



Republika e Kosovës
Republika Kosova – Republic of Kosovo
Qeveria – Vlada – Government

Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova/ Ministry of Internal Affairs



AGJENCIA E KOSOVËS PËR FORENZIKË
Kosovska Agencija za Forenziku | Kosovo Agency on Forensic

Development Strategy of the Kosovo Agency on Forensic 2016 - 2020



Prishtinë
2016



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Executive summary

This strategic document is drafted by the Kosovo Agency on Forensic (KAF), the principle stakeholders of this strategy. This strategy has been drafted in collaboration with other institutions of Republic of Kosovo, including the Ministry for Internal Affairs (MoIA), the Kosovo Police (KP), MEST, EULEX, KJC, KPC, and FMI and with the support of the OSCE. This strategy is summarized under four (4) general development objectives for the KAF which will be achieved between 2016 and 2020. It also contains specific objectives within the overall objectives and an action plan with specific activities which must be achieved to successfully implement this strategy.

Implementation of the Development Strategy of Kosovo Agency of Forensic Agency 2016-2020 will be based on an annual allocated budget and with the additional support from the Government of the Republic of Kosovo. The realization of the objectives set out in this strategy impacts both directly and indirectly on the implementation of the stated objectives which are defined under the overall policies of the Republic of Kosovo in the area of consolidation and strengthening of the institutions of security and justice, institutional capacity building, institutional cooperation, membership and cooperation with other international organizations.

The development Strategy of the Kosovo Agency of Forensic Agency 2016-2020 is an important document which will guide the strengthening and development of not only the KAF but also other institutions tasked with security and justice and which the KAF provides forensic support and services. For the full implementation of this strategy KAF will rely on funds, assistance and donations from countries, organizations and international partners.

In the development Strategy of Kosovo Agency on Forensic 2016-2020, the overall objectives which will be achieved are:

1. Improvements in the working conditions and facilities of the KAF
2. The development of the human resources within the KAF
3. The strengthening of Inter-Institutional Cooperation
4. An increase in International Cooperation related to forensic analysis

Chapter I: Introduction

The KAF is an executive state institution which has specific activities and functions relevant to the entire state mechanism of Kosovo. The successful completion of tasks and responsibilities are defined by law and they require special treatment and approach, because of the nature of the work performed in KAF. As the KAF is a relatively new institution in Kosovo special considerations are required in terms of the financial support for further development of the operational capacity, technical expertise and human resources development. These considerations are well consolidated as a result of the support of the government of the Republic of Kosovo and also because of the support of many countries and international organizations which have supported and which continue to support the KAF.

The KAF will continue its mission of providing forensic services independently, impartially, objectively and in accordance with both domestic and international standards of quality assurance and safety. The KAF Divisions-laboratories are accredited by the Accreditation Directorate of Kosovo and in the evaluation process experts from the forensic field from the Netherlands and Turkey participated. Therefore by adhering to and implementing the best international standards of quality and safety of forensic services the KAF guarantees the accuracy, objectivity and the reliability of the forensic services which it performed for the institutions of security and justice in the Republic of Kosovo.

To achieve and maintain these standards the KAF has developed a plan to guide its future development and its institutional sustainability within the framework of the security and justice system in of Kosovo. This will be achieved with a high degree of professionalism, with independent operational activities, with new spatial and contemporary capacities in the field of forensics, professional human resources, by functionalizing new laboratories in the field of forensics, increased inter-institutional cooperation, membership and cooperation in international organizations, which are the goals and guidelines of the KAF and for which it will strive for in the future.

1.1 Goal

The goal of this strategy is to set overall objectives for the further development of KAF. This development strategy aims to effectively contribute to the fight against crime in general and to crimes committed in furtherance of terrorist objectives, organized crime including but not limited to human trafficking, narco-criminality, illegal weapons possession and other forms of crime. This will be done through the application of verifiable scientific methods to identify the perpetrators of these criminal acts.

1.2 Background

The KAF is an executive agency within the Ministry of Interior, has operated since 2011 and which has evolved from a rich heritage from within the Kosovo Police. The KAF is responsible for providing impartial, objective analysis using forensic science in accordance with orders from the criminal courts, prosecutor offices or upon the request from other authorised law enforcement agencies, under applicable law. Within the KAF there are three (3) departments and seven (7) functioning divisions (laboratories) which performs a variety of forensic examinations. In total there are 52 employees in the KAF. The strategic direction of the KAF is the responsibility of the chief executive officer of the KAF. The CEO is assisted by a Quality Assurance manager and a deputy Quality Assurance manager. There are a Director tasked with overall responsibility in each of the department within the KAF and there are also five (5) administrative personnel and four (4) support staff employed in the administration duties related to criminal evidence. The remaining staff is assigned in accordance with their expertise to the different departments within the KAF and is tasked with conducting forensic scientific analysis on criminal evidence.

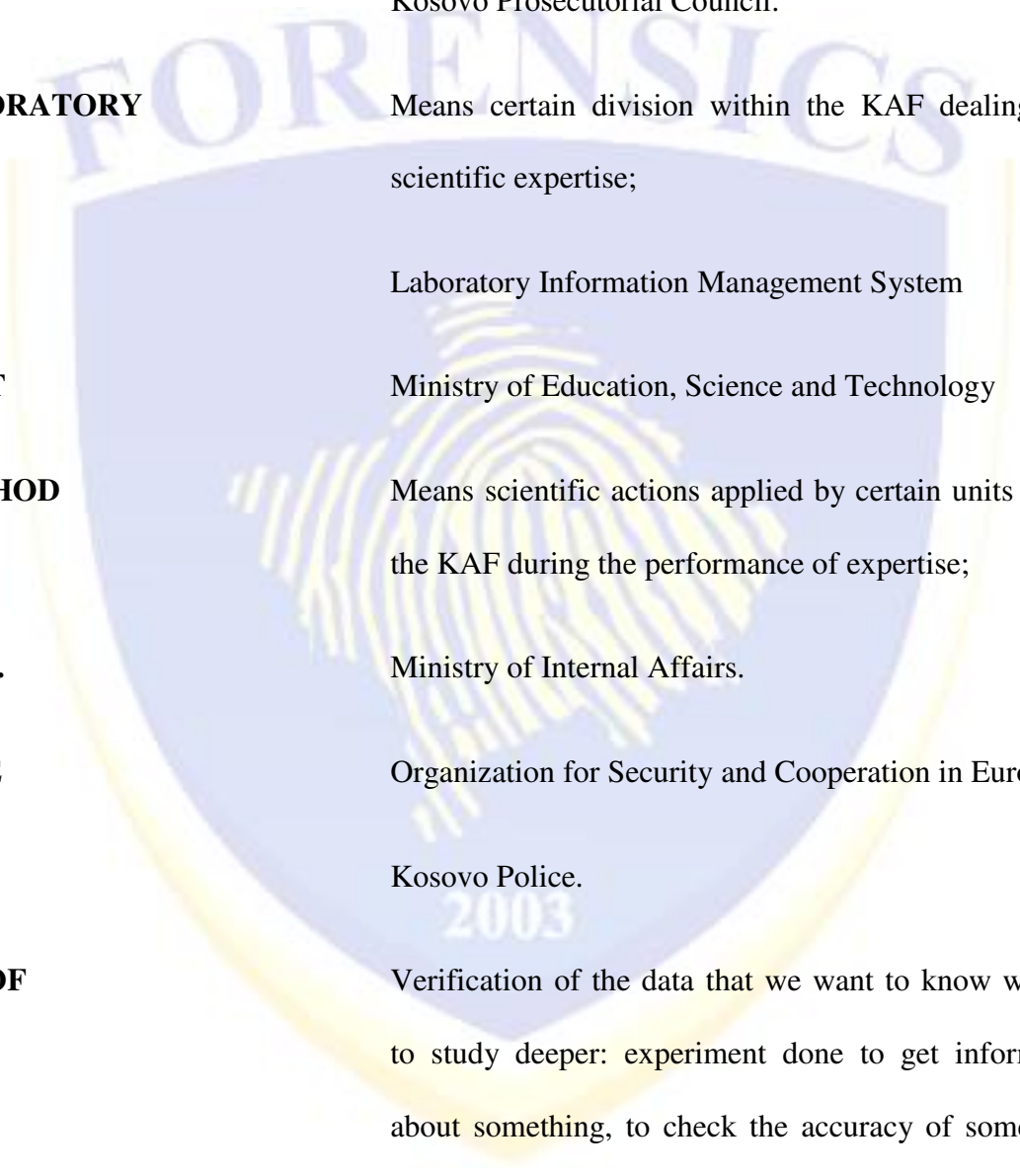
The KAF is mandated to provide forensic examinations in the fields of Ballistics, Dactyloscopy and Traceology, Documents and Manuscripts, Serology and DNA, Chemical Analysis of Narcotics, Arson, Explosives and Gunpowder particles, Computer Examinations, including Video, Audio and Voice examination. The KAF also administers a criminal evidence storage room in accordance with international best practice norms.

To support its activities the KAF also currently utilises four (4) different electronic systems. These are the LIMS, which is a software-based laboratory and information management system with features that support a modern laboratory's operations. AFIS which is an Automated Fingerprint Identification System which uses biometric identification methodology using digital imaging technology to obtain, store, and analyze fingerprint data. CODIS which is a combined DNA index system used to support criminal prosecutions based on DNA evidence and an IBIS which is an Integrated Ballistics Identification System.

1.3 Definition of Terms and List of Abbreviations

AAFS	American Academy of Forensic Science
DNA	Deoxyribonucleic acid
AFIS	Automated Fingerprint Identification System
KAF	Kosovo Agency on Forensic
ACCREDITATION	Means the procedure of official recognition, the competence of a conformity assessment institution in accordance with standards and technical regulations to perform tasks such as testing, calibration, certification or inspection.
CODIS	Combined DNA Index System (a DNA Database)
CTS	Collaborative Testing Services
EVIDENCE	Document, evidence that proves a certain fact;
FMI	Forensic medicine institute.

DFM	Department of Forensic Medicine
DT	Department of Traceology
DIT	Department of Information Technology
EXPERTISE	Research, investigation, detection, evaluation or study test, including reports from these activities, findings and results that require specific knowledge and carried out by experts to verify and provide opinion on certain facts;
ENCASE	Forensic Digital Program for Cybersecurity Examinations
ENFSI	European Network of Forensic Science Institutes
EULEX	European Union Rule of Law Mission in Kosovo
ITF	Information Technology Forensics
RESEARCH	Written work, in which was examined a case or the collected data from research on an issue, inquiries, findings or scientific achievements are presented;
IAFI	International Association of Forensic Institutes
IBIS	Integrated Ballistics Identification System
ICITAP	International Criminal Investigative Training Assistance Program



ISO STANDARDS	International Standard of Quality
ISO	International Organization for Standardization;
KJC	Kosovo Judicial Council.
KPC	Kosovo Prosecutorial Council.
LABORATORY	Means certain division within the KAF dealing with scientific expertise;
LIMS	Laboratory Information Management System
MEST	Ministry of Education, Science and Technology
METHOD	Means scientific actions applied by certain units within the KAF during the performance of expertise;
MoIA.	Ministry of Internal Affairs.
OSCE	Organization for Security and Cooperation in Europe.
KP	Kosovo Police.
PROOF	Verification of the data that we want to know whether to study deeper: experiment done to get information about something, to check the accuracy of something, preliminary action that is made to check or verify the accuracy of a kind, a thing, a mass of something, relying on facts or evidence. The proof is provided data that confirms or denies anything;

STANDARD	Means the rules applied by the ISO, for accreditation of testing and calibration Laboratories;
SEM	Scanning Electron Microscope
USA	United States of America
FORENSICSCIENCE	The application of sciences (chemistry, biology, physics, mathematics, engineering, machinery, criminology, etc.) for tracing, identification, individualization, analysis and evaluation of physical evidence (exhibits) for civil and criminal legal matters;
UP	University of Pristina

Chapter II: Methodology

The development Strategy of Kosovo Agency on Forensic 2016-2020 was drafted by its officials in cooperation with MoIA, KP, KJC, KPC, IML, and international partners OSCE, EULEX, ICITAP, and UNDP.

The working Group for drafting this strategic document is established based on Decision no. 311/2015 dated 10.15.2015 the Minister of MoIA. KAF officials drafted the initial draft which was presented to all members of the working group for discussion and each member of that group was invited to provide inputs or comments.

Over a period of six months the working group held regular meetings to finalizing the deliverables contained within this document. It was supported by the OSCE, and was approved in cooperation with the Ministry of Internal Affairs.

Chapter III: Legal and Institutional Framework

3.1 Legal Framework

This development strategy is in accordance with the applicable legislation of the Republic of Kosovo that is related to the field of forensics and includes, but is not limited to:

- Law No. 04/L-064 on the Kosovo Agency on Forensic;
- Law No. 04/L-076 on the Police;
- Law No. 03/L-231 on Police Inspectorate of Kosovo;
- Law No. 05/L-060 on Forensic Medicine;
- Law No. 04/L-149 on Execution of Penal Sanctions;
- Law No. 03/ L-183 on Implementation of International Sanctions;
- Law No. 04/L-213 on International Legal Cooperation in Criminal Matters;
- Law No. 04/L-082 Criminal Code of the Republic Of Kosovo;
- Law No. 04/L-123 Criminal Procedure Code;
- Law No. 03/L-193 Juvenile Justice Code;
- Law No. 05/L -022 on Weapons;
- Law No. 05/L -017 Amending and supplementing the Law No.03/L-246 on Weapons, Ammunition and Relevant Security Equipment for Authorized State Security Institutions.

3.2 Institutional Framework

The institutional mechanism comprises all mechanisms that have a role and responsibility in the field of forensics in Kosovo, and includes the following institutions:

Ministry of Internal Affairs- through its mechanisms and agencies, assists in providing information and undertake activities on prevention, protection, prosecution and response to all criminal acts.

Kosovo Agency on Forensic - is the institution responsible for providing impartial, objective analysis of forensic science, which carries out their activities with the order of the court, prosecutor or at the request of law enforcement agencies, also provides services for state institutions under the relevant law in power.

Kosovo Police - Is the institutional mechanism within the Ministry of Internal Affairs that deals with security and safety, prevents, investigate and detects offenders and other duties determined by law.

Ministry of Justice - Develops policies, enables the preparation and implementation of legislation in the field of justice.

Forensic Medicine Institute -which is responsible for the management and maintenance of medical forensic services, based on internationally recognized standards and European best practices, to provide forensic medical services, teaching, and research and support services for the families of missing persons.

Prosecution and Courts – are institutions responsible for investigation, prosecution, trial and punishment of the offenders according to law, seizure of the property and assets gained through the commission of the offenses.

Ministry of Education, Science and Technology - Plays an important role in raising awareness and consciousness of young people on the defence from terrorism, prevention of drug misuse and other risk activities for children's safety. It also includes and addresses these topics in the curriculum, cross-curricular activities and the programs content.

The development strategy and action plan of the Kosovo Agency on Forensics 2016-2020 is consistent and supports other strategies and plans of the Republic of Kosovo:

- Government Annual Working Plan for 2016
- National Programme on Implementation of the SAA
- Kosovo Police Strategic Development Plan 2016-2020
- Support Strategy for the Rule of Law Sector in Kosovo 2016-2019
- Republic of Kosovo National Strategy against terrorism 2012-17
- Republic of Kosovo National Strategy against narcotics 2012-17
- Republic of Kosovo National Strategy against organized crime 2012-2017
- Strategy on Control and Collection of small and light weapons 2013-16
- National Strategy on Cyber Security 2016-2019.

Chapter IV: The objectives of the development strategy

The development strategy and action plan of the Kosovo Agency on Forensic 2016-2020 consists of four general objectives:

1. Improve working and space conditions.
2. Development of human capacities.
3. Strengthen inter-institutional cooperation.
4. Increase international cooperation.

Objective I: IMPROVEMENTS IN THE WORKING CONDITIONS AND FACILITIES OF THE KAF

In the context of expanding and creating improved and more appropriate conditions for its work the KAF commenced the construction of an additional facility at its facility in Pristina. This extension will become operational during 2017, and it will enable optimal working conditions with sufficient space for the forensic analysis of criminal evidence in existing laboratories. It will also provide space which will contribute to improved capacities and additional capabilities in future years. This objective will assist in equipping appropriately existing laboratories with the required advanced equipment and technology, and will provide the infrastructure to provide other new areas of forensics expertise which will be developed in the life of this strategy, including additional DNA analysis functionality related to cases involving civil disputes of the functionality within the serology and DNA Division to create conditions and work equipment for the field work, including appropriate means of transport.

1.1 Expanding and creating sufficient space appropriate for the work.

The KAF, perform its activity in a building which was constructed in 2003. As it has developed its expertise and capacities this building is no longer sufficient to cater for the ever increasing demands which are required from the staff of the KAF. Insufficient space is hampering the ability of the staff of the KAF to meet its legislated mandate and to perform scientific analysis to the standard which is required. As a result of this shortcoming in 2015

the KFA commenced the implementation of a project that aims to construct an additional facility which is designed to meet the requirements of beneficiaries and which is planned to be operational in 2017. This facility will be attached to the existing infrastructure and will contain sufficient space to develop existing services and to develop additional areas of forensic analysis.

1.2 Purchase, equipment supply, modern technology and devices in the field of forensics.

In order to strengthen existing forensic capacities and new forensic capacities it is necessary to purchase and equip the KAF's laboratories with the contemporary equipment and forensic devices. This equipment will replace equipment whose functionality no longer meets the exacting standards required the majority of which is past its serviceable life expectancy date and which has been in use since 2003. This equipment has been amortized and following assessment it is established that it needs to be replaced in order to achieve high standards of safety and quality of forensic services in the fields of; Ballistics, Traceology, Dactiloscope Documents, Serology and DNA, Narcotics, Explosives, Computer Examinations including video, audio and voice examination.

Objective II: THE DEVELOPMENT OF HUMAN CAPACITIES WITHIN THE KAF

Given the important role and function that the development of its human resources has in carrying out the mandate the KAF will pay special attention to a sustainable development of human resources in order to maintain their further professional development, in accordance with trends and developments in the field of forensics, the recruitment of suitably qualified human resources, the improvement of quality and security of forensic services and the realization of scientific researches which are identified following a needs analysis.

2.1 A sustainable development and professionalization of human resources.

Special attention will be given to the professional growth, further development and enhancement of the skills of staff, as an integral part of the KAF. Particular importance will be placed on a specialized training curriculum developed for the quality assurance and staff safety, in order to meet the needs of divisions. The KAF management will organise scientific

training programs within the institution with forensic experts from different forensic fields. This will enable and facilitate the participation of KAF's personnel in training, seminars and conferences both inside Kosovo and in the international context. The KAF will also support efforts to improve the personnel's health of its employees by performing medical check-up once a year, and will enable managerial incensement for the employees.

2.2 Quality and safety assurance through accreditation and professional tests.

The KAF's mission is to provide quality, safe and reliable forensic services, based on these values and the law on the KAF that as a legal obligation determines the accreditation of laboratories, the KFA will pay great importance to control quality and safety of forensic services through the accreditation and re- accreditation process of the Kosovo Agency on Forensics laboratories, by the international quality standard ISO17025:2005. With the support of international partners a total of five (5) KAF laboratories have received accreditation. Additionally it is planned for several other laboratories to be accredited and simultaneously to continue the process of re-accreditation every four years for the respective divisions-labs. Also, in the context of maintaining, controlling and enhancement of the quality and security of forensic services, the KAF staff will be tested through professional tests that will be organized by KFA and other international institutions.

2.3 Cientific researches in cooperation with MEST and UP.

With the KAF's Law, it is determined conducting scientific research in the field of forensics. Seeing this as an opportunity for scientific development of KAF, in accordance with MEST and UP by utilizing capabilities and academic potential in UP and practice-specific potential and equipment at KAF, will conduct joint scientific research in the field of forensic in cooperation with the Faculty of Natural Sciences of UP. This objective will be achieved through the memorandums of cooperation with the UP, which will regulate different aspects, such as the joint design of training curricula UP-KAF, the possibility of practice for certain levels of Master studies, PHD at KAF's laboratories, the criteria to be used for the beneficiaries of this opportunity, joint research for development of the new and specific methods in the field of forensics, research publication, etc.

Achieving this objective will enable the development and establishment of new scholars in the field of forensics, such scholars are needed in the security and justice sectors, this will affirm our country in this direction by bringing together interdisciplinary teams of KAF and external collaborators, from law enforcement agencies and researchers from universities and scientific institutions in the fields of forensics, will enable the development of new and specific methods in the field of forensics, provide post-graduate practice through Kosovo Agency on Forensic experts leadership, as well as professional growth through individual and team counselling based on mentoring.

Objective III: STRENGTHEN INTER-INSTITUTIONAL COOPERATION

Kosovo Agency on Forensics is a state institution whose mission is conducting forensic services upon request or order of the Kosovo law enforcement institutions. Cooperation and communication with these institutions is necessary in function of carrying out the duties specified by law. To enhance and strengthen cooperation and communication with KP, KJC, KPC, FMI, and other institutions of law enforcement, the KAF will initiate a process of agreeing memorandums of understanding and cooperation with these institutions/agencies. The KAF will also request and provide assistance and expertise on drafting of laws and legislation, will invite and organize joint meetings-annual meetings and will organize training programs in the field of forensic.

3.1 Memorandums of understanding and cooperation.

Regarding this specific objective, KAF will initiate the memorandum of understanding and cooperation for the common areas in the function of inter-institutional cooperation and communication. These memorandums will be achieved with KP, KJC, KPC, EULEX, FMI, MEST, UP and other national institutions.

3.2 Inter-institutional organization of joint meetings, training, seminars, conferences.

KAF will organize joint training programmes, seminars and conferences with KP, KJC, KPC, FMI and other law enforcement institutions in Kosovo to inform them about scientific, and professional achievements, national and international publications in the fields of forensics, development of the new working methods, regarding legal changes, new forensic services, evidence handling in order to avoid damage, degradation and contamination of evidence material to achieve the best possible results. KAF will also organize annual meetings with senior management and respective institutions to address and resolve various problems that arise in common tasks and duties.

Overall objective IV: INCREASE INTERNATIONAL COOPERATION.

The KAF within its activity aims to strengthen cooperation with other forensic institutions, and regional/ international organizations in the field of forensics, having in mind that in the current environment international cooperation is vital in the areas of notifications, the exchange of information and sharing knowledge and new practices in the field of forensic examinations. The KAF aims to achieve membership in international organizations and associations in the field of forensic. It will cooperate with other agencies and/or laboratories from other countries to provide forensic services which cannot currently be conducted in the KAF. This arrangement will be bipartisan and will include as appropriate the participation of personnel in forensic training programs, conferences and seminars of international character.

4.1 Membership in the international organizations-associations.

International cooperation in the field of forensic is one of the most important objectives under this strategy. Implementation of this objective will directly impact on raising the quality of services offered by the KAF towards other law enforcement mechanisms, and this will specially lead to a professional growth of KAF personnel. Exchange of experiences and achievements in the field of forensics has a particular importance for the KAF. The need to constantly upgrade improve and enhance equipment and skill is a KAF priority and in accordance with this requirement the aim of KAF's Divisions/ laboratories and scientific staff

is to stay consistent with the newest scientific developments in different forensic areas in the world. With this in mind the KAF will ensure that the methodologies and techniques used in forensic analysis are aligned with best practices and internationally acceptable standards and to achieve this objective the KAF plans to join different international associations and organisations.

4.2 Organizing and participating in regional and international conferences.

The KAF in accordance with its financial capability, and also with the support of donors, aims and is committed to organize international conferences in the field of forensic in Kosovo. It will also participate in regional and international conferences organized by the agencies, institutes and various organizations, in the field of forensic.

4.3 Increase cooperation with the laboratories of the regional countries

Regarding this specific objective, the KAF aims cooperation with the laboratories of the region countries, through the agreed memorandum of understanding, and to organise joint training, workshops, seminars etc. This cooperation will be beneficial in the future, as it is envisioned that these partnerships will provide the possibility in some areas where there currently a deficit for KAF's personnel and or equipment to develop in specified forensic expertise and to conduct analysis requested by the KAF in those laboratories and on a mutually reciprocal basis.

Chapter V: Implementation, monitoring and evaluation of the strategy

The implementation process of the Strategy will aim achieving strategic, specific objectives and activities. Monitoring and assessment of the effectiveness in implementation of the objectives and activities will be an integral part of the strategy process, as well as key elements in fulfilling its duties. Monitoring and evaluation are means to measure progress in relation to a certain objectives, to assess the need of establishing management rules, in particular activities. The monitoring process will be led by the by Chief Executive of KAF, with the broad participation of other parties involved.

Monitoring and evaluation system will be expanded to cover all institutions responsible for the implementation of the objectives set in the development strategy.

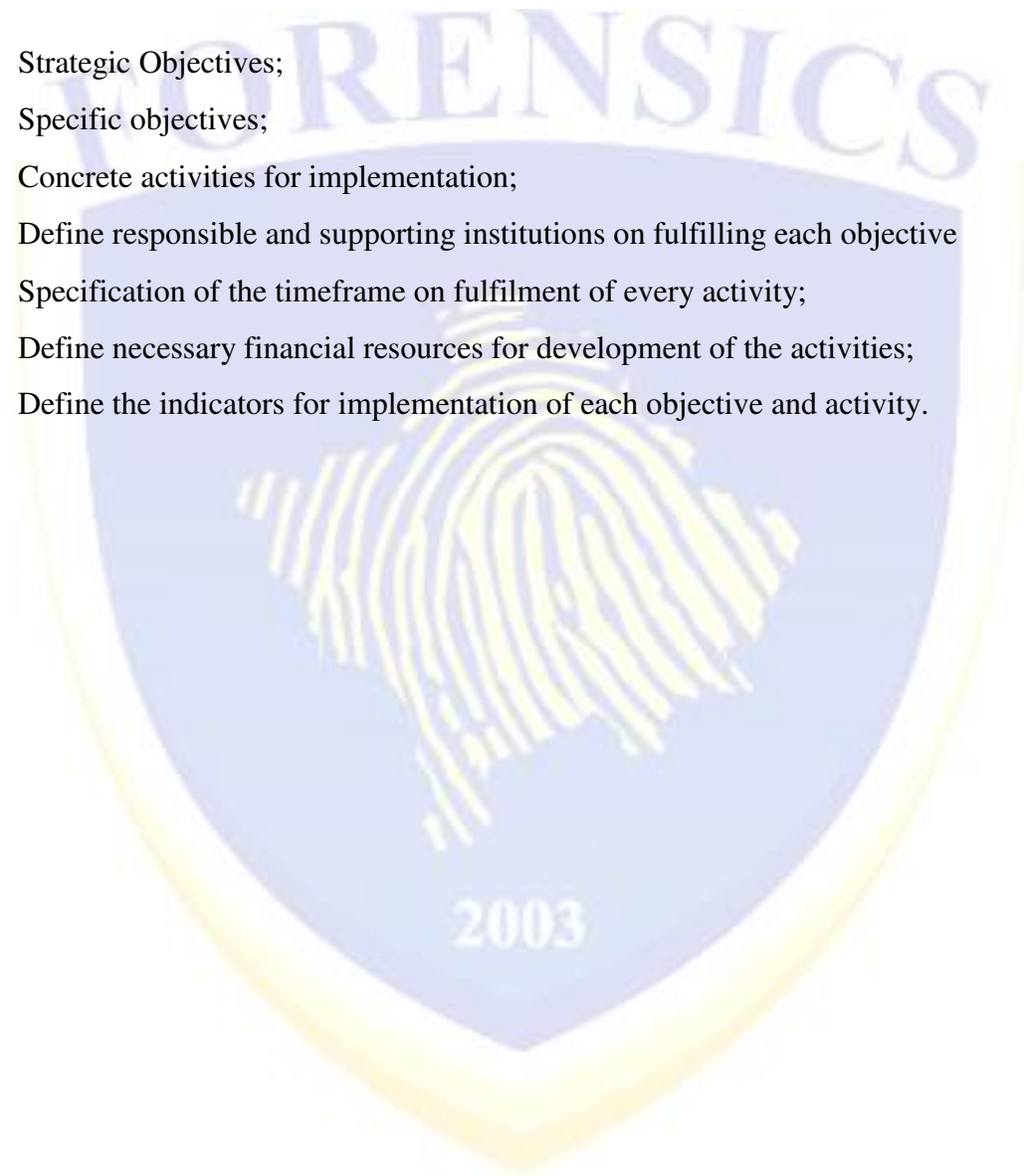
The KAF as the leading institution for fulfilling the objectives will monitor indicators of this Development Strategy. At the end of each year during the life of this strategy, the Chief Executive of KAF will prepare a yearly progress report relate to the achievement of objectives.

Chapter VI: Action Plan 2016-2020

The action plan will be reviewed at the end of each year in order to ensure the implementation of this strategy.

The Action Plan for the implementation of this strategy includes:

- Strategic Objectives;
- Specific objectives;
- Concrete activities for implementation;
- Define responsible and supporting institutions on fulfilling each objective
- Specification of the timeframe on fulfilment of every activity;
- Define necessary financial resources for development of the activities;
- Define the indicators for implementation of each objective and activity.



KAF DEVELOPMENT STRATEGY 2016-2020

ACTION PLAN

STRATEGIC OBJECTIVE 1: Improving conditions and space

1.1 *Expend end create sufficient and appropriate space to work*

No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
1.1.1	Creating sufficient space for performing forensic expertise (Building the annex facility of KAF).	2016-2017	2,000,000.00 €- (Pledged.)	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	The number of completed cases, improvement of quality, safety and new areas of expertise, the creating and expending sufficient space.
1.1.2	Preparation of necessary documentation to start the capital investment project.	2017	5,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Increasing work efficiency between those very important law enforcement institutions.
1.1.3	Building the project and	2017-2019	5,000,000.00 €	KAF	MoIA,	OSCE, EC,	Increasing work

	full implementation of the contract.				GOVERNMENT, DONORS	ICITAP, UNDP ...	efficiency between those very important law enforcement institutions.
1.1.4	Inventory and functionalization of complex -capital investment project.	2020	2,000,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Increasing work efficiency between those very important law enforcement institutions.
1.2	<i>Purchasing, equipment supply, furniture and modern technology in the field of forensics.</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
1.2.1	Buying and equipping with new instruments and apparatus (advanced technology) in order to perform and expend forensic expertise in KAF.	2017-2020	1,300,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of expertise carried out, increasing the quality and integrity of forensic expertise and responding in shorter deadlines.
1.2.2	Update, upgrade and advancement of forensic technology (hardware, software and data systems:	2016-2020	1, 000, 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Increase data security and achieve in a faster and advanced manner to the results

	AFIS, IBIS, CODIS and LIMS) in AKF.						during analyse and comparison.
1.2.3	Buying 3 vehicles for administrative and operational needs.	2017-2020	50,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP	Increase the efficiency of operational work
1.2.4	Functionalizing the Division for Photo, Audio and Voice examination.	2016-2018	100,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Starting with examination of digital image, audio and voice cases.
1.2.5	Functionalizing Arson and Explosive Division	2016– 2019	200,000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Starting examination of arson and explosive cases.

STRATEGIC OBJECTIVE2: Development of human resources capacity.

2.1	2.1 Sustainable development and professionalism of human resources						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
2.1.1	Recruitment of 9 new staff members in order to increase the human resource capacity.	2018-2020	Administrative cost-depending from the budget for salaries	KAF	MoIA, GOVERNMENT,		Number of staff recruited, the number of experiments carried out forensic

							compared with the actual number and the number of new areas of forensic expertise.
2.1.2	Basic training for new areas of forensic expertise	2016-2020	30 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	The number of new areas of forensic expertise at the KFA.
2.1.3	Advanced (specialised) trainings for new areas of forensic expertise	2016-2020	20 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of enhancements to existing areas and the number of new areas of forensic expertise at the KFA level.
2.1.4	Participation in conferences and seminars of adequate forensic fields inside and abroad.	2016-2020	20 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Refreshing and updating of forensic scientific methodology (exchange of best practices) and increased cooperation at regional and international level.

2.1.5	medical checks once a year	2016-2020	20 000.00 €	KAF	MoIA, GOVERNMENT,		The protection of the health of workers.
2.2	<i>Control of quality and safety through accreditation and professional tests.</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
2.3.1	Accreditation of laboratories /KAF Divisions: Arson and Explosive Division, Voice, Audio and Image examination Division, IT Division.	2017-2019	10 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Accreditation of Laboratories/Divisions of KAF that are not accredited.
2.3.2	Continued accreditation of laboratories / Divisions of FMC which have been accredited.	2019-2020	25 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Continued accreditation of laboratories / Divisions of FMC which have been accredited.
2.2.3	Professional tests in certain periods	Continuation	10 000.00 €	KAF	MoIA, GOVERNMENT, DONORS		Maintaining quality and quality assurance of forensic services.
2.3	<i>Scientific research in cooperation with MEST and UP</i>						
No.	Activity	Deadline	Budget	Responsible	Supporting	Partners	Performance

		institution		institutions		indicators	
2.4.1	Cooperation with the Ministry of Education, Science and Technology and University of Pristina.	2017-2020	Administrative cost	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of signed Memorandums.
2.4.2	Publication	2016-2020	5 000.00 €	KAF	GOVERNMENT, MoIA, MSET, UP	OSBE, ICITAP, EC, Donors	Development of new forensic areas- literature
2.4.3	Research	2016-2020	10.000.00 €	KAF	GOVERNMENT, MoIA, MSET, UP	OSBE, ICITAP, EC, Donors	Development of new forensic areas – testing methods
2.4.4	Practical exercises together with students doing their master degree.	2017-2020	50 000.00 €	KAF	GOVERNMENT, MoIA, MSET, UP	OSBE, ICITAP, EC, Donors	Development of new forensic areas
2.4.5	Practical exercises for PHD	2016-2020	10.000.00 €	KAF	GOVERNMENT, MoIA, MSET, UP	OSBE, ICITAP, KE, Donors	Development of new forensic areas
STRATEGIC OBJECTIVE:3. Strengthening of inter-institutional cooperation							
3.1	<i>Memorandums of understanding and cooperation</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
3.1.1	Memorandum of	2017-2020	Administrative	KAF	MoIA,	OSCE, EC,	It increases trust in

	understanding with Courts, Prosecutors office, MEST, UP.		cost		GOVERNMENT, DONORS	ICITAP, ...	institutions, reciprocal trainings of AKF with these institutions.
3.2.2	Memorandum of understanding with Kosovo Police.	2017-2020	Administrative cost	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	The results obtained will be useful/beneficial.
3.2	<i>Organisation of joint inter-institutional trainings, meetings, seminars, conferences.</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
3.2.1	Organising joint trainings, seminars with Kosovo Police and Prosecutors.	2017-2020	10 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of workshops organised.
3.2.2	Organising joint conferences with Police, Courts, and Prosecutors office.	2017-2020	15.000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of trainings organised.
3.4.1	Organising joint annual meetings with Police, Courts and Prosecutors, as well as other safety and judicial institutions.	2017-2020	20 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, ...	Number of meeting, achieved results.

STRATEGIC OBJECTIVE4: Increase international cooperation

4.1 <i>Membership in international organizations-associations</i>							
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
4.1.1	Application of KAF in ENFIS as permanent member.	2016-2020	5000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Exchange of experiences with ENFIS and increase of cooperation in regional and international level.
4.1.2	Application for membership of KAF Divisions in ENFS.	2016-2018	3000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Access of Divisions in working groups within ENFS.
4.1.3	Participation in working groups: workshops, seminars, trainings etc. (ENFSI; AAFS; IAFI; UKAS) etc.	2016-2018	25 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Refreshing and updating the forensic scientific methodology (exchange of best practices) and increased cooperation.

4.1.4	Participation in group exercises of different areas.	2016-2018	2 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Quality assurance through inter-laboratory comparisons.
4.1.5	Study visits	2016-2018	5 000.00€	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Sharing experiences with counterpart institutions that are accredited with ISO 17025.
4.2	<i>4.2. Organizing and participating in regional and international conferences</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
4.2.1	International participation in Forensics conferences	2016-2020	100 000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Exchange of experiences and increase of cooperation in regional and international level according to the international standard ISO 17025
		2016-2020	50 000.00 €	KAF	MoIA,	OSCE, EC,	Exchange of

4.2.2	Training with other stakeholders in the field of Forensic				GOVERNMENT, DONORS	ICITAP, UNDP ...	experiences and increase of cooperation in regional and international level according to the international standard ISO 17025, the new achievements in the field of Forensic as: equipment, new technology, new scientific methods etc.
4.3	<i>Cooperation with the laboratories of neighbour countries.</i>						
No.	Activity	Deadline	Budget	Responsible institution	Supporting institutions	Partners	Performance indicators
4.3.1	Joint studies (trainings) with forensic laboratories of neighbour countries	2016-2020	25.000.00 €	KAF	MoIA, GOVERNMENT, DONORS	OSCE, EC, ICITAP, UNDP ...	Sharing experiences with counterpart institutions that are accredited with ISO 17025.

