, while for the needs of the Bureau for Public Security, the Central Police Services, Sectors for internal affairs and Regional centres for Border issues, there should be administrative and other appropriate capacities developed in accordance to the needs. 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.

On 14 January 2011, a new organisational structure of the Ministry of Interior was approved by the Minister. Accordingly a new structure of the Centre for suppression of organised and serious crime (Previously called Organised crime department) was put in place. The reasons for the changes in the organisational structure of the centre are as follows:

- Increased effectiveness in performing legally determined competencies;
- Increased efficiency in implementing the concept of community policing and the concept of intelligence led policing, for the purpose of functional connection and integration of the overall policing in the area of suppression of organised and serious crime;
- More efficient strategic approach in collecting information on criminal activities in other security issues, identification and collection of information on subjects and criminal groups involved in criminal activities, thus specification of priorities for work at all levels of work of the Department and more appropriate deployment of personnel and material-technical resources;
- More effective coordination of operational activities at national and regional level in the area of suppression of organised and serious crime;
- More effective strategic and conceptual planning, monitoring and analysis of the security situation in the area of organised and serious crime.

In order to combat the phenomenon of organised crime, the national Police as well other law enforcement agencies must maintain an intelligence management both coherent and compatible with the European one. The concept of *intelligence-led policing* needs to be implemented in the field of combating all forms of organised crime and to offer support in the fight against terrorism. Given the fact that the intelligence analysis activity is still in its early years and there is a subsequent lack of real expertise in this field, the assistance sought in the framework of this project will overcome this and other shortcomings generated by the afore-noted situation.

The benefits derived from the implementation of this measure would be aimed at fully documenting the people involved in committing crime and increased efficiency in conducting

investigations. The objective of this Project is to establish standards for the process of collecting information, related to their application and direction. With the advanced system the collection of quality information in line with the EU standards, their analysis and unification of the system shall be enabled.

Simultaneously, preparation of appropriate analytical products shall be secured, according to the existing EU standards that further on shall constitute a basis for determination of the priorities. The production of a strategic threat assessment from organised types of crime on national level which is compatible with those prepared in the EU (European strategic assessment) shall be ensured. By this it is expected that the efficiency of work in fighting organised crime shall be increased by the use of:

- Systematic determination of the priorities;
- Rational use of resources at national level.

The ultimate goal is to provide a strategic access to investigation and repression of the organised crime activities. The intelligence-led concept shall provide a legitimate and supported application of the special investigative measures in a sense of respecting the principles of proportionality and subsidiary.

The National Criminal Intelligence Database (NID) shall be a powerful tool as a base for Intelligence led policing concept that at the same time solves the issues of coordination and exchange in the frames of the Bureau of Public Safety, above all an information exchange and coordination at national level. The Law on National Criminal-Intelligence Data has been adopted becoming effective as of January 1st, 2012. It is expected that the NID will be functional in the course of 2012.

This project pursues the development at the level of the Police of an integrated IT system for the management of operational data which should allow the centralised collection and operational information exchange both vertically and horizontally, and the interface with other systems belonging to other law enforcement agencies or institutions in the country. This system will allow the standardised centralisation of all data and intelligence managed by the Police.

The National Analytical Centre for coordination of organised crime activities shall provide integration of the information at national level. On July 27th, 2010 the National Government adopted a Decision to set up Coordination Body for establishment and implementation of a National Cooperation Centre. The establishment of the National Cooperation Centre is an obligation specified in the sixth priority of the Action Plan for fight against organised crime. The Coordination body developed a Strategy and an Action Plan on setting up and implementation of the National Centre for coordination of activities in the fight against organised crime. The Coordination body is composed of representatives from the Ministry of Interior, the Public Prosecution Office, Ministry of Finance - Customs Administration, Financial Police Office, Public Revenue Office and the Anti-Money Laundering and Financing of Terrorism Office. The Decision of nomination of coordinator and members of the Coordination body was published on August 5th, 2010. In June 2010 a Memorandum on Cooperation was signed between the Ministry of Interior and the Foreign and Commonwealth Office of the United Kingdom and Northern Ireland on technical support in the development of the Strategy and the Action Plan.

The Criminal Procedure law (hereinafter CPL) proposing new model of the criminal

procedure was adopted on 17.11.2011 (Official Gazette 150/2010). With the new Law on criminal procedure, a system of 12 types of special investigative measures is established (monitoring and recording of telephone and other electronic communications in a procedure prescribed by a separate law, surveillance and recording in homes closed or fenced space that belongs to the home or office space designated as private or in a vehicle and the entrance of such facilities in order to create the required conditions for monitoring of communications, secret monitoring and recording of conversations with technical devices outside the residence or the office space designated as private etc). The list of criminal offences for which SIM are prescribed is being extended for the following criminal offences: showing pornographic material to a juvenile, production and distribution of child pornography, luring to an intercourse or other sexual acts of a juvenile that has not turned 14 years of age, damaging and unauthorised entrance in computer system. Parts of the SIM are being designated by the judge of previous procedure upon justified request of the public prosecutor and others are being prescribed by the public prosecutor with a written order. The measures are enforced by public prosecutor or by the judicial police under the control of the public prosecutor.

A change of the organisational units has been made within the framework of Centre for suppression of organised and serious crime (CSOSC). Namely, the Centre has been divided into:

- Financial crime department;
- Illegal drugs trafficking department;
- Criminal intelligence department;
- Criminal intelligence analysis department;
- Under-cover operations department;
- Serious crime department;
- Information technology section.

A total of 262 working posts are filled in the CSOSC, making up for 60,09 % overage of the available working positions. Within the Criminal intelligence department in the CSOSC, there are eight regional offices located in Skopje, Bitola, Veles, Kumanovo, Ohrid, Strumica, Tetovo, and Stip. One of the main tasks for the police officers from these regional offices, as well as the police officers from the central level is to gather information about perpetrators and committed criminal offences and to send/exchange this information with different organisational units within the MoI.

The Interception of communications unit is set up within the Department for under-cover operations as part of the CSOSC.

The legal basis or regulative according to which the Section acts is presented in the Constitution, the Criminal Procedure Law (CPL), Law on Interception of Communications (which prescribes and regulates the whole procedure, starting from the initiation of a proposal for interception of communication up to presenting the overall evidence material obtained by applying this measure), the Law on Electronic Communications, Law on Personal Data Protection, Law on Police and the Law on Classified Information.

The operation of the ESS in practice started after the adoption of the Law on Interception of Communication in 2006. After this law entered into force, the Section was equipped with personnel and technical equipment. The Section started functioning, i.e. court orders started to be implemented in 2008, when the Section acted upon 11 court orders of different areas. During 2009, the technical and the personnel capacity of the Section was incremented which

resulted in activities undertaken upon a total of 69 orders of different areas of crime. There were some changes in the systematisation of the working positions in the Section, made in 2009, i.e. the number of posts was increased. These changes also included increase of the number of employees per position and new work posts were projected for conducting ambient interception. Changes were planned in view of the attempt to implement the career system provided in the Collective Agreement of the Ministry. There was larger number of court orders acted upon in 2010 in comparison to the ones realised in 2009.

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

Activity 1: Support to the Ministry of Justice

The implementation of the twinning project with a Member State will provide added value in the process of strengthening the administrative and judicial capacity to implement the European Union's legislation in view of the future accession.

With regards to the catalytic effect and sustainability, overall the project shall enhance the government administration and the judiciary in line with European standards and best practices. It will facilitate and enhance the judiciary reforms in the country. Enhanced administrative capacities will contribute to better policy making, higher quality legal drafting and legal harmonisation and therefore to a better functioning of the justice system in general. Through the choice of a twinning project, the focus will lie on transferring knowledge instead of simple accomplishment of tasks. Established relations between the twinning partners will remain even after the end of the project and therefore ensure the sustainability of the project.

With regards to the cross - border impact, the enhanced capacities of the Ministry of Justice and the judiciary will contribute for further strengthening the cooperation with EU Member States and neighbouring countries for mutual legal assistance, judicial cooperation in civil and criminal matters as well as the active participation in EUROJUST, European Judicial Network etc.

Activity 2: Support to the Ministry of Interior

The project will significantly contribute to strengthening the operative capacities of the agencies involved in the fight against organised crime especially to effective implementation of the measures in the field set out in the National Police Reform Strategy, notably 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 cooperation. The project shall contribute towards the increase of the efficiency to combat organised crime, especially cross-border crime, decreasing organised crime and corruption, increasing legal certainty and the public's confidence in the administration of justice and, consequently, improving the conditions for attracting foreign investments.

Implementation of the intelligence-led policing model will contribute to the overall efficiency of the fight against crime, provide protection of human rights and strengthen citizens' confidence in the police as a result of the operational and strategic activities of the police, planned and focussed predominantly on proactive work such as the prevention and investigation of current problems and threats. Implementation of this project will create the preconditions for better inter-agency and international cooperation through the development of a Criminal Intelligence System, and will further strengthen capacity and the standards for the exchange of intelligence. Implementation of the intelligence-led policing model will also

have cross border impact. Namely it will contribute to increase exchange of information with appropriate services from other countries.

3.3 Results and measurable indicators:

Activity 1: Support to the Ministry of Justice

Through the project, the knowledge and administrative capacities of the MoJ and other relevant justice sector actors will be significantly improved, through the transfer of best EU practices into the national framework.

The project assisting the Ministry of Justice is structured into three components:

1. Enhancing the capacities of the MoJ to professionally execute its functions in the pre-and-post EU accession process and development of a comprehensive IT solutions for access to legislation;
2. Improving the knowledge and capacities of relevant justice sector actors on the EU acquis and other international justice standards in view of fostering their transposition into the national law;
3. Improving the knowledge and capacities of relevant justice sector actors on the ECHR law and strengthening the system for execution of the European Court of Human Rights judgments.

Results and measurable indicators under Component 1: Enhancing the capacities of the MoJ to professionally execute its functions in the pre-and-post EU accession process and development of comprehensive IT solutions for access to legislation

Expected results:

- Conducted training needs assessment, determined target groups in the MoJ, developed training programmes, training curricula, trainings and study visits organised for the civil servants of the MoJ for exchanging knowledge and experience with the peers in EU member states and EU institutions, on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relations;
- Enhanced general and specific knowledge of the MoJ departments and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and international judicial and administrative authorities and the legal profession (EUROJUST, European Union network in civil, commercial and criminal matters, Justice forum, associations for legal professions); standards and mechanisms of institutional cooperation with relevant national and international stakeholders prepared;
- Delivered support to the MoJ in the process of negotiations and preparation of national positions for the areas in its competence;
- Provided assistance in legislative drafting for alignment with/transposition of EU legislation in pre and post accession phase, recommendations for legislations and amendments of legislation prepared;
- Assessment of the self- screening process in regard to the level of compliance of the national legislation with the EU law;
- Identification of the EU Acquis, standards and policies directly relevant to the Ministry and of the responsibilities of the Ministry in relation to these;

- Delivered comparative experiences for the relevant MoJ departments (EU Department, Judiciary Department, Department for International Relations, Department for Mutual Legal Assistance, Department for Notaries, Bailiffs and Mediators, etc.);
- Increased and improved administrative capacity of the relevant departments in the Ministry of Justice to perform their tasks and duties within the ongoing reforms in civil law, misdemeanour law, administrative procedure law, criminal law, while fostering strategic approach to reform processes and alignment with the EU and international best practices/standards
- Improved mechanisms and standards for human resource management, policy development and strategic planning of the MoJ in line with the EU and international best practices/standards;
- Redesigned website of the MoJ and implemented functionalities for advanced search of the content of the website;
- Design and implementation of mobile version of the website of the MoJ;
- Redesign of the LDBIS application and implemented additional functionalities for advanced search of the legislation database and for automatic consolidation of the legislations;
- Design and implementation of mobile version of the LDBIS application;
- Delivered IT standard operating procedures for system administrators of the IT Department of the MoJ for the IT solutions provided by the Project.

Measurable indicators:

- Training needs assessment conducted, target groups in the MoJ determined, training programme and training curricula prepared for exchanging knowledge and experience with the peers in EU member states and EU institutions, on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relations;
- Number of trainings, seminars, workshops, experts meetings delivered for enhanced general and specific knowledge of the MoJ services and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and international judicial and administrative authorities and the legal profession ;
- Number of realised study visit /s and number of staff participating in the exchange of knowledge and practice with the peers in the EU member states;
- Training programme and training curricula for the civil servants prepared;
- Number of recommendations in the process of negotiation and preparation of national positions for the areas in its competence implemented;
- Number of national laws aligned with EU acquis at the end of the project and number of recommendation for legislation and amendments of legislation prepared;
- Methodology and guidelines for assessment of the self-screening on the level of compliance of the national legislation with EU law developed;
- Guidelines of EU acquis, standards and policies directly relevant to the MoJ prepared and database for consistent check of EU law in place;
- Report for comparative experiences for the relevant MoJ departments delivered;
- Increased percentage of quality performance for the civil servants in relevant departments in the MoJ;
- Mechanisms and standards for quality of human resource management, policy

- development and strategic planning of the MoJ in line with EU best practices developed;
- Mechanisms of institutional cooperation in specific areas of EU law, networks and the sharing of information between judicial and administrative authorities developed and put in place;
- Number of modifications of the design and the source code of the MoJ website which will make the website interface more user friendly and will improve the search of the content of the website for the users.
- Source code for the mobile version of the website of the MoJ. This will make the news and additional useful information from the website of the MoJ available from smart devices like smart phones and tablets.
- Number of modifications of the design and the source code of the LDBIS application which will decrease the time needed for retrieving legislations and make the application interface more user friendly.
- Source code for the mobile version of the LDBIS application with which the search for the legislation will be available anytime and anyplace from smart phones or tablets.
- Mechanisms and standard operating procedures for system administrators of the IT Department of the MoJ which will improve the security and availability of the data for all users.

Results and measurable indicators under Component 2: Improving the knowledge and capacities of relevant justice sector actors on the EU acquis and other international justice standards in view of fostering their transposition into the national law

Expected results:

- Prepared assessment and comprehensive analyses of compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU;
- Development of practical methodologies and guidelines for the transposition of EU acquis and for the assessment of compliance of national policy- and law-making and draft legislation with the EU acquis;
- Delivered trainings for all actors legal practitioners with an active role in the judiciary involved in the application and enforcement of CJEU jurisdiction;
- Organized study visits to EU member states and the CJEU in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of the CJEU case law, as well as participation in the judicial proceedings before the CJEU
- Prepared practical Handbooks/Guidelines/Manuals for national legal practitioners on the relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placed on the websites of relevant justice sector actors for open access ;
- Prepared Methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice;
- Provided support in preparing the necessary legal and institutional frameworks setting up a national system for representation before the CJEU.

Measurable indicators:

- Needs assessment report with recommendations on the current compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU prepared;
- Methodology and guidelines for assessment of compliance of national laws with EU legislation developed;
- Number of trainings for all actors in the justice sector on the relevant fields of EU Law and on the application and enforcement of CJEU case law delivered;
- Number of realised study visit /s and number of staff participating in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of the EU law and CJEU case law, as well as participation in the judicial proceedings before the CJEU;
- Number of guidelines/manuals/handbook prepared for national legal practitioners on the relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placed on the websites of relevant justice sector actors for open access;
- Methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice;
- Analyses of the MS's existing procedures for representation before CJEU developed and put in place, and recommendations for establishment of efficient system for representation before CJEU implemented.

Results and measurable indicators under Component 3: Improving the knowledge and capacities of relevant justice sector actors on the ECHR law and strengthening the system for execution of the European Court of Human Rights judgments

Expected results:

- Needs assessment of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs regarding the implementation of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country;
- Preparation of comprehensive and tailored training materials on all aspects of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts;
- Delivery of trainings for relevant justice sector actors based on the prepared materials;
- Preparation of practical, thematically structured and tailored Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) and placing them on the websites of relevant justice sector actors for open access – in order to serve as an easy-to-use reference source for the practical application of ECHR/Council of Europe law by prosecutors, courts, lawyers, MoJ, legal clerks etc.;
- Preparation and practical implementation of Action plans for enforcement of ECtHR judgments;

- Developing strengthened mechanisms for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and cooperation with relevant national and Council of Europe bodies in this area;
- Assistance provided in the harmonisation of the domestic legislation and institutional practices with the standards of the ECHR and the case law of the ECtHR;
- Training needs analysis, training programme and curricula on enforcement of ECtHR decisions for the Governmental agent and its department's staff prepared and trainings delivered.

Measurable indicators:

- Needs Assessment report with recommendations of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs as regards ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country delivered;
- Comprehensive and tailored training manuals on all aspects of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts developed;
- Number of trainings for relevant justice sectors based on the preparation materials delivered;
- Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) developed and placed on the websites for open access;
- Percentage of preparation and practical implementation of Action plans for enforcement of ECHR judgements;
- Mechanism for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and cooperation with relevant national and Council of Europe bodies in this area developed and put in place;
- Number of harmonisation of the domestic legislation and institutional practices with the standards of the ECHR and the case law of the ECtHR;
- Number of cases/actions undertaken in case of established violation of the Convention;
- Training needs assessment, training programme and curricula on enforcement of ECtHR decisions for the Governmental agent and its department's staff prepared and trainings delivered.

Activity2: Support to the Ministry of Interior

The project assisting the Ministry of Interior is structured into one component:

- Development of the intelligence- led policing concept

Results and measurable indicators under Component: Development of the intelligence-led policing concept

Expected results:

- Prepared assessment and recommendations concerning the legal framework which regulates intelligence-led policing concept in the field of organised and serious crime;
- Prepared assessment and recommendations for restructuring and resourcing in the

existing organisational structure of the Bureau for Public Security for more effective and efficient implementation of the intelligence-led policing concept in the field of organised and serious crime;

- Prepared draft legal base for implementation of the intelligence-led policing concept in compliance with EU standards including secondary legislation and internal regulations required for practical implementation of the law;
- Prepared comparative analysis of EU and EU Member States intelligence – led systems;
- Prepared new training programme, manuals and curricula for ToT;
- Delivered trainings for ToT in the area of intelligence-led policing, police cooperation and fight against organised crime;
- Supervision and assistance to the selected trained trainers in the initial phase of the delivery/cascading of the training to the end users, provided.

Measurable indicators:

- Assessment and recommendations regulating the intelligence-led policing concept in the field of organised and serious crime adopted;
- Assessment report regarding organisational structure of the Bureau for Public Security prepared and approved (and amendments to the organisational chart adopted) by the Minister of Interior;
- The internal legal framework for intelligence-led policing adopted in compliance with EU standards;
- Comparative analysis of EU and EU Member States intelligence - led systems is adopted by the Steering committee of the project;
- Methodology of the concept for conducting investigations using intelligence adopted;
- New training programme and curricula for ToT adopted;
- Appropriate number of trainers trained in the area intelligence-led policing;
- At least 80% of the initial trainings implemented by the trained trainers are supported by the project.

3.4 Activities

Activity 1: Support to the Ministry of Justice

Activities under Component 1: Enhancing the capacities of the Ministry of Justice to professionally execute its functions in the pre-and-post EU accession process and development of comprehensive IT solutions for access to legislation

- Training needs assessment, determined target groups in the MoJ, preparation of training programme, training curricula, trainings and organization of study visit for the civil servants of the MoJ for exchanging knowledge and practice with the peers in EU member states and EU institutions on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relation;
- Enhanced general and specific knowledge of the MoJ services and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and international judicial and administrative authorities and the legal profession (EUROJUST, European Union network in civil, commercial and criminal matters, Justice forum, associations for legal professions); preparation of standards and mechanisms of institutional cooperation with relevant national and international stakeholders;

- Support to the MoJ in the process of negotiations and preparation of national positions for the areas in its competence;
- Provided assistance in legislative drafting for alignment with/transposition of EU legislation in pre and post accession phase and preparations of recommendations for legislations and amendments of legislation;
- Preparation of analyses of the self- screening process in regard to the level of compliance of the national legislation with the EU law;
- Identification of the EU Acquis, standards and policies directly relevant to the Ministry and of the responsibilities of the Ministry in relation to these;
- Proposals for comparative experiences in the relevant MoJ departments (EU Department, Judiciary Department, Department for International Relations, Department for Mutual Legal Assistance, Department for Notaries, Executors and Mediators e.t.c);
- Preparation of the working plan to increase and improve the administrative capacity of the relevant departments in the Ministry of Justice to perform their ongoing reform in civil law, misdemeanour law, administrative procedure law, criminal law, while fostering strategic approach to reform processes and alignment with the EU and international best practices/standards;
- Development of mechanisms and standards for quality of human resource management, policy and strategic planning of the MoJ in line with EU and international best practices/standards;
- Provided redesign of website of the MoJ and implementation of functionalities for advanced search of the content of the website.
- Design and implementation of mobile version of the website of the MoJ.
- Provided redesign of the LDBIS application and implemented additional functionalities for advanced search of the legislation database and for automatic consolidation of the legislations.
- Design and implementation of mobile version of the LDBIS application.
- Development and delivered IT standard operating procedures for system administrators of the IT Department of the MoJ.for the IT solutions provided by the Project.

Activities under Component 2: Improving the knowledge and capacities of relevant justice sector actors on the EU acquis and other international justice standards in view of fostering their transposition into the national law

- Assessment and comprehensive analyses of compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU;
- Development and implementation of practical methodologies and guidelines for the transposition of EU acquis and for the assessment of compliance of national policy- and law-making and draft legislation with the EU acquis;
- Delivery of trainings for all actors, legal practitioners with an active role in the judiciary involved in the application and enforcement of CJEU jurisdiction;
- Study visit/s to EU member states and the CJEU in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of the CJEU case law, as well as participation in the judicial proceedings before the CJEU;
- Preparation of Handbook /Guidelines/Manuals for national legal practitioners on the

relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placing them on the websites of relevant justice sector actors for open access;

- Development and implementation of the methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice;
- Through analysis of the MS's existing procedures for representation before CJEU in place, with a view of a possible establishment of system for representation before CJEU.

Activities under Component 3: Improving the knowledge and capacities of relevant justice sector actors on the ECHR law and strengthening the system for execution of the European Court of Human Rights judgments

- Needs assessment of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs regarding the implementation of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country;
- Support in the preparation of comprehensive and tailored training manuals on all aspects of the ECHR and possibly other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts;
- Delivery of trainings for relevant justice sector actors based on the prepared materials;
- Preparation of practical, thematically structured and tailored Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) and placing them on the websites of relevant justice sector actors for open access – in order to serve as an easy-to-use reference source for the practical application of ECHR/Council of Europe law by prosecutors, courts, lawyers, MoJ, legal clerks etc;
- Support in the preparation and practical implementation of Action plans for enforcement of ECtHR judgments;
- Developing of mechanisms for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and the, cooperation with relevant national and Council of Europe bodies in this area;
- Assistance in the initiatives for harmonisation of the domestic legislation and institutions with the standards of the ECHR and the case law of ECtHR;
- Training needs assessment, training programme and training curricula for Governmental agents and its department staff for assessments and implementation of ECtHR judgments, and delivery of trainings.

Activity 2: Support to the Ministry of Interior

Activities under Component: Development of the intelligence-led policing concept:

- Analyses of the existing legal framework (Law on Police, Law on Internal Affairs, Law on Criminal Procedure and other legal acts which regulates intelligence-led policing concept in the field of organised and serious crime) and organisational structure within the Bureau for Public Security ;

- Preparation of the assessment and proposals for changes in the existing organisational structure of the Bureau for Public Security for effective and efficient implementation of the intelligence-led policing concept in the field of organised and serious crime;
- Proposal for amendments of the existing legislative framework and preparation of new laws and bylaws for implementation of the intelligence-led policing concept in the field of organised and serious crime;
- Preparation of the comparative analysis of EU and EU Member States intelligence led systems;
- Development and implementation of the methodology of the concept for conducting investigations using intelligence;
- Preparation of training programme and curricula for ToT (provision of a maintainable development of the concept);
- Conducting of trainings for ToT and support during the executions of the trainings performed by the trainers;
- Preparation and implementation of working plan for supervision and assistance to the selected trained trainers in the initial phase of the delivery/cascading of the training to the end users.

Management and contracting arrangements

The expected contracting arrangements through this project are:

- 1 Twinning arrangement for the Activity 1 will be concluded. The total value of the arrangement is 1.000.000 EUR, of which IPA contribution will amount 950.000 EUR, while national contribution will amount 50.000 EUR. It is expected that the services under this arrangement will be delivered within 20 - 24 months. Contract signature is envisaged in Q2 2013.
- 1 Twinning arrangement for the Activity 2 will be concluded. The total value of the arrangement is 900.000 EUR, of which 855.000 EUR is IPA contribution, and 45.000 EUR national co-financing. It is expected the services under this arrangement to be delivered within 24 months. Contract signature is foreseen for Q2 2013;
- 1 supply will be concluded for purchasing of hardware/software for the IT department in the MoJ in total value of 190.000 EUR, out of which 142.500 EUR is IPA contribution and 47.500 EUR is national co-financing. The duration of the contract will be 6 months plus 12 months warranty period bringing the total contract duration to 18 months. Contract signature is foreseen for Q4 2013.

One framework contract will be concluded for preparatory activities for the implementation of Component 2 (including preparation of tender dossier). This contract is planned to be provided from the budget of PPF 2009.

The projects will be implemented through two different Twinning contracts and a supply contract. The Means and Inputs from the Beneficiary country and the MS will be determined when the Twinning Fiches are being developed. The Ministry of Justice will be directly responsible for co-ordination and management of twinning contract under Activity 1 from the beneficiary side and will support the Twinning project team in organisational and technical matters. The Ministry of Interior will be directly responsible for co-ordination and management of the contracts under Activity 2 from the beneficiary side and will support the Twinning project team in organisational and technical matters.

3.5 Conditionality and sequencing

The project includes the following conditionality:

- Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- Appointment and availability of counterpart personnel by the beneficiary before the launch of the tender process and guaranteeing the continuity of the appointed and trained staff;
- Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the tender process as per EU regulations;
- Timely organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary;
- The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the supplies;
- Maintenance of the equipment supplied in the course and after the project ends.

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

3.6 Linked activities

Activity 1: Support to the Ministry of Justice

Several CARDS projects - “*Technical assistance for support to the creation of the training institute* (2004)”, Twinning project -“*Fight against organised crime and corruption*” (2005); Further Implementation of the Judiciary Reform Strategy and the Action Plan” (2006) - contributed to enhancing the legal knowledge and professional skills of judges, prosecutors, court staff and legal associates as well as promotion of an independent and efficient judiciary, with continuous training of legal associates and court staff; and capacity building, intranet system designed and set up; library and Legal Research and Documentation Department set up; as well as technical advices for proposing the Law on Public prosecutors salaries and the establishment of new financing system of the Public prosecution (now Basic Prosecutor's Office).

IPA 2007 - “*Assessment of the implementation of the 204 strategy for the reform of the judicial system*” (framework contract) identified the concrete results that the reform reached so far and the particular areas in which further steps are needed. The project was implemented from November 2009 to May 2010. The proposed IPA 2011 project will provide assistance in further harmonisation of the domestic legislation with the EU law.

EU assistance ongoing projects

- IPA 2007 project - “*Support for efficient, effective and modern operation of the Administrative Court*”: The purpose of the project is to support the implementation of the Judiciary Reform Strategy at operational level by the establishment of a sustainable administrative justice, implementing and consolidating the new legislative framework on administrative litigations which transfers the first instance competence for administrative disputes from the Supreme Court to the newly established Administrative Court. The project start date was 23 December 2009 and will have duration of 2 years;
- IPA 2008 project - “*Further strengthening of the institutional capacities of the Academy for Training of Judges and Prosecutors*”: The purpose of this project is to further strengthen the institutional capacity of the Academy for Judges and Public

Prosecutors, notably as regards the improvement of the training needs system and of the training programming system, the setting up of an e-learning system, the development of a decentralised training mechanism, as well as the strengthening of the Academy's capacity by further modernising its library facilities and its website. The project is a follow-up of a previous CARDS 2004 project which supported the AJP during its first years of activity. The project start date was 31 May 2010 and will have duration of 2 years;

- IPA 2008 project - "*Implementation of Juvenile Justice Reforms*" The project contributes to the setting up of a juvenile justice system based on the principles of restorative justice and supports the completion of the juvenile justice reform by assisting the introduction of a more effective administration to deal with juvenile offenders with a long-term view to ensure their reintegration in society. Specialised training programmes for judges and public prosecutors are also included in the project. The project's contractual arrangements are direct grant and the beneficiary of the grant is UNICEF. The project start date was April 2010 and will have duration of 2 years.

Other donors:

- Since 2007, OSCE cooperates with the relevant national stakeholders in the area of criminal justice system reforms. These activities focus mainly on the support, research, legislative drafting process and organisation of roundtables promoting a participatory approach. In addition, OSCE organises training for public prosecutors, judges and defence lawyers on the up coming changes of the criminal justice system, as well as various training on international fair trial standards and their implementation; human trafficking for the purposes of forced labour etc;
- OSCE will continue to support the judiciary, prosecution services and law enforcement agencies in the process of improving the investigation and prosecution of organised crime cases and support the processes of implementation of recommendations aimed at improving the overall response to organised crime;
- OPDAT Programme - "Assistance and Training is enhancing the professional skills of the criminal justice officials": In the course of 2010, OPDAT organised trainings and workshops on organised crime, independence of the judiciary for judges and prosecutors and it is planned to continue with the support in the course of 2011;
- The Programme on anticorruption of the Embassy of the United Kingdom is mainly focused on the EU benchmark on corruption, encompassing advice to the various working groups on specific legal provisions related to law enforcement and investigation measures, advice to the high level Council on Anti-corruption, technical assistance to the Action Plan for Interoperability of the integrated national database (NID) of the law enforcement agencies, support to selected law enforcement agencies (Basic Public Prosecutor's Office for Fight against Organised Crime and Corruption, Anti-Money Laundering Office) and etc;
- FOSIM's law programme aims at promoting the rule of law and respect for human rights by shaping government policy and supporting legal reform. In 2009, the Programme was focused on achieving the following goals: i) ensuring transparency and accountability through supporting strategic litigation and independent NGO monitoring aimed at greater access to public information; ii) facilitating transparent process of legislation approximation towards the EU by informing and supporting civil society participation; and iii) improving the criminal justice system through supporting the enhancement of the mechanisms for protection of human rights by law enforcement agencies. The main aim of the programme for criminal justice reform from 2007-2009 was the development of a concept of harmonised criminal-legal

reforms, i.e. establishing a balance between efficient combat against organised crime and crime in general, and on the other side, reaching the highest level of protection of basic human rights and freedoms as guaranteed by the Constitution, the European Convention of Human Rights and other international instruments. Monitoring the process of adoption of the new law on criminal procedure and institutional capacity building to implement the new procedure will be one of the main activities.

Activity 2: Support to the Ministry of Interior

EU funded projects

PA 2009 project “Support to the National Police and Criminal Law Reform” - The overall objective of this project is to support the Ministry of Interior in improving the investigation of criminal cases; IPA 2010 project “Further Institution and Capacity Building of the Police Service in the area of border management, community policing and fight against organised crime”. The overall objective of the project is further strengthening of the police capacities for border management, community policing and fight against organised crime.

Projects funded through national budget

“Development of National Intelligence Database”: This project pursues the police development at the level of an integrated IT system for the management of operational data which should allow the centralised collection and operational information exchange both vertically and horizontally, and the interface with other systems belonging to other law enforcement agencies or institutions in the country. This system will allow the standardised centralisation of all data and intelligence managed by the Police.

3.7 Lessons learned

As regards pre-IPA assistance, an evaluation was carried out covering CARDS assistance to the country for the period 2000-2006, with a special focus on the Economic Development, Local and Municipal Development and Justice and Home Affairs (JHA), three sectors that received a substantial part of the overall CARDS budget (more than 50%). The evaluation concludes that relevance and impact of the assistance are satisfactory, while efficiency and effectiveness could be improved. Sustainability is the weakest aspect of the CARDS programmes in the country.

The 2009 Country interim evaluation report finds that in some key sectors where substantial European Union assistance has been provided, such as police, real institutional change has been achieved. The report notes that the precise measurement of the IPA programme performance thus far is compromised by the lack of true measurable indicators at both the impact level of individual projects, as well as within the MIPD itself, however it can be seen that the contribution made by the assistance to the MIPD objectives is broadly positive.

The report likewise observed that the presence of sufficient administrative capacity and organisational structures that are the pre-condition for the effective achievement of strategic objectives varied throughout the CARDS assistance, but is stronger in the more recent projects under the IPA programme.

In addition, the evaluation includes the following broad lessons learned that could improve the sustainability of future assistance:

- Greater emphasis needs to be placed on the identification and development of ownership of both the programme as a whole by the central authorities and the individual projects by line ministry stakeholders. Whilst there is an increasing effort to include end beneficiaries in the programming process through the devolution of the programming process to the national authorities further training on project design and programming is needed. Organisational and institutional capacity and needs assessments would further fine tune the scale and scope of assistance and identify areas where national co-financing could most readily and effectively be applied;
- Clear commitments are needed from potential beneficiaries on actions that they will take to sustain institutions created or supported with EU funds;
- Improving oversight by the national authorities at the programme level will contribute to the improvement of both impact and sustainability;
- Merit based recruitment and personnel management is an essential contribution to reducing staff turnover and recruitment of appropriately skilled individuals. Progress by the national authorities is being made on this issue but substantial further work remains.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	EU IPA 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)	Regiona l/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1:													
Twinning contract	X	/	1.000.000	1.000.000	950.000	95	50.000	5	50.000				
Activity 2:													
Twinning	X	/	900.000	900.000	855.000	95	45.000	5	45.000				
Supply contract	/	X	190.000	190.000	142.500	75	47.500	25	47.500				
TOTAL IB			1.900.000	1.900.000	1.805.000	95	95.000	5	95.000				
TOTAL INV			190.000	190.000	142.500	75	47.500	25	47.500				
TOTAL PROJECT			2.090.000	2.090.000	1.947.500	90.8	142.500	9.2	142.500				-

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 (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Activity 1			
Twinning Contract	Q2 2014	Q4 2014	Q4 2016
Activity 2			
1 Twinning Contract	Q2 2014	Q2 2014	Q2 2016
1 Supply Contract	Q2 2014	Q4 2014	Q2 2015

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA.

6. Cross cutting issues

6.1 Equal Opportunity and non-discrimination

The project implementation will ensure the observance of the principles of equal opportunities and non-discrimination. Equal gender opportunities will be fully respected in the composition of the Steering Committee and where necessary. In addition to this, the internal policies, structure or operating procedures of the beneficiaries, as well as products and outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to the relevant principles of equal opportunities and non-discrimination.

6.2 Environmental Considerations

The European Union 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. The training activities will include a specific component to train beneficiary staff in the different aspects of mainstreaming environment in programme and project development as well as monitoring the implementation. Key references include art. 6 of the Treaty and the Cardiff process which foresees the systematic consideration of environmental aspects into EC development cooperation and in other policies (hence very important for the Acquis). The support will include activities for the beneficiary to improve its internal performance vis-à-vis environmental aspects.

6.3 Support to minorities and vulnerable groups

Where the main reference in the country in relation to minority groups is the Ohrid Framework Agreement, in an EU context, reference is made to the “Race directive” of 2000 (2000/43/EC of 29 June), which has an important impact on employment (incl. vocational training, working conditions, social protection etc.) and is also a crucial aspect of the acquis. The beneficiary will be assisted to improve its internal performance vis-à-vis minorities or other vulnerable groups.

6.4 Civil Society Development and Dialogue

With the implementation of this Project the cooperation and communication between the civil society and the will be enhanced. The project will support the reform and the strengthening of the capacities in MoJ and MoI in the EU accession process and enforcement of CoE human rights instruments, which leads to increasing the efficiency of the justice sector and contributes towards strengthening the public awareness and perception of the judicial system

and elevated confidence in the institutions of justice.

6.5 Good Governance, with particular attention fight against corruption

The Good Governance is a key area that will contribute towards fulfilment of the political criteria for accession to the EU. The project will support series of priorities to be addressed in the police reform process, through strengthening the capacities of MoI in line with the EU standards in enhancing the national capacities for fight against organised crime and corruption. This segment can include a wide range of activities which should be supported, nonetheless the strategic choice is concentrated around seven areas of intervention.

Judiciary is one of the seven areas included in the sector of good governance and key strategic priority of the Government for 2011 under the rule of law enforcement. The twinning project will support series of priorities to be addressed in the judicial reform, through strengthening the capacities of MoJ and the judiciary in line with the EU standards including the implementation of the principles of independence and impartiality as well as enhancing the national capacities for fight against organised crime and corruption. Taking into account the overall objective and the project purpose, this project will contribute for the more effective fight against corruption, especially within the Bureau for Public Security.

ANNEX I - Log frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number:	
Strengthening the Rule of Law		Contracting period expires: Two years after the date of the signature of the Financing Agreement.	Disbursement period expires: One year from the final date for execution of contracts.
		Total budget: 2.090.000 EUR	IPA budget: 1.947.500 EUR
Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of the project is to support the efforts of the institutions to consolidate rule of law by strengthen the capacities of the justice system, promoting integrity of the law enforcement agencies in the fight against organised and serious crime, to align with the EU Acquis and standards.	<ul style="list-style-type: none"> - Upgraded capacities of the national officials of MoJ in line with EU standards; - Efficient and practical implementation of the EU acquis in the judiciary; - Increased public trust in judiciary and legal protection of human rights; - increased number of solved cases; - Increased exchange of information among the relevant structures within Ministry of Interior; - Implementation of the European standards in the police daily working. 	<ul style="list-style-type: none"> - EC Progress report; - Statistics; - CJEU decisions; - Public surveys; - Reports of the EC, ECtHR and the Ministry of Justice; - Government Reports. 	- No major (political) upheaval in the region
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<ul style="list-style-type: none"> - Strengthen the capacities of the Ministry of Justice in the EU pre and post accession process and alignment with the EU <i>acquis</i> regarding negotiation chapters particular in the area of Freedom, Justice and Security; - Contribute towards strengthening the judiciary's knowledge on the case-law of the Court of Justice of the European Union and the European Court of Human Rights in order to improve the system of efficient enforcement of the judgments; 	<ul style="list-style-type: none"> - Number of qualified and well equipped officials in the MoJ to operate in accordance with EU requirements; - Number of ECtHR judgments enforced; - Increased efficiency of the Police service within the Ministry of interior in the area of Organised and serious crime comparing with the period before the start of the project. 	<ul style="list-style-type: none"> - Statistics; - Reports of the Ministry of Justice; - Training evaluations; - Reports of the EC, ECtHR; - Ministry of Interior' s statistics; - SPO monitoring reports; - Reports of the EU representatives and the EU expert; - Project Steering Committee Report. 	<ul style="list-style-type: none"> - Continued support from the EU insured; - Commitment of the Government to the EU integration process; - Commitment of the Government and Minister of Justice towards independence of the judiciary; - There is strong political will and commitment among the stake holders for this project; - Counterpart personnel is

<ul style="list-style-type: none"> - Develop intelligence-led policing concept within central, regional, and local police services and regional Centres for border affairs in the Bureau for Public Security. 			<ul style="list-style-type: none"> appointed; - Appropriate working space is provided; - National co -financing provided.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Component 1: Enhancing the capacities of the MoJ to professionally execute its functions in the pre-and-post EU accession process and development of a comprehensive IT solution for access to legislation</p> <ul style="list-style-type: none"> - Conducted training needs assessment, determined target groups in the MoJ, developed training programmes, training curricula, trainings and study visits organised for the civil servants of the MoJ for exchanging knowledge and experience with the peers in EU member states and EU institutions, on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relations; - Enhanced general and specific knowledge of the MoJ departments and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and 	<p>Measurable indicators regarding Component 1:</p> <ul style="list-style-type: none"> - Training needs assessment conducted, target groups in the MoJ determined, training programme and training curricula prepared for exchanging knowledge and experience with the peers in EU member states and EU institutions, on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relations; - Number of trainings, seminars, workshops, experts meetings delivered for enhanced general and specific knowledge of the MoJ services and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and international judicial and administrative authorities and the legal profession ; - Number of realised study visit /s and number of staff participating in the exchange of knowledge and practice with the peers in the EU member states; - Training programme and training curricula 	<ul style="list-style-type: none"> - Reports on seminars, work shops, experts meetings, round tables, debates, conferences; - Training plan; - Assessment reports; - Special curricula for the training of the officials from different levels in the MoJ; - Prepared recommendations for the overall objective of the project; - EC peer reviews and reports; - Know-how methodology and database for the approximation of EU law, standards and procedures. - Training strategy for developing the mechanism for monitoring EU law for the JLS area and related fields; - Project reports; - Recommendations; - Training Curricula; - Action plans; - Recommendations; - Training Curricula; - System for efficient enforcement ECtHR rulings; - Statistical report of relevant service; - Regular reports from the MoJ - Legal department; - Timetables for staff training; - Reports of provided staff training. 	<ul style="list-style-type: none"> - Willingness among trainees involved in the process of approximation of the EU acquis, through practical and theoretical training to upgrade their knowledge for undertaking their new responsibilities in the accession process; - Provision of optimal material and financial resources for successful fulfilment of knowledge gaps and specific skills to the staff of MoJ to performing the issues under Chapter 23; - Availability of appropriate staff for training exercises; - Stimulating environment to apply lessons learned in practice; - Improved protection of human rights is recognised by the public; - Professional and political commitment; - National budget resources available; - Presence of qualified personnel; - Sufficient financing of the activities from the state budget.

<p>international judicial and administrative authorities and the legal profession (EUROJUST, European Union network in civil, commercial and criminal matters, Justice forum, associations for legal professions); standards and mechanisms of institutional cooperation with relevant national and international stakeholders prepared;</p> <ul style="list-style-type: none"> - Delivered support to the MoJ in the process of negotiations and preparation of national positions for the areas in its competence; - Provided assistance in legislative drafting for alignment with/transposition of EU legislation in pre and post accession phase, recommendations for legislations and amendments of legislation prepared; - Assessment of the self- screening process in regard to the level of compliance of the national legislation with the EU law; - Identification of the EU Acquis, standards and policies directly relevant to the Ministry and of the responsibilities of the Ministry in relation to these; - Delivered comparative experiences for the relevant MoJ departments (EU Department, Judiciary Department, Department for International Relations, Department for Mutual Legal Assistance, Department for Notaries, Bailiffs and Mediators, etc.); - Increased and improved administrative capacity of the relevant departments in the Ministry of Justice to perform their tasks and duties within the ongoing reforms in civil law, misdemeanour law, administrative procedure law, criminal law, while fostering strategic approach to 	<p>for the civil servants prepared;</p> <ul style="list-style-type: none"> - Number of recommendations in the process of negotiation and preparation of national positions for the areas in its competence implemented; - Number of national laws aligned with EU acquis at the end of the project and number of recommendation for legislation and amendments of legislation prepared; - Methodology and guidelines for assessment of the self-screening on the level of compliance of the national legislation with EU law developed; - Guidelines of EU acquis, standards and policies directly relevant to the MoJ prepared and database for consistent check of EU law in place; - Report for comparative experiences for the relevant MoJ departments delivered; - Increased percentage of quality performance for the civil servants in relevant departments in the MoJ; - Mechanisms and standards for quality of human resource management, policy development and strategic planning of the MoJ in line with EU best practices developed; - Mechanisms of institutional cooperation in specific areas of EU law, networks and the sharing of information between judicial and administrative authorities developed and put in place; - Upgraded/redesigned website of the MoJ for better access to legislation, advanced search facility of the LDBIS database and improving of existing MoJ database of particular departments/units put in practice and tested. <p>Number of modifications of the design and</p>		
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<p>reform processes and alignment with the EU and international best practices/standards</p> <p>Improved mechanisms and standards for human resource management, policy development and strategic planning of the MoJ in line with the EU and international best practices/standards</p> <ul style="list-style-type: none"> - Redesigned website of the MoJ and implemented functionalities for advanced search of the content of the website; - Design and implementation of mobile version of the website of the MoJ; - Redesign of the LDBIS application and implemented additional functionalities for advanced search of the legislation database and for automatic consolidation of the legislations; - Design and implementation of mobile version of the LDBIS application; - Delivered IT standard operating procedures for system administrators of the IT Department of the MoJ. <p>Component 2: Improving the knowledge and capacities of relevant justice sector actors on the EU acquis and other international justice standards in view of fostering their transposition into the national law;</p> <ul style="list-style-type: none"> - Prepared assessment and comprehensive analyses of compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU; - Development of practical methodologies and guidelines for the transposition of EU acquis and for the assessment of compliance of national policy- and law- 	<p>the source code of the MoJ website which will make the website interface more user friendly and will improve the search of the content of the website for the users.</p> <ul style="list-style-type: none"> - Source code for the mobile version of the website of the MoJ. This will make the news and additional useful information from the website of the MoJ available from smart devices like smart phones and tablets. - Number of modifications of the design and the source code of the LDBIS application which will decrease the time needed for retrieving legislations and make the application interface more user friendly. - Source code for the mobile version of the LDBIS application with which the search for the legislation will be available anytime and anyplace from smart phones or tablets. - Mechanisms and standard operating procedures for system administrators of the IT Department of the MoJ which will improve the security and availability of the data for all users. - <p>Measurable indicators regarding Component 2:</p> <ul style="list-style-type: none"> - Needs assessment report with recommendations on the current compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU prepared; - Report for comparative analyses of the 		
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<p>making and draft legislation with the EU acquis;</p> <ul style="list-style-type: none"> - Delivered trainings for all actors legal practitioners with an active role in the judiciary involved in the application and enforcement of CJEU jurisdiction; - Organized study visits to EU member states and the CJEU in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of the CJEU case law, as well as participation in the judicial proceedings before the CJEU - Prepared practical Handbooks/Guidelines/Manuals for national legal practitioners on the relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placed on the websites of relevant justice sector actors for open access ; - Prepared Methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice; - Provided support in preparing the necessary legal and institutional frameworks setting up a national system for representation before the CJEU. 	<p>EU member states best practices regarding justice sector developed;</p> <ul style="list-style-type: none"> - Methodology and guidelines for assessment of compliance of national laws with EU legislation developed; - Number of trainings for all actors legal practitioners with an active role in the judiciary involved in the application and enforcement of CJEU jurisdiction delivered; - Number of realised study visit /s and number of staff participating in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of the CJEU case law, as well as participation in the judicial proceedings before the CJEU; - Number of guidelines/manuals/handbook prepared for national legal practitioners on the relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placed on the websites of relevant justice sector actors for open access; - Methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice; - Analyses of the MS's existing procedures for representation before CJEU developed and put in place, and recommendations for establishment of efficient system for representation before CJEU implemented. 		
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<p>Component 3: Improving the knowledge and capacities of relevant justice sector actors on the ECHR law and strengthening the system for execution of the European Court of Human Rights judgments.</p> <ul style="list-style-type: none"> - Needs assessment of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs regarding the implementation of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country; - Preparation of comprehensive and tailored training materials on all aspects of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts; - Delivery of trainings for relevant justice sector actors based on the prepared materials; - Preparation of practical, thematically structured and tailored Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) and placing them on the websites of relevant justice sector actors for open access – in order to serve as an easy-to-use reference source for the practical application of ECHR/Council of Europe 	<p>Measurable indicators regarding Component 3:</p> <ul style="list-style-type: none"> - Needs Assessment report with recommendations of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs as regards ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country delivered; - Comprehensive and tailored training manuals on all aspects of the ECHR and other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts developed; - Number of trainings for relevant justice sectors based on the preparation materials delivered; - Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) developed and placed on the websites for open access; - Percentage of preparation and practical implementation of Action plans for enforcement of ECHR judgements; 		
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<p>law by prosecutors, courts, lawyers, MoJ, legal clerks etc.;</p> <ul style="list-style-type: none"> - Preparation and practical implementation of Action plans for enforcement of ECtHR judgments; - Developing strengthened mechanisms for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and cooperation with relevant national and Council of Europe bodies in this area; - Assistance provided in the harmonisation of the domestic legislation and institutional practices with the standards of the ECHR and the case law of the ECtHR; - Training needs analysis, training programme and curricula on enforcement of ECtHR decisions for the Governmental agent and its department's staff prepared and trainings delivered. <p>ACTIVITY 2: Component: Development of the intelligence- led policing concept</p> <p>-Analyses of the existing legal framework (Law on Police, Law on Internal Affairs, Law on Criminal Procedure and other legal acts which regulates intelligence-led policing concept in the field of organised and serious crime) and organisational structure within the Bureau for Public Security</p> <ul style="list-style-type: none"> - Prepared assessment and recommendations concerning the legal framework which regulates intelligence-led policing concept in the field of organised and serious crime; - Prepared assessment and recommendations for 	<ul style="list-style-type: none"> - Mechanism for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and cooperation with relevant national and Council of Europe bodies in this area developed and put in place; - Number of harmonisation of the domestic legislation and institutional practices with the standards of the ECHR and the case law of the ECtHR; - Number of cases/actions undertaken in case of established violation of the Convention; - Training needs assessment, training programme and curricula on enforcement of ECtHR decisions for the Governmental agent and its department's staff prepared and trainings delivered. <p>Measurable indicators</p> <ul style="list-style-type: none"> - Assessment and recommendations regulating the intelligence-led policing concept in the field of organised and serious crime adopted; - Assessment report regarding organisational structure of the Bureau for Public Security prepared and approved (and amendments to the organisational chart adopted) by the Minister of Interior; - The internal legal framework for intelligence-led policing adopted in compliance with EU standards; 		
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<ul style="list-style-type: none"> - Training needs assessment, determined target groups in the MoJ, preparation of training programme, training curricula, trainings and organization of study visit for the civil servants of the MoJ for exchanging knowledge and practice with the peers in EU member states and EU institutions on the planning and management of pre-accession negotiations, modern MoJ working methods, procedures for cooperation, effective policy- and law-making, implementation and supervision, human resource management, public relation; - Enhanced general and specific knowledge of the MoJ services and other relevant actors on specific areas of EU law and institutional settings and skills to establish and strengthen contacts, networks and the sharing of information between national and international judicial and administrative authorities and the legal profession (EUROJUST, European Union network in civil, commercial and criminal matters, Justice forum, associations for legal professions); preparation of standards and mechanisms of institutional cooperation with relevant national and international stakeholders; - Support to the MoJ in the process of negotiations and preparation of national positions for the areas in its competence; - Provided assistance in legislative drafting for alignment with/transposition of EU legislation in pre and post accession phase and preparations of recommendations for legislations and amendments of legislation; 	<p>1 Supply contract for MoJ</p>	<p>National co-financing: 45.000 EUR</p> <p>Supply contract: 190.000 EUR IPA funds: 142.500 EUR National co-financing: 47.500 EUR</p>	<p>sufficient quality;</p> <ul style="list-style-type: none"> - Effective monitoring of project implementation; - Timely availability of adequate resources; - Staff available for training.
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<ul style="list-style-type: none"> - Preparation of analyses of the self-screening process in regard to the level of compliance of the national legislation with the EU law; - Identification of the EU Acquis, standards and policies directly relevant to the Ministry and of the responsibilities of the Ministry in relation to these; - Proposals for comparative experiences in the relevant MoJ departments (EU Department, Judiciary Department, Department for International Relations, Department for Mutual Legal Assistance, Department for Notaries, Executors and Mediators e.t.c); - Preparation of the working plan to increase and improve the administrative capacity of the relevant departments in the Ministry of Justice to perform their ongoing reform in civil law, misdemeanour law, administrative procedure law, criminal law, while fostering strategic approach to reform processes and alignment with the EU and international best practices/standards; - Development of mechanisms and standards for quality of human resource management, policy and strategic planning of the MoJ in line with EU and international best practices/standards; Provided redesign of website of the MoJ and implementation of functionalities for advanced search of the content of the website. - Design and implementation of mobile version of the website of the MoJ. - Provided redesign of the LDBIS application and implemented additional functionalities for advanced search of the legislation database and for automatic consolidation 			
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<p>of the legislations.</p> <ul style="list-style-type: none"> - Design and implementation of mobile version of the LDBIS application. - Developmend and delivered IT standard operating procedures for system administrators of the IT Department of the MoJ. <p>.</p> <p>Component 2: Improving the knowledge and capacities of relevant justice sector actors on the EU acquis and other international justice standards in view of fostering their transposition into the national law</p> <ul style="list-style-type: none"> - Assessment and comprehensive analyses of compliance of the national law, including the Draft Civil Code, with EU civil law, criminal law, administrative law and commercial law in line with the best practices of the EU; - Development and implementation of practical methodologies and guidelines for the transposition of EU acquis and for the assessment of compliance of national policy- and law-making and draft legislation with the EU acquis; - Delivery of trainings for all actors, legal practitioners with an active role in the judiciary involved in the application and enforcement of CJEU jurisdiction; - Study visit/s to EU member states and the CJEU in order to gain knowledge about its competences and mechanisms of cooperation with the EU member states judicial authorities, and to prepare for systematic monitoring and application of 			
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<p>the CJEU case law, as well as participation in the judicial proceedings before the CJEU;</p> <ul style="list-style-type: none"> - Preparation of Handbook /Guidelines/Manuals for national legal practitioners on the relevant fields of EU Law, on the leading reference case law of the CJEU and on the participation in proceedings before the ECJ (references for preliminary rulings, infringement procedures) in domestic language and placing them on the websites of relevant justice sector actors for open access; - Development and implementation of the methodology and mechanisms for monitoring and dissemination of information on CJEU case-law and introduction of the mechanisms in practice; - Through analysis of the MS's existing procedures for representation before CJEU in place, with a view of a possible establishment of system for representation before CJEU. <p>Component 3: Improving the knowledge and capacities of relevant justice sector actors on the ECHR law and strengthening the system for execution of the European Court of Human Rights judgments.</p> <ul style="list-style-type: none"> - Needs assessment of the entire justice sector (MoJ officials, judges, prosecutors, attorneys at law, legal clerks, etc.) on their needs regarding the implementation of the ECHR and other relevant human-rights focused Council of Europe Conventions 			
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<p>applied in the country;</p> <ul style="list-style-type: none"> - Support in the preparation of comprehensive and tailored training manuals on all aspects of the ECHR and possibly other relevant human-rights focused Council of Europe Conventions applied in the country (eg. European Convention on Extradition; Framework Convention for the Protection of National Minorities, etc.) for better interpretation and application of these international legal acts; - Delivery of trainings for relevant justice sector actors based on the prepared materials; - Preparation of practical, thematically structured and tailored Handbooks/Manuals/Guidebooks in domestic language on the human rights norms and principles enshrined in the ECHR and developed by the ECtHR (and possibly some other most relevant Council of Europe conventions on human rights) and placing them on the websites of relevant justice sector actors for open access – in order to serve as an easy-to-use reference source for the practical application of ECHR/Council of Europe law by prosecutors, courts, lawyers, MoJ, legal clerks etc; - Support in the preparation and practical implementation of Action plans for enforcement of ECtHR judgments; - Developing of mechanisms for proper application of the ECHR and the enforcement of the ECtHR decisions, and introducing them in practice, as well as improving the operation of state representation in the ECtHR and the, cooperation with relevant national and 			
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<p>Council of Europe bodies in this area;</p> <ul style="list-style-type: none"> - Assistance in the initiatives for harmonisation of the domestic legislation and institutions with the standards of the ECHR and the case law of ECtHR; - Training needs assessment, training programme and training curricula for Governmental agents and its department staff for assessments and implementation of ECrtHR judgments, and delivery of trainings. <p>ACTIVITY 2: Component: Development of the intelligence- led policing concept:</p> <ul style="list-style-type: none"> - Analyses of the existing legal framework and organisational structure within the Bureau for Public Security; - Preparation of the assessment and proposals for changes in the existing organisational structure of the Bureau for Public Security for effective and efficient implementation of the intelligence- led policing concept in the field of organised and serious crime; - Proposal for amendments of the existing legislative framework and preparation of new laws and bylaws for implementation of the intelligence-led policing concept in the field of organised and serious crime; - Preparation of the comparative analysis of EU and EU Member States intelligence - led systems; - Preparation of training programme, manuals and curricula for ToT (provision of a maintainable development of the concept); - Conducting of trainings for ToT and support during the executions of the trainings performed 			
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by the trainers; - Preparation and implementation of working plan for supervision and assistance to the selected trained trainers in the initial phase of the delivery/cascading of the training to the end users.			
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Preconditions:

- Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- Appointment of counterpart personnel by the beneficiary before the launch of the tender process and guaranteeing the continuity of the appointed and trained staff;
- Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the tender process as per EU regulations;
- Timely organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary;
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work plan;
- The beneficiary ensures appropriate and timely handling of all legal and regulatory arrangements necessary to enable implementation of the supplies;
- Maintenance of the equipment supplied in the course and after the project ends.

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

ANNEX II - Amounts (in €) Contracted and disbursed by quarter for the project

	2014				2015				2016			
Contracted	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ACTIVITY 1												
Twinning Contract				1.000.000								
ACTIVITY 2												
Twinning contract				900.000								
Supply Contract for MoI				190.000								
Cumulated				2.090.000								
Disbursed	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ACTIVITY 1												
Twinning Contract				525.000				390.000				85.000
ACTIVITY 2												
Twinning contract				420.000				390.000				90.000
Supply Contract for MoI				114.000		76.000						
Total				1.059.000		1.135.000		1.915.000				2.090.000

ANNEX III - Description of Institutional Framework

MINISTRY OF JUSTICE

The Ministry of Justice performs functions related to: the judiciary, public prosecutor's office and public attorney's office; state administration; criminal liability and liability for misdemeanours; notary activities, the bar and other types of legal aid; inheritance, ownership, property rights and obligations; international legal aid; execution of sanctions regarding criminal acts and misdemeanours; organisation and management of penitentiary and correctional institutions; amnesty and pardon; expert testimony, court expertise; the election system, keeping records of the right to vote; criminal, misdemeanour, litigation and non-contentious procedure, enforcement, and administrative procedure; administrative inspection.

The Department for supporting the Government Agent performs works concerning the representation of the state before the European Court of Human Rights, the enforcement of judgments and decisions of the European Court of Human Rights, preparation defence in respect of lawsuits filed against it before the European Court of Human Rights, providing support to the government's agent in communicating and taking various actions related to protection of human rights within the ECtHR, as well as monitoring and analysis of the judicial practice.

COURTS

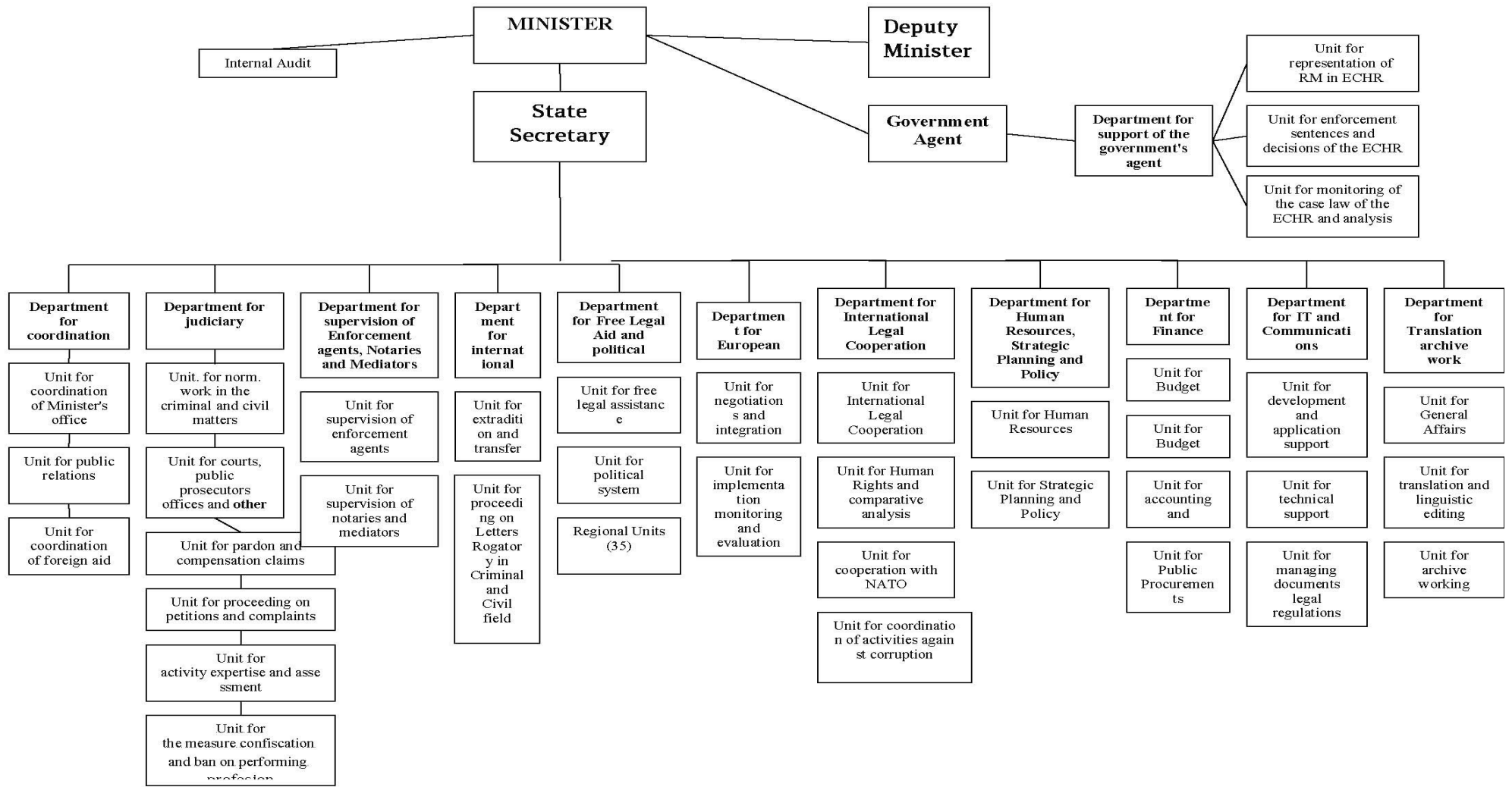
The judicial power is exercised by the courts, which are autonomous and independent state bodies. In a procedure specified by law the courts decide upon human and citizen rights and legal interests; disputes between citizens and other legal entities; criminal acts and misdemeanours and other matters within the competence of the court as provided by law. According to the law on courts (Official gazette 58/2006) the judicial power are exercised by basic courts (established for one or more municipalities), the Administrative Court (established and it exercising the judicial power over the entire territory of the country), the appellate courts (established for the territory of several first degree courts) and the Supreme Court of the former Yugoslav Republic of Macedonia (exercising the judicial power over the entire territory of the country). For the enforcement of judgments of the ECtHR against the country regarding the trial within a reasonable time, pursuant to the amendments to the Law on Courts, at the Supreme Court, a Department for acting upon cases for trial within a reasonable time was established. The Basic Court 1 is a criminal court with a specialised department with competence for proceeding cases of organised crime and corruption for the entire territory of the country.

ACADEMY FOR JUDGES AND PUBLIC PROSECUTORS

The Academy was founded with the Law on the Academy for Training of Judges and Public Prosecutors (Official Gazette No.13/06) as of 1 February 2006 and commenced its operations on 22 November 2006. It is a public institution performing activities of public interest, and has the status of a legal entity with registered offices in Skopje. The Academy is an autonomous institution, with its own budget, premises, modern teaching equipment and human resources. The fundamental function of the Academy is to ensure competent, professional, independent, impartial and efficient execution of the judicial and prosecutorial function through selection, organisation and implementation of initial training for candidates of future judges and prosecutors, and through provision of continuous professional training of sitting magistrates

and other members of the judiciary.

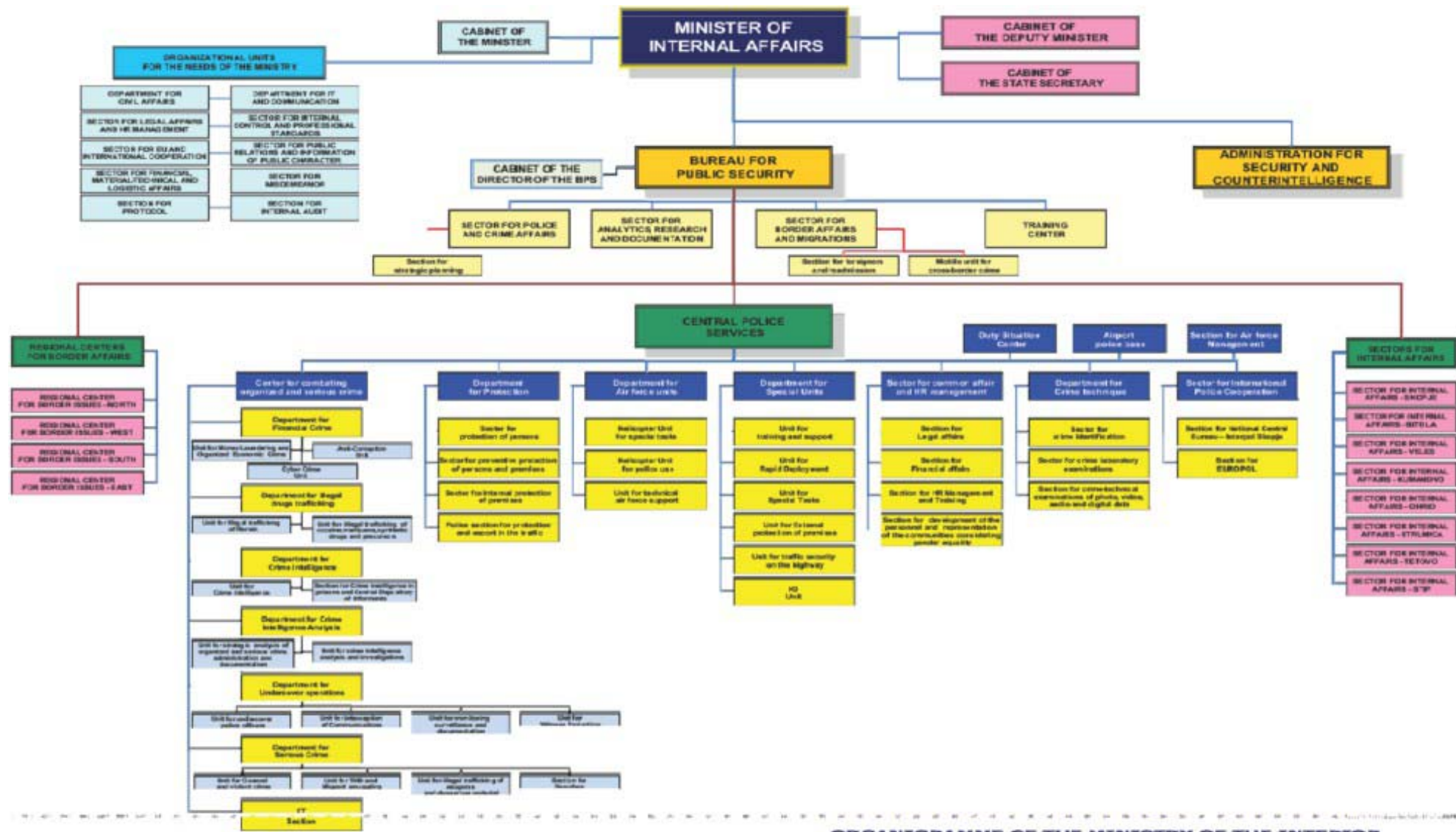
Regarding the institutional capacities, the technical service of the Academy accounts 20 employees, out of which 18 are permanently employed, 1 is temporary employed and 1 is engaged through a Project. Improvements of the Academy organisational structure were introduced in order to achieve more efficient management and strengthened institutional independence. The continuous training for judges and public prosecutors is being carried out in accordance with the Framework program for continuous specialisation of judges and public prosecutors for 2009/2010. When it comes to the structure of trainings, they are organised in accordance with the legal requirement to cover all professional areas of interest of the judges and prosecutors, and in particular the criminal area, civil area, business area, employment disputes, juveniles, the area of fight against organised crime, corruption and the new forms of sophisticated crime, trainings on international and EU law, on intellectual property rights and on horizontal issues - mediation, ethics, communication skills, forensics, media relations est.



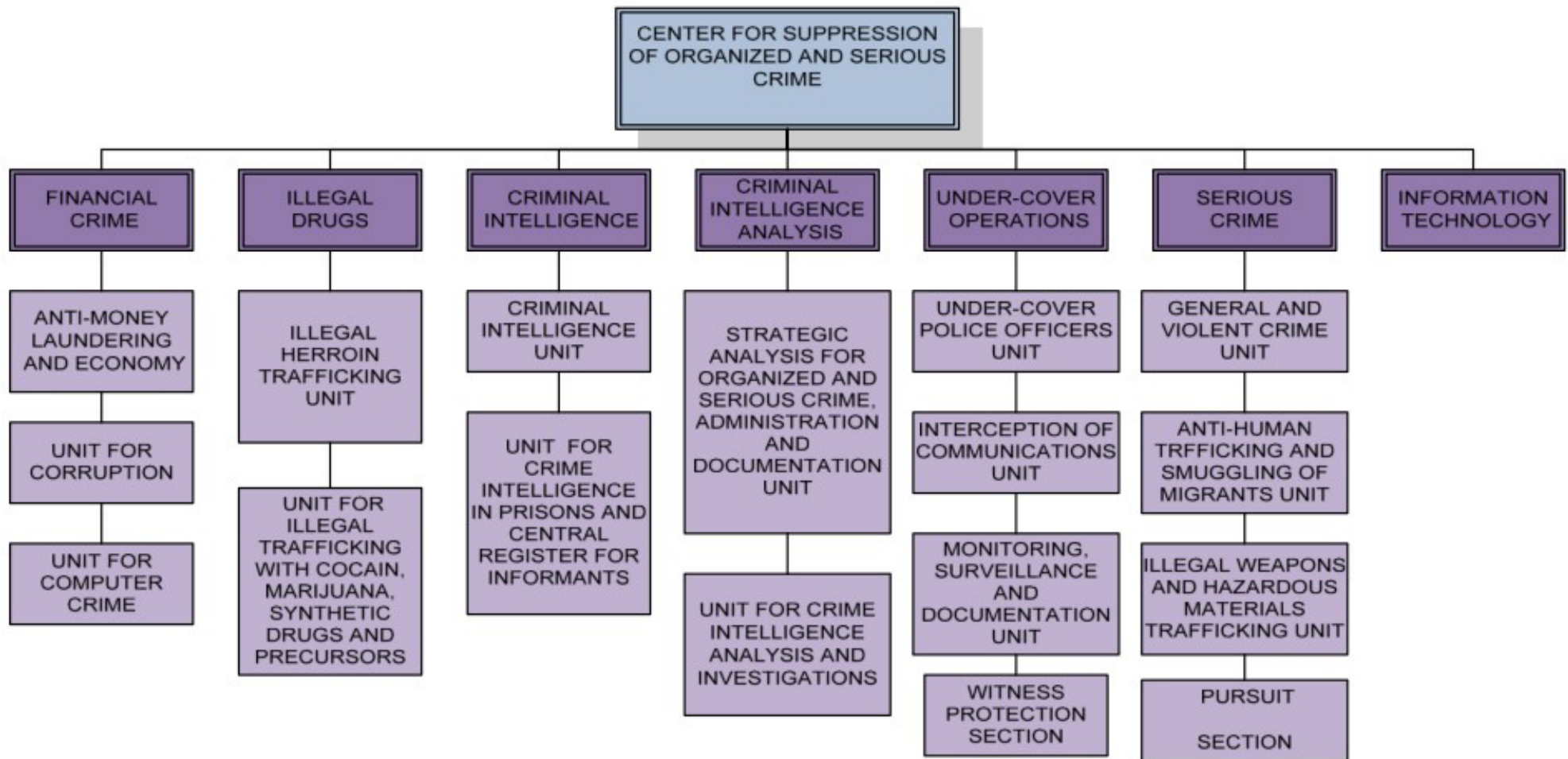
MINISTRY OF INTERIOR

The Center for suppression of organised and serious crime 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 Center 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. In the Center for suppression of organised and serious crime by the enactment of the new Rulebook on amendments and supplements of the Rulebook on systematisation of the working posts in the Ministry of Interior, a total of 262 working posts are filled in the CSOSC, making up for 60,09 % overage of the available working positions.



**ORGANIGRAMME OF THE MINISTRY OF THE INTERIOR
FEBRUARY 2011**



ANNEX IV - Reference to laws, regulations and strategic documents

ACTIVITY 1: Support to the Ministry of Justice Reference list of relevant laws and regulations

Key laws and regulations on the sector:

- Law on organisation and the work of the state administrative bodies(Official gazette num.58/2000);
- Law on Representation of the former Yugoslav Republic of Macedonia before the European Court of Human Rights (Official Gazette 2009);
- Law on Execution of Decisions of the European Court for human rights (Official Gazette.2009);
- Law on Academy for Training of Judges and Prosecutors (Official Gazette 2006);
- Law on Courts, (Official Gazette 2006).

Reference to AP/NPAA/SAA

The project is in line with the Accession Partnership which outlines a series of priorities to be addressed in the judicial reform, among the others including sustained track record on implementation of judiciary reforms, strengthening the independence of the judicial system, implementation of anti-corruption legislation and reforms of the prosecution. The Accession Partnership points, ensuring proper and full execution of court rulings, which is also relevant with key priorities of judicial system for further develop initial and continuous training in the Academy for judges and prosecutors and completing the setting-up of the new court structures and allocating appropriate resources to ensure that they are fully operational and enhance their efficiency. The project is in line with the Accession Partnership which outlines the priorities for fully comply with the European Convention on Human Rights and ensuring proper and full execution of court rulings.

In the area of judiciary reforms, the National program for adoption of the Acquis 2011 foresees activities for further strengthening the independence and impartiality of the judiciary, increasing the efficiency and professionalisation of judiciary, through initial and continuous trainings for judges and prosecutors, implementation of the legal novelties and execution of court rulings. In the fundamental rights area the NPAA includes the activities for enhancing the mechanisms for monitoring and respecting the judicial practice of the European court of human rights. The NPAA also covers activities for enhancing the capacity of the Ministry of justice in the process of alignment and transposition of the EU legislation, which in general will contribute towards better enforcement of the CoE human rights instruments.

The project will contribute towards the implementation of the Stabilisation and Association Agreement commitment on approximation of laws and law enforcement Article 68 sets the importance of the approximation of the existing and future laws of the former Yugoslav Republic of Macedonia to those of the EU. The country shall endeavour to ensure that its laws will be gradually made compatible with those of the Union. Article 74 on the reinforcement of institutions at all levels in the areas of administration in general and law enforcement and the machinery of justice in particular and on cooperation in the field of justice with focus on the independence of the judiciary, the improvement of its effectiveness and training of the legal professions and Article 105 on financial assistance to the harmonisation of legislation and cooperation policies of SAA, including justice and home affairs.

Reference to Progress Report 2010

The European Commission Progress Report on the former Yugoslav Republic of Macedonia from November 2010, with respect to the Political criteria and Judiciary and fundamental

rights, notes that limited progress was made in judicial reform, a key priority of the Accession partnership. Budget management was improved. The backlog of cases in courts was somewhat reduced. However, the absence of a comprehensive human resources management plan has led to the weakening of the Academy for Training of Judges and Prosecutors, as the principal source of recruitment in the judiciary. Continued efforts are needed to ensure the independence and impartiality of the judiciary through the proper functioning of the Judicial Council and the Council of Public Prosecutors. Lack of reliable and consistent data on court cases hampers a thorough assessment on the real effects of judicial reform and the definition of remedial strategies. In this area, the country is moderately advanced. It also notes that the Ministry of Justice remained understaffed including in priority departments, it lacked appropriate human resources in key sectors such as for the EU and anti-corruption and further efforts are needed.

In the area of Observance of international human rights law, the Report notes that The European Court of Human Rights (ECtHR) found that the country had violated the European Convention on Human Rights in 21 cases, mostly related to trial in a reasonable period of time. There was limited progress in the promotion and enforcement of human rights. The legal framework is broadly in place; however the institutional framework is not completed.

Reference to MIPD

The MIPD 2011-2013 states that strengthening rule of law is a strategic priority because it provides the basis for all other policy development. Democratic control and separation of powers are essential to sustain an independent judiciary and the rule of law which in turn are required for effective protection of human rights. Fulfilment of the judicial reforms is a key criterion for accession of the country to the EU. The global objective for the coming years is the consolidation of the rule of law in the country through judiciary reforms, as well as the improvement of the protection of human rights. Better rule of law will mean contributing to improved business environment, increasing growth and competitiveness. The focus of EU support through IPA will be on further reforms support and will improve the overall functioning of the judiciary. With regard to the Human Rights continuous support will be provided to the processes of implementing the regulatory and institutional framework related to international human rights; harmonisation and enforcement of the national legislation in line with the UN Conventions and the European Court of Human Rights.

Reference to National Development Plan

N/A

Reference to national/ sectoral investment plans

The project directly links to the several strategic documents and action programme, which are guiding the process of judicial reforms:

- Strategy of the Reform of the Criminal Legislation 2007 - 2011;
- Strategy for ITC in judiciary 2007 - 2010;
- Strategic plan of the Ministry of Justice 2011 - 2013;
- Action Programme of the former Yugoslav Republic of Macedonia for implementation of the Penitentiary system reforms 2009 - 2014;
- State Programme for prevention and repression of corruption 2011 - 2015;
- Action Plan for fight against corruption 2011 - 2015.

ACTIVITY 2: Support to the Ministry of Interior

Reference list of relevant laws and regulations

- Law on Police;
- Law on Internal Affairs;

- Law on Criminal Procedure;
- Law on border surveillance;
- Annual plan for training - MO.

Reference to AP/NPAA/SAA/Progress Report

The Accession Partnership underlines the importance of continuation with the implementation of the Set of Action Oriented Measures for the Fight against organised crime. It calls for providing adequate funding and training for implementation of the police reform, strengthened coordination and cooperation both among police bodies and between the police and other law enforcement agencies and strengthened cooperation between the criminal police and the public prosecutors. In addition, it foresees the development and implementation of comprehensive human resources and training strategy for the police and upgrade of their equipment. In addition, the AP stipulates the continuation of the implementation of the integrated border management action plan, development of the main databases for border management and their connection, upgrade of equipment for document analysis and border surveillance, and ensuring effective implementation of the requirements for delivery of high-quality travel and identity documents and provisions of further staff training.

The project addresses the priorities defined in the National Programme for Adoption of the Acquis 2010:

- For the purpose of strengthening the capacities of the Department for Organised Crime, training of executing officers will continue, as well as further material and technical equipping;
- Development of integrated criminal intelligence, on the basis of analysis of the effects from practical application of the criminal intelligence method in police operations.

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, and Article 101, on cross-border, trans-national and interregional cooperation.

Reference to Progress Report 2010

Amendments to the Criminal Code have entered into force, increasing the level of penalties for certain offences and allowing the use of special investigative measures in more cases. Moreover, the amendments have introduced new criminal offences, in particular in the area of criminal liability of legal persons, and increasing penalties for crimes perpetrated in the framework of a criminal association, such as cyber crime, economic crime, corruption, child pornography, trafficking in human beings, terrorism. Extended confiscation for organised crime, money laundering and terrorism-related offences has also been introduced in the Criminal Code. The training of law enforcement agents, prosecutors and judges organised so far on the new provisions of the Criminal Code, including crucial issues such as extended confiscation and illicit enrichment, has been far from sufficient. Report stresses that progress has been made in the fight against organised crime. The scope and the quality of the analysis carried out by the criminal intelligence and criminal analysis units within the Ministry of the Interior has increased significantly (e.g. 87.5% increase in the number of analyses carried out in 2009 as compared to 2008). However, the national intelligence database will not become operational before the end of 2012. Further steps have been taken with a view to staffing and equipping the Department for under-cover operations as part of the CSOS. All interception orders are now enforced by this sector with equipment separate from the office for security and counter-intelligence. Amendments to the Law on electronic communications have been enacted, including technical provisions on the obligations of the telecommunication operators regarding the implementation of interception orders.

The implementation of the Law on interceptions has strengthened the effectiveness of investigations. However, the direct involvement of the Ministry for the Interior in authorising the use of interceptions is against EU standards. Moreover, the external oversight mechanism needs to be strengthened. The customs administration and the financial police do not enforce special investigative measures orders, even if the Criminal Procedure Code allows them to do so. The case-law and the law enforcement agents' interpretations of the legal concept of organised crime remain inconsistent. Overall, the staffing of the organised crime unit within the Ministry of the Interior has reached a level of only 65% of the total number of posts in the organisational chart. The effectiveness of the organised crime department is hampered by insufficient staffing of the units for criminal analysis and special investigative techniques. The administrative capacity of the cyber crime unit also remains insufficient. Overall, the numbers of specialised law enforcement agents at regional and local level are not sufficient.

Reference to MIPD

The MIPD 2011-2013 underlines the importance of continuation of the fight against organised crime, training, strengthened cooperation among police bodies and other law enforcement agencies, as well as implementation of the National Action Plan for development of established system on Integrated Border Management. Further efforts are particularly needed in the forthcoming period to successfully complete the criminal procedure reform, strengthen the police investigation in the pre-trial period, improve recruitment procedures for the graduates of the Academy for training of judges and public prosecutors, and the fight against money laundering. The EU will help the country's efforts to fight organised crime, corruption, money laundering and trafficking of human beings and drugs, as well as to ensure proper treatment and conditions in prisons in accordance with EU standards. Within this large sector, cooperation will equally focus on home affairs issues such as the police investigation in the pre-trial period and border management.

Reference to national/ sector investment plans

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

- National strategy for the Police reforms, adopted on 11.08.2003 and amended on 26.01.2004;
- Action plan for implementation of the police reform process, 2005;
- Strategic plan of the Ministry of Interior 2009 - 2011;
- Strategy for development of the established system of integrated border management;
- Action plan;
- Strategy for implementation of Model on risk analysis in the area of border control, 2009-2011;
- Annual Training plan;
- National Action Plan for Fight against Organised Crime and Corruption, 2003 (6th priority);
- Strategy for establishment of a National Center for coordination of the activities related to fight against organised crime and corruption (adopted in March 2011).

ANNEX V - Details per EU funded contract

Management and contracting arrangements

The expected contracting arrangements through this project are:

- 1 Twinning arrangement for the Activity 1 will be concluded. The total value of the arrangement is 1.000.000 EUR, of which IPA contribution will amount 950.000 EUR, while national contribution will amount 50.000 EUR. It is expected that the services under this arrangement will be delivered within 20 - 24 months. Contract signature is envisaged in Q22013.
- 1 Twinning arrangement for the Activity 2 will be concluded. The total value of the arrangement is 900.000 EUR, of which 855.000 EUR is IPA contribution, and 45.000 EUR national co-financing. It is expected the services under this arrangement to be delivered within 24 months. Contract signature is foreseen for Q2 2013;
- 1 supply contract will be concluded for purchasing equipment for Centre for suppression of organised and serious crime and purchasing of hardware equipment for the IT department in the MoJ in total value of 190.000 EUR, out of which 142.500 EUR is IPA contribution and 47.500 EUR is national co-financing. The duration of the contract will be 6 months plus 12 months warranty period bringing the total contract duration to 18 months. Contract signature is foreseen for Q4 2013.

One framework contract will be concluded for preparatory activities for the implementation of Component 2 (including preparation of tender dossier). This contract is planned to be provided from the budget of PPF 2009 or PPF 2011.

The projects will be implemented through two different Twinning contracts and a supply contract. The Means and Inputs from the Beneficiary country and the MS will be determined when the Twinning Fiches are being developed.

The Ministry of Justice will be directly responsible for co-ordination and management of twinning contract under Activity 1 from the beneficiary side and will support the Twinning project team in organisational and technical matters.

The Ministry of Interior will be directly responsible for co-ordination and management of the contracts under Activity 2 from the beneficiary side and will support the Twinning project team in organisational and technical matters.