

**MINISTRY OF INTERNAL AFFAIRS OF THE REPUBLIC OF
MOLDOVA**

Border Police Department



R E P O R T

**of institutional capacities analysis and of evaluation
of the deficiencies identified within the implemented
reforms of the Border Police
(tactical level)**

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INTRODUCTION

Starting on July 01, 2012, the Border Guard Service was reorganized into Border Police (BP), being subordinated to the Ministry of Internal Affairs (MIA).

The new institution has registered an ample reform process aimed at the relevant areas of its activity: legislative and regulatory framework, legal competence framework, managerial framework, human resources, way of conducting specific actions and operations, operational management etc.

The BP has secured its functionality by passing laws, Government decisions and domestic regulations of operationalization thereof, legal framework required for organization and operation thereof, fulfillment of responsibilities conferred thereon, and for other purposes; there have been also promoted requests for amendments to legislation that requires adaptation in the context of the new powers of BP.

The BP organizational structure has been optimized in succession, being operated simplifications, amalgamations and reductions at both central and territorial level – currently there are 3 hierarchical levels (local, regional and central); the number of regional directorates was reduced from 9 to 4, and the number of sectors from 73 to 42.

According to the specificity of the activity there have been created 3 categories of sectors: mixed – control at crossing points of state border (SB) and supervision on the “green zone” – 19, sectors with positions solely to control crossing points of SB – 5 and with supervisory positions on the “green zone” – 18, thus being taken over the complex principle of border control. The number of leading positions has been reduced by 35% in favor of execution positions. There have been constituted the structure elements necessary for attaining the new powers assigned to the BP – criminal prosecution (proceedings), special investigations, mobile teams, expertise of documents, policies assessment and monitoring, management of external assistance projects, internal audit etc.; there have been developed the components of risk analysis, operational coordination and other structures necessary for the support of duties and missions; BP has kept as its components, with very good results, the National College of BP, health care section, Canine Center, structures that allow to resolve, internally, some important duties and tasks.

The institution was demilitarized and professionalized as a result of the entry into force of the Law No. 283 of 2011 on Border Police. The new legal framework provides optimal powers of management of human resources. It has been provided a good composition of staff in terms of age, length of activity and gender. It has been managed to increase the number of staff of the central office of the Border Police Department (BPD) from 106 in 2011 to 203 in 2013, ensuring the inclusion of positions from the structures which meet the new powers of the BPD or less developed in the past. There have been intensified and increased the activities of supplementing the staff deficit; it has been developed a new concept in the professional training of employees, including for the performance of new competences of BP.

The border management system has been optimized, it has been started the process of decentralization by delegating powers to regional and local levels. The mobility and quality of control and surveillance system have been increased by assigning the equipment and vehicles donated by the US Government to the territorial structures. There have been taken over the new powers on particular aviation control, public order in ports, airports and railway stations in the border area.

The specialized structures have been established and the endowment thereof with the equipment necessary to implement tasks has started. The specialized and professional staff has been employed and it has been started the training thereof according to the BPD features and peculiarities.

The bilateral and multilateral border cooperation (FRONTEX, EUBAM) has developed; it has been ensured the introduction of joint patrols system with Ukraine; establishment of joint border control on the border with Ukraine; establishment of joint risk analysis groups with Romania and Ukraine. Inter-institutional cooperation agreements have been concluded that

allow to coordinately conduct the duties and tasks together with other structures with related responsibilities. The Moldovan-Ukrainian border demarcation is undergoing an intense process of working.

During 2012 – 2014, the allocations increased by about 18%, which is a positive factor for the development of BP as a whole. The allocation for salaries has increased, in particular for the payment of social insurance contributions and health insurance premiums of demilitarized staff; it has been possible to increase capital investments; the demand for materials and supplies has been diversified and increased, especially for the maintenance of means.

Basically, two years and six months after the beginning of the reform, the new BP is completely reconfigured from the conceptual, structural and functional point of view, properly and fixedly placed on the coordinates of strategic evolution towards the assimilation of regulations, experience and European best practices in the field of integrated border management.

The fast pace of changes occurred at BP originates in two main reasons:

- a) *external constraints related to the context of Republic of Moldova commitments regarding the compliance with conditions for obtaining a visa free regime with European Union (EU);*
- b) *internal institutional pressure to produce in-depth modernization of system, to take the actions necessary to bring BP into contemporaneity (modernity) and transformation thereof into an effective and efficient structure.*

The acceleration of changes, especially in the last year, was boosted also by increasingly dangerous evolutions in the proximity of the Republic of Moldova, involving appropriate adoption of measures to increase the action capacity of the institution to protect the country border security.

The purpose, objectives and actions of strategic development of the institution have been established as a result of consistent analytical and conceptual activities undertaken during the development of Strategic Development Program (SDP) of BP for 2014-2016 and National Strategy for Integrated State Border Management (NSISBM) 2015-2017.

Therefore, by order of Head of BPD, in October-December, it was conducted the analysis of institutional capacities and assessment of deficiencies observed within the reforms tactically implemented in BP since the establishment of institution and till now, and in particular, from 06.15.2013 (date of entry into force of current organizational structure) till the time of activity.

The assessments have been conducted in the context specific to the tactical level of organization of the institution, and influence of operational and strategic levels upon the processes initiated at this level, which allowed to determine the actual condition of the system in fact, to lay down relevant conclusions and to establish thoroughly grounded measures for strengthening the positive effects and eliminating the identified shortcomings. The elements, with a degree of relevance, more obvious and allowing generalizations at the BP level are subject to the presentation in Report. It prevalently includes negative aspects, problems still unresolved and potential development elements.

The assessment activity has been carried out according to the established methodological framework, by an extensive team effort, which actively included the BPD management and staff of central, regional and local structures. We shall note the active involvement of border policemen from territorial structures who provided valuable alerts on situation in fact, but who also provided, accordingly, relevant solutions to the problems raised.

The relevant aspects from Report will be covered by the introduction of the BPD strategic documents, plans of activities and periodic assessment by the interested structures and persons, in order to permanently know the way and stage of settlement.

It can be appreciated that the Report provides a clear picture of the BP at the present day. Moreover, it enables to support the strategic development vision of the institution, as foreshadowed in the SDP 2014-2016 and NSISBM 2015-2017, and to make necessary corrections, amendments, additions to the internal policy and planning documents.

CHAPTER I. CONTEXT OF ASSESSMENT

1. The context of assessment is defined by the following elements:

- the legislative/regulatory framework incident to the BP activity is already functional for about 2 years and has produced effects which are known; depending on results, the necessary adjustments will be made;
- the period of implementation of NSISBM 2011-2013 was completed, progress has been made in this area, but also some shortcomings; it has been drawn up and approved the NSISBM 2015-2017, following the implementation thereof;
- it has been expanded the role of the strategic approach within the BPD, being approved the SDP 2014-2016; updates must be done as a result of impact assessments carried out;
- the institutional, organizational, planning, coordination, use of resources, control, internal and external cooperation and communication capacity of BP has developed and improved; it is necessary and required to determine the level reached and coverage of found deficits;
- the structural framework of BP has passed through successive changes, being necessary to assess the current effectiveness thereof and to specify the way of operation of optimizations that are imposed;
- the management system of human resources in force requires to know the current limits thereof, needs and directions of development;
- the assimilation of ISBM model and changes of conceptual and functional framework of border control, acquisition of new skills; strengthening the experience as civil specialist authority; expansion of inter-institutional and international cooperation, enhancement of BP presence in the European and international environment, exercise of European assessments in the context of liberalization of visa regime, have produced a very ample and comprehensive institutional impact and require to establish further development directions;
- the equipping BP with various equipment, considerable donor support, infrastructure development, feasibility studies carried out, actions undertaken for the assimilation of the budget support and other activities in the field of logistics and financial management requires the careful assessment of current situation, degree of use of facilities, and establishment of requirements for the next period.

2. Considering the relevant elements, the impact assessment covered the **following areas**:

- a) institutional capacity, structural development and human resource management;
- b) SB control, operational management;
- c) financial and logistics management.

3. The aim of impact assessment is to find out the effects of the reform measures undertaken during the reference period, corroborating the data collected directly from the Border Police sector (BPS), from regional directorates (RD), the existing ones of BPD and from other sources, and to formulate conclusions, actions and measures accordingly from the analysis conducted.

4. In terms of methodology, the activities for impact assessment have been conducted as follows:

- a) issuing the order of Head of BPD and formation of assessment teams;
- b) territorial dislocation, between 20.10 – 26.11.2014, of a total of 16 officers from BPD and collection of data necessary for analysis; on this occasion, there were made 42 visits to the 42 sectors of BP and conducted discussions with about 700 border policemen, representing 25% of all tactical level staff of BP;
- c) structuring the findings on situation in fact, which was achieved by:
 - general analysis of regulatory framework and effects thereof;
 - analysis of data collected through administered questionnaires (attached);
 - documentation in the territory made by team members (attached);
 - conducting interviews and consultations with management / executive staff of BPS, RD;
- d) preparing the assessment report.

In assessing the impact, there have been used various analytical methods such as the direct assessment in the territory, systemic analysis, comparative method, analogies method, content analysis method, qualitative analysis.

CHAPTER II. GENERAL FINDINGS. CONCLUSIONS AND PROPOSALS

AREA 1. Institutional capacity, structural development and human resources management

Objective 1. Assessment of capacity of central structures of BP to manage reform processes at local level, identification of factors influencing the institutional performance

The capacity of the central structures to manage the reform processes conforms to the current stage of development of BP. The institutional needs are covered to a large extent, still existing some deficiencies with regard to the coordination of territorial structures.

The organization and planning of activity at BPD level works properly, making obvious the strategic dimension of approaches. As a result, the process of institutional reform is managed in accordance with the legal and statutory powers, strategies and policies framework in force.

At BPD level there still persists and continues the fragmentary approach of some processes, that is why the quality of intra-institutional cooperation and operational activity are to be further consolidated and developed. Although the actions for knowing the stage of reform, which should involve several structures of the BP, have been promoted in the subdivisions of strategic and operational level, they have been limited at tactical level, the role of support and guidance by RD, of territorial structures, has been developed more from the perspective of control function.

There have been undertaken certain measures to determine, in an objective manner, the factors influencing the institutional performance.

The lack of a well-established mechanism of organizational and functional analysis, and impact of the reform have not allowed the formulation of decisions with a high degree of competence and effectiveness.

There are still deficiencies and weaknesses in internal and external communication, especially at RD level and to the BPS. However, at local level there are not assigned additional responsibilities to certain categories of positions or structures corresponding to those at central level in the field of communication, representation and intra- and inter-institutional cooperation.

Specific for South and East RD is that much of the staff consists of Russian, Bulgarian, Gagauz speakers, making it difficult to communicate (*E.g. BPS Basarabeasca, Copceac, Valea-Perjei, Cismichioi, Vulcanesti*). This category of staff justifies the failure of studying and enforcing the internal regulations and management dispositions by not knowing the Romanian language.

Deficiencies	Proposals
The deficits of management of reform processes may affect the coherent execution and performance of activity plans and programs	1) Ensuring a permanent and sustainable character of assessments in annual system, under form of complex integrated activities, involving relevant central structures, and involving regional and local

	<p>structures staff.</p> <p>2) Conduct of stage analyses, periodic assessments and field studies, in order to capture the progress of reform, to formulate appropriate conclusions and necessary proposals</p>
<p>The gaps on knowing the reform process evolution may produce delays and loss of funding opportunities, being affected the coherence of actions, and, finally, the fulfillment of duties and missions</p>	<p>Enhancing the support and guidance function of territorial structures, particularly with regard to the implementation of institutional strategies and policies, as well as management of day-to-day activities</p>
<p>The development of the ability to manage the reform processes may also be affected by the insufficient training of the management and professional staff</p>	<p>1) Ensuring a more rhythmic and qualitative process in the field of developing managerial skills and professional training of management and specialized personnel within RD / BPS by:</p> <ul style="list-style-type: none"> - <i>training courses for shift managers;</i> - <i>professional training courses for deputy (assistant) manager/managers of BPS, and other categories of employees of BP who hold leading positions.</i> <p>2) Organization of study tours in EU countries to pick up the best practices</p>
<p>The lack of a strengthened system for determining the factors that influence the institutional performance results in difficulties in managing the dynamic processes</p>	<p>Creation and development of a system of institutional performance indicators, specific to BP, on hierarchical levels and categories of subdivisions</p>
<p>The deficits regarding the internal and external communication may affect the image of the institution and the good positioning thereof in the domestic and international environment.</p> <p>Not knowing the Romanian language by border policemen generates deficits in organizational communication and provides the pretext of non-execution of job responsibilities</p>	<p>1) Development and implementation of a departmental communication plan.</p> <p>2) Design of specific actions, including training of staff which to manage the communication field at RD level.</p> <p>3) Systematic organization of meetings or round tables with the participation of representatives of specialized subdivisions of BPD at regional and local level.</p> <p>4) Appointment, from specialists in communication or other personnel with skills in the field, of BP spokesperson, responsible for formulation and presentation of public feedbacks and interventions.</p> <p>5) Functional optimization of central structure of public relations by increasing the number of posts.</p> <p>6) Training in internal and external communication and public relations field, based on the plan developed for this purpose, of management staff, staff performing duties of communication and public relations, spokespersons and communication specialists.</p> <p>7) Organization of courses on knowing the specialized terminology in communication into</p>

	<p>Romanian language for the BPS staff speaking Russian, Bulgarian, Gagauz language.</p> <p>8) Organization of training courses, explanatory thematic meetings for BPS non-Romanian speaking staff.</p>
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Objective 2: Assessment of management system, management capacity at central, regional și local level, decision-making process, identification of weaknesses and making recommendations as necessary

The management system is operational. The leadership competencies or powers are decentralized and delegated to the regional and local levels. The leadership meetings take place in a rhythmic / planned manner, minutes thereof are prepared, tasks are established and passed over, the enforcement thereof is being monitored.

The leadership capacity at central level is appropriate to the type and level of departmental tasks. The management chain is well structured on 3 hierarchical levels, but there are also central components that do not correspond to the regional directorates, which creates obstacles in the management process.

The administration has a permanent character, being issued appropriate dispositions at central level, according to the evolution of circumstances. But there are still problems with the transmission of dispositions from the level of regional directorates to sectors, causing misunderstandings and delays.

At central level, the organizational, planning, coordination and control functions are well covered, but to be further developed at regional and local level.

Standard operating procedures are to be developed in the field of management system – organization, planning, control, reporting and communication.

To be noted that the BP career management is regulated by the order of BPD No.86 dated October 10, 2012 (Internal Regulations, Career Guide). The officer positions are primarily occupied by the graduates of the Military Academy “Alexandru cel Bun”. The education program also includes the leadership course – 90 academic hours. In other cases the officer positions are occupied by employees who have work experience in the BP and higher education.

However, it is still not well defined and developed a coherent system of promotion of staff to leading (senior) positions, and the managerial training is lacking. Therefore, the officers are appointed to leadership positions without competition. The training actions for the development of managerial skills are fragmented.

The context of the large number of developed regulatory documents requires consideration of complexity, limited access to internal information (at local level), deficiencies in knowing Romanian language, and inadequate familiarization of staff by directors. For such reasons, understanding and assimilation of such provisions by the BPS staff is reduced.

The internal control system concerning the staff legality and integrity is operational and functional and provides relevant data on the facts in the BP and institutional process management. In this process the reactive approach predominates rather than the pro-active steps.

There are no well-developed procedures for assessing the organizational climate.

<p>The lack of structure correspondence between BPD and RD may generate non-fulfillment of specific tasks</p>	<p>Establishment and development of specialized components, corresponding to the ones at central level, or allocation of such competences to other structures (E.g. expertise of documents; chemical, biological, radiological and nuclear protection;</p>
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	cooperation and representation, analysis and monitoring of institutional policies, etc.)
The faulty transmission of orders may create misunderstandings, delays or non-fulfillment of tasks	Establishment of specific managerial procedures and system of knowledge verification and application of orders and dispositions to the level of executors
The deficits in organizing, planning, coordinating and controlling the activities at RD level are likely to lessen the effectiveness of the activities	Achieving adequate regulatory framework and training of personnel with responsibilities in the area; adaptation of management systems to the regulatory framework, sectoral policies, duties and missions of BP, according to the ISBM model; organizing experience exchanges to pick up the best practices
The lack of standard operating procedures in the area of internal control of operational activities, poor performance of the control function and the limited attention paid to the support and guidance of RD and BPS may diminish the relevance and effectiveness of such type of activity	<ol style="list-style-type: none"> 1) Identification and development of a control system of operational activities through increasing the support, by the upper echelons, of the activity of the lower ones. 2) Development of sole domestic regulatory framework (standard procedures) thereof regarding the conduct of inspections and assessments within BP by indicating / determining all types of inspections and subdivisions performing them (complex management and impact assessment, audit / internal control, special control, advisory assistance assessments and controls to verify the removal of found deficiencies
The inadequate support of decision by information and expertise from operational management, particularly with regard to border actions and operations and in crisis conditions, may affect the performance of tasks	Development of operational management, so that to enable the appropriate support for decision-making process. Development of standard operating procedures in the area
Maintaining the current model of selection and management training will condition the reduction of leading and decision-making capacity	Establishment and development of a new promotion system based on professional competence, supported by optimal training interventions
The reactive approach of matters under the internal control competence may provide only a partial picture of investigated aspects. It also does not allow the proper accomplishment of prevention functions	<ol style="list-style-type: none"> 1) Design of a new way of organizing and carrying out specific activity by enhancing preventive and knowledge dimension of the actual real state in all categories of BP structures. 2) Ensuring partnership with national and international specialized / relevant institutions; using new methods in the field; organizing study tours to pick up the best practices.

Objective 3: Assessment of organizational structure, positions structure, human resources system (administration, training, motivation, discipline, integrity) and identification of areas requiring structural changes and additional staff

Compared to the incumbent powers and duties the organizational structure of BP is generally balanced.

However there still are some reservations in the organizational design of some structures and posts, which affect the effective exercise of duties and tasks and do not produce the estimated effects.

In order to ensure maximum effectiveness in the exercise of positions 158 proposals have been submitted with regard to possible changes in the current structure of staff list (*RD North – 34; RD West – 42; RD South – 60; RD East – 16 etc.*). **(Attachmet No.2)**

The result is that, at the border crossing points (BCPs), the service is performed with difficulty because of insufficient staff (*E.g. BCPs Criva, Leuseni, Sculeni, Cahul, Vulcanesti, Giurgiulesti, BPS Chisinau International Airport*).

The BP does not have intervention structures, such component following to be strengthened from the number of existing staff.

Although during 2014 the Chisinau International Airport BPS staff benefited from training in aviation security (38 employees), however, the accomplishment of the aviation security missions may not be provided properly and absolutely; public order to the objectives of air, rail and river transport because of the lack of staff and skills in the area.

All BPS prove a deficit of staff for guarding the offices (premises).

In terms of architecture of posts system, although major adjustments have been made by reducing the number of officers in relation to the number of non-commissioned officers, there are still possibilities to continue this trend, which will be possible along with the possibility to supply the staff list with new posts.

In relation to the limited staff provided, the degree of coverage of posts with staff is estimated to 95%, which may seem satisfactory.

In reality, however, there are major deficits in relation to the real requirements of personnel, resulting from: complexity of missions; variety of institutional competencies; specific tactical rules; principles of organization and implementation of SB control, and from comparisons with similar structures from EU. It results, therefore, that the subdivisions are not provided with sufficient staff, which affects the fulfillment of responsibilities and missions.

The shortage of staff (along with other causes) is one of the reasons of the still reduced capacity for action. **(Attachment No. 2)**

Thus, although the number of staff is reduced, the service organization in 4 shifts per 12 hours cuts the number of patrols that may be organized at tactical level and helps lower the number of patrols that can be sent in service and exceed the legal work hours by 50 hours (border policeman actually performs 13 hours of service, being recorded only 10). A BPS with 35 border policemen may assign to service only 2-3 patrols in 12 hours, which is far below the operational necessity and action capacity of EU countries and other countries. (*E.g.: BPS Troitcoie, Valea Perjei, Basarabeasca, Larga, Valcinet – railway, Sculeni, Cuconestii Noi, Cuhnesti, Leuseni – 1*).

The planning and organization of service in 4 shifts per 12 hours creates difficulties for the staff who live far away from subdivisions. In such sectors the number of vacancies and fluctuation (variance) of staff are clearly higher (*E.g.: BPS Criva, Larga, Saiti, Tocuz, Valea Perjei, Cismichioi, Giurgiulesti, Brinza*).

In recent years it has also been adopted the new legal framework governing the status of the border policeman, human resource management and professional development.

The human resources management is conducted in a unitary and coherent manner. There are specialized structures both at central and regional level that ensure the necessary personnel management and technical operations. However, there are issues concerning the conditions and compliance with the working hours. Given the limited possibilities of financial motivation of staff there have been organized several professional competitions.

The low attractiveness of the profession of border policeman, amid difficult working conditions, isolation of subdivisions, inadequate wages and social package reduction, have a harmful effect, especially in more remote subdivisions.

In the system of professional training there have been taken over the requirements of FRONTEX – Common Core Curricula (CCC). It was also harnessed the assistance of the EUBAM and other European institutions and donors in this area.

The BP is in the process of covering the actual deficit of personnel and continues the professional training thereof. Two occupational standards have been completed and the transfer thereof to training standards and training designing on competences is ongoing.

There are no capacities for training teachers in poor areas and e-learning remote training.

During the years 2013-2014 there were suspended all activities of staff training in all educational institutions of the Republic of Moldova. This decision was preceded by the development of new Code of Education, which would significantly change the priorities and standards of training, including teacher training.

The enrollment capacity of National College of BP (NCBP) does not allow covering the necessary staff. The educational capacities, especially the accommodation ones, are inadequate. The facilities are not sufficient.

The professional training within BPS is mostly organized after working hours (not being included in clock card (table), sometimes with the participation of the staff that was in night shift or is in the days off.

There are deficiencies in terms of staff training to operate the new equipment received under various projects (*E.g.: BPS Vulcanesti, Giurgiulesti 1, Copceac, Tocuz, Lipcani, Larga, etc*).

<p>The organizational gaps, lack of categories of structures and posts in the areas listed as deficient may seriously affect the accomplishment of duties and missions, intervention capacity, border security, respect for work program, health condition of staff and motivational level</p>	<ol style="list-style-type: none"> 1) Making corrections in organizational structure of tactical subdivisions based on analysis regarding: operational situation, dislocation, physical and geographical data; population density in the border area; infrastructure, socio-economic aspects etc. 2) Taking steps to the competent authorities in terms of ensuring and supplementing the operative posts, 18.5% of BP limited staff, according to NSISMB 2015-2017 <u>(Argumentation note is attached)</u>. 3) Foundation of requests for additional posts based on local reviews, making the necessary structural corrections. 4) Development of motivational system by: providing quarterly money awards; payment of overtime and night shift working hours; modification of work program and providing additional days-off; submitting amendments of amending legislative and regulatory framework in order to increase the salary scale or status and level of position for certain categories of staff; improvement of payroll conditions
<p>Keeping the inappropriate relation between the posts of</p>	<p>Continuing the optimization process of relation between posts of officers / non-commissioned officers,</p>

<p>officers / non-commissioned officers determines the depreciation of statutory condition of officers and does not allow the use thereof exclusively for management and specialized responsibilities</p>	<p>leading / executive posts, posts in structures with management and executive duties and responsibilities.</p>
<p>The low attractiveness of the profession of border policeman will be able to deepen the staff deficit, failure to provide missions with staff and will jeopardise the fulfillment of powers</p>	<p>Development of recruitment and selection mechanisms, continuing the measures aimed at increasing wages and ensuring reasonable working conditions.</p>
<p>The long-term conduct of service in 4 shifts per 12 hours creates difficulties for the staff who lives far away from subdivisions and conditions the staff fatigue and premature wear and will cause health, physical and mental problems, with direct effects on the quality of carrying out missions, but also financial problems (sick leaves, medicines etc.); it will not allow the continuing training of personnel and conducting current activities at BPS</p>	<p>Examination and promotion of initiatives for grounding the proposals submitted by tactical subdivisions to ensure BP staff, according to real needs, for a possible planning of service in 4 shifts per 24 hours.</p>
<p>The reduced formative capacity of NCBP may affect the quality, on long-term, of BP staff, as well as appropriate coverage of personal needs</p>	<p>1) Building the education and accommodation capacities of NCBP by:</p> <ul style="list-style-type: none"> - <i>continuing the education means endowment;</i> - <i>numerical and qualitative provision of necessary number of teachers;</i> - <i>improvement of psycho-pedagogical training of teaching staff;</i> - <i>development of „e-learning” remote education platform.</i> <p>2) Enhancing the support, by NCBP, of training activities in territorial subdivisions.</p> <p>4) Organizing specialized training courses on:</p> <ul style="list-style-type: none"> - <i>BPS management;</i> - <i>supervision and control of SB;</i> - <i>contraventional practice;</i> - <i>false documents;</i> - <i>detection of stolen vehicles;</i> - <i>professional tactics;</i> - <i>aviation security;</i> - <i>maintenance and operation of transport means;</i> - <i>use of equipment;</i> - <i>risk analysis;</i> - <i>combating human trafficking;</i> - <i>detection of radioactive substances;</i> - <i>psychology;</i> - <i>foreign languages (English, French)</i>

AREA 2. SB control, operational management

Objective 1. Assessment of way of organization, planning, coordination and verification of activities related to border control, conformity thereof with ISBM model; operational and intervention capacity in crisis situations or incidents

The organization, planning, coordination and verification of activities related to border control are carried out under the powers of BP. The legal framework is not developed enough. In case of BPS some aspects of regime are not regulated. For example, the road transit portion Lesnoe – Aleksandrovka, from the responsibility sector of BPS “Saiti”, has no legal regulation and is not included in agreements between Moldova and Ukraine.

There breakdowns (malfunctions) of fixed border surveillance system. Although the establishment of fixed border surveillance system has started, 4 towers being already built and thermovision (thermal imager) device being mounted, it does not work completely, the effectiveness is limited.

It follows to identify technical solutions for integrating such system into the current information system of BP, which will contribute to a better awareness of the situation and more effective use of forces and means. **(Attachment No. 3).**

The risk and information analysis system is conceptualized. The analytical component at tactical level is not developed, the operational level is insufficient. The BPS does not have authorized personnel responsible for risk analysis, the specific responsibilities being taken over by an officer / non-commissioned officer of sector.

The service planning and information provision of processes within BP is poor because IS “Border surveillance” is outdated.

The insufficient development of canine component does not allow to cover the needs in the field. The organization staff stipulates 81 positions but not for each shift (184 are necessary), which diminishes the intervention, search and security capacity in different situations. However, at BP level there are 19 vacancies for canine-inspector. **(Attachment No. 4).**

The border control devices have a reduced efficacy due to insufficient staff reported to the length of responsibility sectors and risk areas that cannot be operatively covered (e.g. 2 patrols within 12 hours on a length of 40 km).

It is not effectively applied the principle of personnel rotation at mixed sectors which manage both border crossing points (BCPs) and “green” border sector, such principle to be further strengthened by staff training.

Although BP benefited and continues to benefit from support within assistance projects in form of equipment, software, vehicles etc., it is not sufficient for the operational needs and still does not meet the recommendations and best practices of EU in the area.

The operational and intervention capacity in crisis conditions or incidents is limited because of partial operationalization of coordination centers and lack of specialized border Intervention structures.

The BPS do not have the possibility to monitor the actions of patrols through GPS system (compliance with mission, travel itinerary, monitored sector etc.).

The training exercises (sessions) at different signals are conducted systematically, however, it is not ensured the purpose of exercises by reaching optimal action capacity (in problematic areas, organization of search, pursuit and detention of criminals, settlement of conflict situations, cooperation with neighboring subdivisions, RD structures, BPD, other authorities).

In conditions of increasing the length of responsibility sectors and because of special equipment of ensuring obsolete radio link (especially on the Moldovan-Ukrainian sector), it is not possible to ensure stable radio links and to secure conversations during the execution of service (especially at the junctions between BPS).

The failure to govern the aspects of system requires the use of additional personnel for SB control may create conflict situations and inability to fulfill legal competences	Taking steps necessary for legal regulation of regime peculiarities in crossing points of SB, and any problematic or interpretable situations
The breakdowns (malfunctions) of fixed surveillance system of SB may limit the ability to fulfill missions, tasks, quality thereof and decision-making process in initiating board operations, actions in crisis situations, etc.	Completing the fixed surveillance system and other elements of border infrastructure, based on analysis regarding the optimal place for construction of towers that will form the fixed surveillance system and study of profitability of installation thereof on existing towers (TETRA).
The lack of analytical capacity at BPS level and deficit in the RD area affect the whole system of risk analysis by depriving it of relevance of assessments made at tactical and operational level	Examination and foundation of proposals regarding the creation, at BPS, of posts with express powers and duties in the area and intensification of specialized personnel training
The insufficient use of capacity of service dogs may lead to mission failure, loss of operative moments and waste of information.	1) Development of canine component by: - <i>creating additional canine officer posts, so there would exist canine officers in each shift, according to the performed analysis;</i> - <i>developing and conducting a specialized training for canine inspectors and service dogs</i>
The incomplete operational and intervention capacity in crisis situations and incidents, operational management capacity and intervention capacity at border are one of the weaknesses of BP and may affect the fulfillment of competences, surprise and loss of various categories	1) Development and implementation of standard operating procedure for dispatchers. 2) Standardization of procedures for reporting the events from BS. 3) Full operationalization of National Coordination Center and regional centers. 4) Conduct of training exercises (sessions) at various signals in conditions similar to real ones and in cooperation with plan partners; establishment of structures for intervention at BPD / RD level. 5) Consideration of possibility to establish the position of "dispatcher service operator / assistant" from existing positions.
The failure to ensure stable radion links and to secure the conversations while executing the service (particularly at the junction between BPS) may affect the performance of duties and tasks.	1) Conducting an analysis of the level of reception on BS length for identifying radio coverage areas, possibility to provide the connection with existing means and technical equipment (including coverage of area by national telephone operator network). 2) Assessment of operation condition of communication equipment and technology and taking the necessary measures to eliminate the existing gaps. 3) Studying the possibility of mounting the mobile radio stations stored on BPS transport means where TETRA system is not installed.

Objective 2. Assessment of way of accomplishing the new powers assigned to BP in preventing and combating illegal migration and cross-border crime.

The new powers assigned to BP on special investigations, criminal prosecution (proceedings), documents expertise, issuing visas at border in exceptional circumstances, public order in the responsibility areas and aviation security have been integrated into the

activity of institution. The structures required for accomplishing the powers have been established, the operation regulations have been developed, and the operationalization thereof has produced important results.

There are shortages of personnel (mentioned above) for the mission of aviation security and special investigations at regional and local level. There are still gaps at both organizational and functional levels, with regard to the training of personnel for the performance of new powers.

In accordance with current legislation provisions, the right to examine cases of offenses and to apply sanctions falls only on BPS heads and deputies thereof, fact which does not meet the needs in this area.

<p>The staff shortages for mission of aviation security and special investigations at local and regional level may affect the performance of missions or poor quality thereof. The same effects may occur in case of inadequate staff training to meet the new skills</p>	<ol style="list-style-type: none"> 1) Exact identification of personnel deficits and taking measures for coverage thereof. 2) Strengthening or reinforcement of investigations component by gradual transfer of positions and responsibilities in special investigations area from central and regional level to local level. 3) Identification of training needs according to types of subdivisions or categories of personnel and organization of relevant training programs, including by EUBAM and FRONTEX support
<p>Limiting the number of persons competent to examine contravention causes and to apply sanctions or penalties may result in effects such as:</p> <ul style="list-style-type: none"> - legal framing errors, improper application of sanctions; - creating grounds for contesting the prepared acts and measures taken by border policemen; - avoiding to find contraventions (offences) and to apply sanctions for fear of committing errors 	<p>Submission of amendments on conferring power of inspector (official examiner), including for shift managers or other staff categories of BPS and adequate training of personnel for the performance of duties in the area</p>

AREA 3. Logistics and financial management

Objective 1. Assessment of degree of technical and material and financial provision of BP subdivisions, identification of needs for completing the endowment. Operation of equipment and materials from donations

At BP level the logistics and financial activity is planned, thus ensuring the support of general tasks of BP. The way of observance of legal provisions relating to logistics and financial management is evaluated through annual inventories, financial controls and periodic audit missions.

However, the integrated and planned approach of acquisitions, logistics and standardisation of technical and material provision activities is not well-determined within the institution.

The BPS are not provided with special equipment for service in harsh weather and unfavorable relief conditions (time, season, weather condition). (E.g.: all BPS).

Not all BPS are properly equipped with service transport means required to ensure the SB control (exceeded operating term, costly repairs, exceeded fuel consumption). Although in recent years the BPS car park has been partially renewed, there is still need for additional equipment. In this context, the mobility is affected, the reaction rate (speed of response) is

diminished, and the efficiency does not justify the different costs of maintenance and operation. (**Attachment No. 5**).

Some of the BP subdivisions are dislocated outside the localities, public transportation routes, away from area locations and even in conditions of isolation. There are few border policemen who can come to the BPS by their own vehicles. As a result, the problem of driving to work is a very pressing problem, because there are service and personal problems that can only be resolved through institutional intervention. (E.g.: BPS Olanesti, Caplani, Volintiri, Saiti, Cuhnesti, Larga, Criva etc).

There is a lack of jetties for cutter with fencing and video monitoring (E.g.: most of BPS located at the border with Romania).

There are numerous cases of storage, at BPS, of damaged, incomplete equipment and technics, without spare parts, unusable or with reduced functionality, in particular: communication equipment, obsolete usage computing technics, transport units and other special equipment, outdated special equipment and means (E.g.: most BPS).

Also, there are problems relating to the operation and maintenance of transport means due to the absence of material and financial resources.

The BP lack of capacity, subject to financial resources shortage, creates deficiencies in the effective maintenance and operation of equipment and technology from foreign funded projects.

At the same time, the lack of certainties on the evolution of the budgetary framework does not make possible to carry out and to achieve sustainable development mechanism of activities requiring the use of technical, information means, means of mobility, etc.

<p>The legal conduct of logistics and financial activity, in an effective and efficient manner, requires strengthening the legal and specific functional framework and intensifying the personnel training with skills in the area</p>	<ol style="list-style-type: none"> 1) Development and implementation of standard procedures of technical and material provision of institution. 2) Development and update of programs, annual plans for development of BP infrastructure. 3) Conduct of planned inventories and unforeseen controls on way of storage and exploitation of material goods in BP subdivisions.
<p>The lack of special equipment, insufficient and inadequate endowment may prevent carrying out missions, affects the quality thereof and expose the staff to fatigue and occupational diseases</p>	<ol style="list-style-type: none"> 1) Providing BPS personnel with special equipment for service under adverse conditions. 2) Endowing BPS with reflective vests marked "Border Police" and nightsticks (truncheons) (simple/reflective). 3) Providing inflatable boats instead of boats inadequate in size (BPS Cahul, Ocnita, Lipcani etc.). 4) Covering the equipment gap, completing and providing the necessary resources through external funding. Project management capacity building
<p>The problem of staff in terms of driving to work is very current because it creates problems that cannot be solved only by institutional intervention</p>	<ol style="list-style-type: none"> 1) At BPD level it is to be determined the general solution (then applied depending on local peculiarities) for organized driving of personnel to work and home, based on the identification of localities or problematic situations. 2) The specialised services of BPD will identify alternative legal solutions, including: use of personal transport for purpose of service, planning of service on weekly or semiweekly shifts etc.). 3) Based on the identified solution, to propose the

	amendment of government and internal regulations (transport means, fuel etc.)
Keeping at BPS the damaged, incomplete equipment and technics, without spare parts, obsolete or with reduced functionality creates difficulties for storage, including for functional means. The problems concerning the operation and maintenance of transport means because of lack of material and financial resources may adversely affect the action capacity of BPS action and cause property damage	<ol style="list-style-type: none"> 1) Review of operation, storage, repair and maintenance procedures in working conditions of equipment and technics. 2) Conduct of a general inventory of equipment, technics, and other assets under BPS management and taking necessary measures. 3) Settlement and removal of situations identified during assessment. 4) Providing BPS with pressure washing equipment of vehicles. 5) Training of BPS staff who can use the transport means of subdivision, through courses and training on maintenance, operation, reception and handing over of transport means within subdivisions. (BPS "Gotesti", "Cuconestii Noi", "Cuhnesti")
The use, as intended and at capacity, of technical means, of facilities provided by external funding projects expresses the awareness and level of commitment of the BP as regards the support for ISBM, therefore, such aspects or issues shall be paid special attention to	<ol style="list-style-type: none"> 1) Creation of a mechanism of strict records of operation and guarantee terms of provided equipment and facilities. 2) Periodic assessment of impact on performance of missions and difficulties in ensuring sustainable development with regard to the operation and maintenance of provided equipment and facilities. 3) Preparing financing alternative projects in situation of budgetary resources deficit. 4) Avoiding apparent economies by purchasing poor quality facilities. 5) Inclusion, in investment projects, for purchase of equipment, of necessary resources for maintenance and sustainable development

Objective 2. Infrastructure of SB. Condition of buildings and land adjacent to BPS. Working conditions. Condition and maintenance of border signs.

Although the actuality at this point has significantly improved in the last period, the border infrastructure is still inadequate, and it does not support the proper performance of the BP missions. **(Attachments No. 6 and 7).**

A good part of the BPS offices come from former social service buildings, residential houses, kindergartens etc. The infrastructure of access routes and land management (land use planning) are missing (E.g.: most of subdivisions located at the border with Ukraine).

The most of regional and local structures do not have normal possibilities and opportunities to conduct activities because of the poor condition of the offices, engineering networks. The improper working conditions (water line, pipeline, heating, sewage) create major deficiencies in fulfilling the missions.

There are also BPS with a large surplus of space from old barracks (E.g.: Lopatnic, Cuconestii Noi, Costesti, Cuhnesti, Sculeni, Leova, Gotesti), but also subdivisions with a deficit number of rooms (E.g.: most BPS from the border with Ukraine).

In BCPs it is carried out the joint activity with Customs Service, manager of BCPs offices. For this reason, the BP cannot plan activities for renovation and repair of such premises. The BP

employees benefit from 1-2 service rooms, which ensure no effectiveness and quality of the exercise of that function.

The vast majority of BPS and BCPs are not fitted with rooms (accommodation) for asylum seekers and detained persons, corpus delicti storage rooms, as well as for control in line II etc. **(Attachment No. 8).**

There are, however, unsatisfactory conditions of securing the premises, ensuring the fire safety and storing weapons and ammunition at BPS, for lack of the resources necessary to the normalisation of situation.

The border corridor, signs and other sapeur arrangements cannot be maintained in accordance with the legal provisions because of the scarcity of resources. In some parts there is no infrastructure of maintenance (border corridor and protection band, border signs etc.).

Some lands adjacent to SB are not the property of BP, which creates difficulties in the management of specific activities by BP.

<p>The existing infrastructure problems affect the conduct of entirety of activities and create difficulties in providing BPS with effective means for accomplishing the duties and missions</p>	<ol style="list-style-type: none"> 1) Continuing the actions to identify deficits and to cover infrastructure needs of BP by getting the necessary funds. 2) Identifying donors who can sustain the BP projects of SB infrastructure development, working conditions improvement at BP sectors. 3) Including, in the Annual SB Infrastructure Development Plan, the alternative financing projects to complete the infrastructure, to maintain it and to improve the working conditions in BP sectors. 4) Conducting assessments for knowing, in dynamics, the infrastructure condition and needs and the situation regarding working conditions in BP sectors
<p>The absence of optimal conditions for the execution of service because of the poor condition of offices, engineering networks and improper working conditions, creates major shortcomings in achieving the tasks, reduces the motivation of personnel and decreases the attractiveness of profession. The excess of space from some BPS generates serious management issues and unjustified expenditure. On the other hand, the subdivisions with space shortage cannot properly meet their missions.</p>	<ol style="list-style-type: none"> 1) Identifying and accessing internal and external financial sources for BPS infrastructure development. 2) Ensuring the execution of compartment on BP infrastructure development of plan regarding the implementation of NSISBM 2015-2017, by building and rebuilding 12 offices of BPS. 3) Initiating the process of amending the government regulatory framework with regard to the transfer of BCPs offices from Customs Service balance to BPD balance, together with the plan on infrastructure development thereof. 4) Negotiating with Customs Service in order to provide BP with additional service rooms wherever possible. 5) Assessing and settling the issue concerning ancillary spaces (garages, aviaries, rooms for storing, keeping corpus delicti and technical maintenance (BPS "Cosauti", "Otaci", "Lipcani", "Criva", "Copceac", etc.). 6) Designing and carrying out building works of gas pipes and technical renovation of heating systems at BPS, designing and executing capital construction

	works of water line and sewage systems at 3 BPS which do not currently have such systems, construction of wells for drinking water and capital repair of artesian sondes and engineering networks at other 9 BPS
The poor securing of premises and inadequate conditions of storage of weapons and ammunition at BPS maintain a state of danger subject to risks caused by the crisis situation from region	<ol style="list-style-type: none"> 1) Reviewing the system of securing the premises and storing weapons and ammunition at BPS. Prioritizing actions for ensuring storage conditions for weapons and associated ammunition. 2) Initiating steps to provide staff and equipment for securing offices, weapons and ammunition at BPS.
The failure to maintain, under law, the border corridor, signs and sapeur facilities affects the image of the institution before neighboring countries, cooperation partners, and creates a feeling of inability of the state to impose order at the border	<ol style="list-style-type: none"> 1) Submitting amendments to the regulatory framework in the area in order to change the use of lands adjacent to the protection band of BS and transmission thereof to BPD balance. 2) Allocating resources and organizing activities for the good management and maintenance of border corridor in more affected and inaccessible areas. 3) Providing special equipment and facilities required for works of maintenance and landscaping of BP

CHAPTER III.

IMPACT OF NATIONAL STRATEGY OF INTEGRATED STATE BORDER MANAGEMENT FOR PERIOD 2015-2017 UPON TACTICAL LEVEL ACTIVITY

The NSISBM for the period 2015-2017 has been developed according to the rules, good practices and standards in the field, which in the EU have produced positive results in the operational activity. It is estimated that, with the implementation of this strategy, the Republic of Moldova will have a similar effect in terms of systemic functionality and achieved results.

The general objective of the NSISBM is to ensure border security, unitary, consistent and effective management of SB of the Republic of Moldova. Within the general objective, the NSISBM is expected to ensure the increase of degree of border security and safety of persons; streamlining the lawful traffic of persons and goods and it is aligned to the community requirements and provisions of Schengen acquis.

For the first time, the NSISBM allows the extension of the budget stipulated for providing ISBM with approximately 116 million MDL from state budget, with a view to raising the limited number of staff of the institution and improving the SB infrastructure. To cover the needs of equipment, information systems and training there is expected an amount of about 35 million Euro, which will be obtained from external financing sources. In this sense there will be developed the contracting (borrowing) and absorption capacities of foreign funds. Currently, the BP benefits from an unprecedented budgetary support provided by the EU in the context of PALV, and for the implementation of ISBM it has been estimated the amount of about 5 million Euros from the Matrix of policies concerned.

The impact of carrying out the NSISBM consists in obtaining positive effects that the whole society will benefit from, in terms of strengthening the border security of Republic of Moldova and the fulfillment of conditions for maintaining the liberalized visa regime with the EU / Schengen countries, and, as a result, keeping benefits relating thereto: freedom of movement without visas in the EU / Schengen area for Moldovan citizens; intensification of political, economic and cultural relations with EU countries, including facilitating the relation

between Moldovan migrants in the EU countries and families thereof in the country; development of transport and tourism etc.

At tactical level, the new Strategy will produce a number of benefits, disaggregated on the following objectives:

1. Strengthening of institutional capacities, structural development and human resources management development

The **objective aims**, in terms of number and quality, at providing the staff necessary to the authorities that have direct powers at border, capable of fulfilling the duties thereof by:

- conducting the necessary organizational structure analysis and supplementing the posts to cover border sectors with the number of staff required to perform the operative tasks, in the next 3 years, with 600 additional units, substantiation of requests for supplementing the posts based on local analyses;

- organizing and conducting phase analyses of institutional capacities, periodic assessments of shortcomings found in the reforms implemented in BP, under the form of complex activities, involving central structures interested, and involving the staff from regional and local structures in order to capture the progress of reform, to formulate appropriate conclusions and necessary proposals.

- training of staff in the area of management, communication and public relations, foreign languages, strategic planning, project management, ethics, deontology and integrity, training of trainers in the field of behavioral analysis, Schengen law enforcement, finding of contravention facts according to BP competences etc.;

- organizing study tours in EU countries to pick up the best practices; training of staff in operating the equipment;

- implementing and developing a new system of promotion based on professional competence, backed by optimal formative interventions;

2. Improvement of control activity and capabilities of State Border and operational management for integrated border management at national level.

The objective is aimed at improving the performance of specific missions and tasks to ensure the compliance with legislation, provisions of bilateral and multilateral documents of inter-institutional and international cooperation by:

- improving the SB control by applying in Republic of Moldova the model of access structured on the 4 control filters, which will reduce the risk of illegal acts at SB;

- establishing and implementing the mechanism of statistics records and reporting in electronic form the movement of organized groups of tourists, by concluding the trilateral cooperation agreement between BPD, the Agency of Tourism and National Bureau of Statistics;

- creating joint inter-institutional groups (operational, investigation and search ones) of relevant structures in order to cooperate in the field of conducting joint operations / investigations, to develop standard operating procedures, etc.;

- exploiting the perspective of assimilation of concept "Intelligence Led Policing" and connection to the databases of Interpol, Europol, Automated Fingerprint Identification System (AFIS), Advance Passenger Information System (APIS) and other relevant databases;

- increasing the effectiveness of border control through equipping the border crossing points with facial recognition systems (FRS), system for use, under BP powers, of Public Key Directory (PKD) and with equipment for detecting the presence of persons and prohibited materials in transport means;

- developing technical capacity for carrying out the control in the two control lines, by

providing personnel and equipment necessary to identify persons, verifying documents and objects thereof;

- strengthening the capacities to prevent trafficking in mass destruction weapons, nuclear technologies and materials, unconventional weapons and lethal devices and staff training for effective use thereof;
- preparing handbooks of good practices that specify the roles and responsibilities of each authority involved in the implementation of integrated management of SB. Based on these, the internal regulations will be updated and the relevant training will be provided;
- organizing and conducting joint operations of border surveillance with border services of neighbor states, including joint patrolling of the Moldovan-Ukrainian border and coordinated patrolling of the Moldovan-Romanian State Border;
- establishing, at central and regional level, specialized intervention subdivisions; providing thereof with trained personnel, endowment with necessary means and equipment;
- building technical and professional institutional capacities in the field of aviation security by providing necessary equipment and software;
- developing capacities in the field of document examination, registration of biometric data, use of modern equipment, aviation security and ensuring public order in SB crossing points;
- assessing, jointly with authorities having direct duties and responsibilities at border, of existing technical means and equipment for conducting the control of border crossing in line I and II, including recommendations for replacement, updating and purchasing the necessary equipment; spatial planning;
- extending the joint control mechanism on the Moldovan-Ukrainian segment of border and other crossing points of SB;
- covering the needs for authorities with direct responsibilities at border in fields of common interest such as risk analysis, joint management of crises and emergencies, incidents and other operational activities of same type.

3. Strengthening of logistics and financial management, management of information system and databases of authorities from the integrated management system of SB.

This objective aims to support the integrated management of SB by completing and developing the SB infrastructure, compatibilization, interoperability and integration of information systems of authorities from the integrated management system of SB, through logistics, standardization and financial provision. Thus, it is expected:

- capital construction, reconstruction, current repairs and offices arrangement, road infrastructure, engineering communications of Border Police subdivisions. Improvement of working conditions of staff in accordance with EU rules;
- further development of infrastructure through the rehabilitation and construction of new offices for Border Police; execution of EU funded project to build the joint point of control Moldova – Ukraine “Palanca – Mayak – Udobnoe” and through other projects;
- endowment of Border Police subdivisions with technical means and equipment, fixed and mobile, optical and electronic ones for observation, surveillance, monitoring and video recording during the day / at night and thermal imager devices in fulfilling specific missions;
- further endowment of Border Police offices with illumination, alerting equipment to secure them and to connect with National Coordination Center and regional and local coordination centers;
- endowment of border crossing points with equipment necessary to the mobile control of passengers of trains, buses, ships;
- endowment of border crossing points with audio-video equipment for continuous supervision of activity, flow of people and transport means, monitoring the regime at border crossing points and preventing corruption acts;

- purchase and endowment of border crossing points with special equipment for detecting the presence, in transport means, of radioactive materials and other banned substances, nuclear technologies, weapons and unconventional lethal devices, weapons of mass destruction. Staff training in the field;
- identification and adequate endowment of spaces of border crossing points in order to ensure the necessary conditions for managing situations and humane treatment of asylum seekers and persons banned for entering the Republic of Moldova;
- extending the radio coverage of communication system of BP by installing and administrating the basic stations (Terrestrial Trunked Radio) – Terrestrial Radio Telecommunications Standard on the Moldovan-Ukrainian segment of border;
- development of systems for automatic reading of license plates of vehicles in BCPs.
- further development of SB infrastructure regarding the proper maintenance of border corridor and signs.

Therefore, the impact of this Strategy will put its mark on the activity of BP by ensuring the increase of security degree of border and safety degree of persons by facilitating the legal circulation of people and goods across SB, by preventing and combating illegal migration and border crime, adjusting the national legal and procedural framework with EU legislation, European and international best practices.