

Standard Sector Programme Fiche

BORDER MANAGEMENT

STRENGTHENING BORDER MANAGEMENT AND CONTROL

Summary

CRIS Nr	RO-Phare-2004-016-772.03.04	
Title	Strengthening Border Management and Control	
Sector Justice and Home Affairs	Priority sector Border Management	Evaluation sector Sectoral Monitoring Sub-Committee (SMSC) no.6 – Justice, Home Affairs and Border Management
Indicative Budget 2004-2006¹	Total [€Mio] 163.5	Phare contribution [€Mio] 123.2
Budget 2004	Total [€Mio] 48.7252	Phare contribution [€Mio] 36.8

Summary of Main Objectives and Results

- Advanced harmonisation of RBP management and co-operation structures, and of the human resources system, in accordance with (a) the Schengen Acquis that must be implemented by the time of accession, (b) with EU best practice, and (c) with the Schengen Action Plan for Romania.
- Further modernisation of the sub-systems for securing of the Romanian borders in accordance with EU best practice in relation to border management, and with the relevant Schengen Acquis.

The most important outputs of the Phare 2004-2006 programme will be the development of an Integrated Border Securing System, a thorough enhancement of the knowledge, skills and abilities of RBP officers in a whole range of border control and surveillance responsibilities, and the development of a data exchange system, at the operational level, between the RBP and (i) similar national institutions, and (ii) similar agencies from neighbouring countries.

¹ The information concerning the budgetary years 2005 and 2006 is only estimative and does not bind the two parties.

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Table of projects constituting the Phare measures in the sector for 2004 – 2006 period

Project Nr ¹ .	Title	Total costs €Mio	Phare funding €Mio	Start	End
1	Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority	11.14	8.91	Early 2005	2009
2	Project 2: Further Development of the System for Strengthening the Romanian Borders	152.371.700	114.319.875	Early 2005	2009
¹ For each project listed here a logframe matrix is attached.					

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1. Basic Information

1.1. CRIS Number (2004): 2004/016 – 772.03.04

1.2. Title:

Strengthening border management and control

1.3 Sector:

Justice, Home Affairs and Border Management

1.3.1 Title of Priority Sector:

Border Management

1.3.2 Title of Monitoring Sector:

Sectoral Monitoring Sub-Committee (SMSC) no.6 –Justice, Home Affairs and Border Management

1.4. Beneficiaries and geographical coverage:

The beneficiaries of the programme will be the institutions responsible for control of Romania's borders, especially the Romanian Border Police (RBP), the principal law enforcement agency in the area. Other beneficiary institutions will be the National Customs Authority (NCA), the second main border control agency, and the Ministry of Defence, in connection with the project for the surveillance and control of the Black Sea. Through the project relating to inter-institutional communication capabilities at the Serbian and Ukrainian borders, the border police and customs agencies from these countries will also be involved in the scheduled project activities.

The beneficiary region of this programme will be Romania's border area (according to Romanian law: the strip of land measured from the border line to 30km inside the country), countrywide.

1.5. Duration:

The sector programme will be funded from EU resources of the budgetary years 2004 to 2006. Allocations for 2004 will be subject of the Financing Memorandum 2004 containing also indicative allocations to this programme for the years 2005 and 2006. Contracting deadlines for projects under this programme and deadline for execution of contracts will be determined in the FM as well.

The duration of sector programme is set to 2004 to 2009. This means: the first contract may be concluded in early 2005. The last contract, however, must be terminated - including final payment - in 2009.

2. Objectives

2.1. The Needs

National Strategies

This programme directly supports the "The National Strategy of Romania's State Border Integrated Management for the Period 2004-6", a strategic policy document adopted by the

Romanian Government, and applying to all Romanian authorities operating at the Romanian border.

The main goal (article 15) of the Integrated Border Management Strategy (IBMS) is the accomplishment of an integrated management system for Romania's state border, in line with the EU principles, which should ensure:

- the increasing of the national security degree for Romania and its citizens, observing the citizens' fundamental rights and liberties;
- the increasing of the fluidity of the legal traffic of persons and merchandise at the border;
- meeting the conditions for the accession at the European Union and the timely triggering of the actions necessary to satisfy, as soon as possible after the accession, the pre-requisites for the enforcement of the Schengen acquis in order to gain access to the Schengen area.
- This stated main goal is elaborated within the IBMS through a number of "major goals" and "strategic options" (article 18). This programme is directed towards the achievement of the following IBMS strategic options: The organisational improvement and the ensuring of a functional operation, at European standards, of the agencies with attributions at the border, in order to remove the overlapping of competences regarding migration, asylum, drug-trafficking and the other forms of crime;
- The management of human resources, technical, technological, intelligence, logistical, financial, etc, **on the basis of integrated sectoral multi-annual programmes** and the efficient use of the resources dedicated to securing the state border;
- Intensifying the prevention activities against the illegal immigration into Romania, performed in third countries, especially in the countries of origin and transit;
- The control and surveillance of Romania's state border;
- Extending the inter-agency cooperation on the national territory;
- Enhancing the international cooperation, bilateral and multilateral on border management;
- Speeding up the legal traffic of people and merchandise;
- Providing adequate human resources, quantity and quality wise; and
- Fighting the corruption within the personnel of the national agencies with attributions of surveillance and control of the state border.

The programme is also designed to support a number of the "Institutional Measures" and "Administrative/Technical Measures" contained in the latest version (2004) of the Schengen Action Plan (SAP) for Romania, namely:

SAP Section I – Border Control

Crossing External Borders – Institutional Measures

- Implementing the National Strategy for the Integrated Management of the Romanian State Border for 2004 – 2006 and the Strategy of the Romanian Border Police for Strengthening the State Border for 2004 – 2006, according to specific action plans.
- Modernising the state border crossing points at the future external border, in compliance with the provisions of the Schengen Catalogue, according to the Logistic Strategy of the Romanian Border Police.
- Modernising the buildings from the endowment of the institutions with attributions at the border, with a view of complying with Schengen standards, according to the Logistic Strategy of the Romanian Border Police.

- Implementing the Action Plan for the strengthening of the institutional capacity of the Romanian Border Police in the field of human resources in order to cover the personnel deficit and ensure a specialised training.
- Realising the integrated system for control and surveillance at the Black Sea.

Crossing External Borders – Administrative/Technical Measures

- Implementing the endowment program foreseen by the “Action Plan for the implementation of the Strategy of the Romanian Border Police for Strengthening the State Border for 2004 – 2006” with a view to purchasing equipment including scanning equipment with X rays for containers, surveillance equipment, equipment for the integrated surveillance system for the Black Sea, surveillance and intervention vessels, and special vehicles for the transportation of intervention forces.

Airports & Seaports – Administrative/Technical Measures

- Realising the technical and organisational measures for the separation of passenger flows according to citizenship (UE/EEA citizens, third countries citizens).
- Separation of passengers flows intra and extra Schengen, according to the provisions of the Schengen Convention.

Co-operation between Contracting Parties – Institutional Measures

- Developing co-operation through contact centres and points.
- Developing the network of contact points and centres, according to the availability of foreign partners and with the involvement of new partners

SAP Section V - Police Co-operation

Institutional Measures

- Developing the capacity of international co-operation within the Ministry of Administration and Interior, also at the central and local level.
- Projecting and developing the personnel training projects for cross-border co-operation.
- Implementing programs of personnel training.

SAP Section VI - Fight Against Drugs

Institutional Measures

- Reorganising the anti-drugs control teams within the customs bureaus (future EU external border) and training the personnel for the future responsibilities.

Accession Partnership and NPAA priorities

The programme supports the achievement of the following Justice and Home Affairs priorities within Romania's Accession Partnership with the European Union:

- Continue to improve border management by: (i) widening the scope of the integrated border management strategy to cover all borders; (ii) developing an integrated sea surveillance system; (iii) improving co-ordination and co-operation of all agencies working at the border; (iv) filling vacancies in the border police; (v) modernising infrastructure and equipment on the basis of the implementation of a multi-annual investment plan; and (vi) increasing the use of risk analysis methods and strengthening the intelligence function within the border police.
- Implement the updated Schengen Action Plan and continue preparation for full participation in SIS II by developing national databases and registers.
- Continue efforts to combat illegal immigration through and from Romania, with special attention to organisations facilitating the illegal entry of human beings (in particular women and children) in EU member states. Increased attention should be paid to the reintegration of returned persons, especially victims of human trafficking.

The programme also supports the following medium-term priorities, in the field of the Border Control, within Romania's National Plan for the Adoption of the Acquis:

- Development of the administrative capacity of the Border Police and improvement of the border management.
- Interconnection of the Romanian surveillance and control system of the border to the European infrastructure.
- Conclusion of the co-operation agreements with border authorities from neighbor countries and from other European countries.
- Refining of the present structures of the Border Police on the basis of new juridical regulations and according to the EU standards and practices.

2.1.1. Contribution to National Development Plan

N/A

2.2. Overall Objective of the Sector Programme

Development of the institutional capacity to apply the EU Acquis in the field of border management and control, in preparation for Romania's accession to the EU.

2.3. Programme priorities and impact on the sector

The RBP Border Security Strategy 2003-7 (BSS) establishes the organisation's mission as (a) ensuring the unitary co-ordination of the measures, activities and actions undertaken for securing the Romanian state border, (b) monitoring and countering trans-border criminal phenomena, and (c) achieving compatibility with EU norms and procedures for border surveillance and control, in order to ensure the proper conditions for Romania's accession to the European Union.

A major goal within the process of Romania's accession to the EU is achieving security of the national border, as well as strengthening border surveillance and control, with the participation of all the institutions competent in the state border field, on the basis of real inter-institutional collaboration.

Accordingly, the RBP BSS is exactly in line with, and explicitly supporting, the overall objective of the sector programme. The BSS also establishes the main priorities and sequential actions to be taken in respect of border management and control to enable the overall programme objective to be achieved in that sector.

The two principal sector priorities in the Border Security Strategy (BSS) are set out in the table below. Each of these strategic priorities is supported in the BSS by a series of detailed actions, which include:

- All of the projects and sub-projects presented in this sector programme fiche; and
- Finance from other sources, such as national funds and governmental guarantees for international loans.

Priority Nr	Short title	Summary of expected results
1	Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority	Advanced harmonisation of RBP management and co-operation structures and of the human resources system with EU best practice in accordance with the Schengen Acquis that must be implemented until accession
2	Further Development of the System for Strengthening the Romanian Borders	Further modernization of the sub-systems for securing of the Romanian borders in accordance with EU best practice in relation to the border management, including the Schengen Acquis.

3. Description

3.1 Background and justification:

Strengthening border management and control in Romania, including the prevention of illegal migration, is a key element of Romania's Accession Partnership (AP) with the EU, and of its National Programme for the Adoption of the Acquis (NPAA).

Furthermore, the European Commission's Regular Report 2002 on Romania's progress towards accession states, in its observations on border management and control, that "the improvement of the equipment in the border crossing points continued but future investments are necessary. A multi-annual investment plan must be elaborated for the modernisation of the infrastructure at the border".

In order to more closely reflect these priorities, the 2004 – 2006 National Strategy for the Integrated State Border Management (a revised version of the former Strategy for Border Integrated Management²), was approved by Government Decision (GD) no. 471/2004.³ The revision was also carried out for the purposes of updating information related to the status of border management acquis implementation, and improving the way that information is structured, taking into account comments by the European Commission.

The Integrated Border Management Strategy (IBMS) acts as the overriding co-ordinating framework for all Romanian institutions with competences at the border, including the two principal law enforcement agencies – the Romanian Border Police (RBP) and the Romanian National Customs Authority (NCA) – which are the main beneficiaries of this programme. Its objectives are aligned with Romania's accession-related border management priorities, including the measures foreseen in the revised Schengen Action Plan (SAP).

The priorities identified in the IBMS, and in the Border Control chapter of the SAP, are reflected in the corresponding parts of the RBP's Border Security Strategy 2004-2006, and the NCA's Development Strategy for 2000-5.

Each of the projects and tasks identified in this programme fiche relates to, and directly addresses, priorities identified in the RBP and NCA strategies, and thus in the SAP and the IBMS. Moreover, both the RBP and NCA have participated in the drafting of this document and each administration has allocated, from its own budget, the necessary co-financing funds for accomplishing the objectives. This multi-annual programming document seeks Phare funding for projects in 2004-6 adding up to approx. 132 MEUR. The Romanian Government has ensured the possibility of contracting during the same period foreign loans, backed up by governmental guarantees, amounting up to 100 MEUR per year, earmarked for border security.

² The 2003-2006 Strategy for Integrated State Border Management ² was approved by GD no 482/18 April 2003 and published in the OJ no. 309/08 May 2003

³ The National Strategy was published in the O.J. no.325/15 April 2004

3.2 Sectoral rationale

Both the Romanian Border Police (RBP) and the Romanian National Customs Authority (NCA) have developed organisation-specific business strategies that contain clear strategic objectives to be achieved pre- and post-accession. These strategic objectives establish priorities for the reform and modernisation activities that each administration must undertake, and are in all cases fully aligned to the objectives of both the IBMS and the SAP. Accordingly, the RBP and NCA strategic priorities are the first point of reference in deciding upon the nature of assistance projects to be developed in this sector.

The main priorities identified in the **RBP Border Security Strategy 2003-2006** (BSS) are:

- strengthening RBP operational border management and control capacity;
- improving RBP inter-operability with other national institutions specialised in border management, and with other similar bodies from the candidate countries, EU Member States and neighbouring countries;
- combating trans-border crime; and
- improving the fluidity of cross-border movements of legitimate persons and goods.

The BSS also contains the following provisions:

- Harmonising domestic Border Police-specific legislation, with the EU community acquis in the field of Justice and Home Affairs;
- Improving the RBP institutional system;
- Resuming the implementation of border crossing surveillance and control management at the EU standards;
- Implementing a performing human resources management system;
- Improvement the state border crossing control and surveillance procedures, according to the European standards;
- Ensuring an adequate logistical support meant to efficiently carry out the RBP missions - the achievement of the integrated system for border crossing surveillance and control;
- Rehabilitation and modernisation of infrastructure; and
- Improving the co-operation at national and international level, bi- and multilateral, with national institutions having border responsibilities and the neighbouring border states authorities, EU Member States, candidate countries and other states.

The **NCA 'Development Strategy 2000-2005'** has a number of strategic objectives, and those that are of direct relevance to this programme are as follows:

- Strengthen customs control at the border to combat commercial fraud and organized crime, whilst at the same time facilitating legitimate trade;
- Combat staff corruption and create an ethical-professional profile of the customs staff.
- Modernise the infrastructure and provide high performance equipment to support customs control activity

This sectoral programme addresses all of these priorities through the projects described in Section 3.2.2.

A second significant point of reference for the development of this sectoral programme is the principal future risks and threats identified for the border management and control sector.

3.2.1 Identification of needs and necessary action

The projects listed and described in this sectoral programme fiche have been defined on the basis of a full 'gap analysis'. This final point of reference identifies, in respect all of the RBP strategic priorities listed in the previous section, (i) the current state of achievement, and (ii) an outline description of the final state to be achieved. In respect of the NCA's listed strategic priorities, no significant action has been taken in the areas designated for assistance, and thus a 'zero base' is the starting position. The RBP Border Security Strategy 2003-2006 identifies five main areas in which reform and modernisation activity is required:

- A. Reconstruction of the Institutional System
- B. Refining of the System of National and International Co-operation
- C. Implementation of an optimised System of Human Resources Management
- D. Development of the System for Strengthening the Romanian Borders
- E. Rehabilitation of the infrastructure

A number of prior or ongoing Phare-funded projects have been/are being delivered to address most of these areas requiring reform. The following summary identifies, for each area, the relevant projects, the status in each case, and the results. All of the projects identified in this sectoral programme fiche are carefully designed to ensure that they take as their starting point the position reached in relation to previous assistance. There are no overlaps, nor duplication of activities.

A. Institutional System

Phare 1998: Twinning Covenant with Germany – *Border Management and Control* (RO 9806.01.01–2 -RO 98/IB-INT-01b) had the following results:

- New organisational structure of the Romanian border Police in accordance with the European standards.
- Emergency Ordinance 105 regarding the Romanian Border State Regime.
- Emergency Ordinance 105 regarding the organisation and functioning of the Romanian Border Police.

Consequently the following principal legislative and administrative developments were registered by the Romanian Border Police:

- Law 243 / 29.04.2002 for approval of the Government Emergency Ordinance 105/2001 regarding the Romanian State Frontier;
- Law 81 / 26.02.2002 for approval of the Government Emergency Ordinance 104/2001 regarding the Romanian Border Police;
- Methodological Norms – 09.05.2002, regarding the enforcement of the Government Emergency Ordinance 104/2001 regarding the Romanian State Frontier;
- Order of the Minister of Interior no. I/05131- 01.06.2001 regarding RBP reorganisation.

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- On 01 of June 2001 RBP was reorganised by establishing the six directorates (one for each border with a neighbouring country and one at the Black Sea).
- Since 2000 in the RBP is implementing reform focused on the professionalisation of the border police by replacement of the conscripts with sergeants hired with contract. In October 2002 the last lot of conscripts was out-commissioned from RBP.
- In June 2003 the Government approved the Emergency Ordinance 63/28.06.2003 regarding the organization and functioning of the Ministry of Administration and Interior, through which the Ministry of Interior and Ministry of Administration are merged.

Also, through Phare 2001, a Twinning Light Project RO 0107.16.01 - *Further development of the secondary legislation* – was implemented. The main result of this project was the elaboration of the Border Police Manual in accordance with the Schengen acquis requirements.

Included in the Phare 2002 programme was a twinning project RO/2002/IB-JH-01(2002/000-586.04.14.01.03) - *Twinning Covenant Upgrading the Romanian Border Police capability to fight against trans-border drugs traffic and human beings traffic*, which will have as its results:

- An adequate national and international co-operation framework between Romanian Border Police and national and international agencies in the subject area developed and concluded in agreements signed by the Ministry of Administration and of Interior;
- Clearly described internal procedures and regulations for Romanian institutions to facilitate the fight against drugs and human being trafficking in accordance with EU legislation drafted and approved by the Ministry of Administration and of Interior;
- Improved internal organisational framework within the Romanian Border Police to optimise the information exchange and activities in the field drafted and approved by the Ministry of Administration and of Interior;
- Approximately 200 officers trained on MS best practice in domain evaluated and capable of undertaken certain tasks.

This project is related also with national and international co-operation system of the RBP.

The **principal aim of the Border Police** administration is to perform efficient and effective control of Romania's borders, combating cross-border criminality, and protecting citizens, according to EU legislation.

A key objective is to have in place an **efficient management** structure which is capable of sustaining previous reforms, and directing the implementation, in the pre-accession phase, of new RBP operational systems, policies and procedures, ensuring their compliance with the acquis. The management structure must also ensure that further border management reforms are underpinned by acquis-compatible primary and secondary legislation, and that this legislation is brought into force before accession.

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Following the objectives set out in the Border Security Strategy 2003-2006, the Border Police will, at the end of the implementation of ongoing Multi-annual Programme, be able to effectively perform the following responsibilities.

FINAL RESULT. Together with its present operational capacity, these additional capabilities will create a modern, EU-aligned BP institution:

- Necessary legislation approved and introduced;
- Necessary internal legislation drafted (norms, procedures, methodologies and methods) and introduced;
- Organisational framework and infrastructure for information exchange improved;
- Risk-analysis tools and techniques in the specific activities introduced;
- Relevant RBP staff trained;
- RBP structure updated and capabilities of RBP personnel enhanced.
- The role and capabilities of the Contact Points and Centres modernised and strengthened;
- Legislative framework in the field designed, drafted and applied, based also on the acquis that must be implemented before accession;
- RBP capabilities for national and international co-operation developed and enhanced, based on efficiency and transparency;
- Selected staff trained in the field of developing a learning organisation; risk areas identified and suitable training and change programmes developed;
- Selected senior managers trained in the effective internal and external communication of key organisational messages;

B. System of National and International Co-operation

Through Phare 1999 and Phare 2001 two twinning projects were financed:

- RO 9907.01.01/03 - Integrated Border Management Strategy, developed with German Federal Border Police, having as main objective: *elaborate an operational Integrated Border Management Strategy for Romania, in order to improve the inter-agencies co-operation both with agencies involved in border administration in Romania and with corresponding agencies of neighbouring countries.* This covenant was finalised and the main results achieved are:
- Protocol between GIBP and National Office for Recruitment and Dispatch of the Labour Force Abroad from the Labour and Social Solidarity Ministry, concluded on 09.04.2002, in Bucharest;
- Agreement Project between Romanian Government and the Governments of Ukraine and Moldavia regarding the cooperation in the contact points and centres;
- Agreement Project regarding the establishment of the common contact centre in Galati;
- Agreement Project for co-operation between institutions with responsibilities at the border;
- List of documents regarding the international co-operation, internal co-operation and of the normative acts elaborated;

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- Analysis of the current status of the surveillance and control at the borders with Ukraine and Moldavia (organisation, human resources, equipment and costs) drafted;
- Action plan regarding the changing of the tactics at the border from the line surveillance and control to the spatial control (in the depth of the territory) at the border with Ukraine Moldavia created.
- RO 0107.16.02 – *Further development of IBMS*, with Germany as twinning partner. This component was built upon the results of the 1999 Twinning Project and it focused on the extension of the IBMS for the Black Sea coast area and for the Romanian – Hungarian border.

At present this covenant is not finalised. The specific objectives are:

- Concept and procedures for ship control, in line with the relevant EU/Schengen Acquis elaborated;
- Integrated Border Management Strategy (RIBMS) in the seaports and at the Romanian-Hungarian border implemented;
- Recommendations for the development and implementation of an IBMS Management System (software package) at national level elaborated;
- Exchange of enforcement information with other agencies at national and European level enhanced.

The results will be:

- An adequate national and international co-operation framework between RBP and national and international agencies in the subject area;
- Clearly described internal procedures and regulations for Romanian institutions to facilitate the fight against drugs and human being trafficking in accordance with EU legislation;
- Improved internal organisational framework within the RBP to optimise the information exchange and activities in the field;
- Necessary training for the RBP officers provided in accordance with MS best practice (approximately 200 persons).

The Twinning Light Phare 2003 component: RO/2003/IB-JH-03-TL: *Institutional, procedural compatibility and unification of the tri-lateral centre in Galati* must also be mentioned. This assistance has as its guaranteed results:

- trilateral Centre in Galati (Ukraine, Moldova and Romania) - in place;
- institutional structure - designed;
- responsibilities of the personnel - defined;
- working procedures, methodologies and methods - adopted;
- Joint Staff Team made up of officers from these three countries - appointed and trained.

Also included in Phare 2003 is the twinning component:: RO/2003/IB-JH-01; *Institutional, procedural and training compatibility with similar EU agencies*, having as guaranteed results:

- Overall concept and associated procedures, methodologies and methods focused on: international cooperation, improvement of the organisational structure, enhancement of the training, reducing the traffic of drugs and human beings, in line with EU standards and best practice - established,
- Necessary legislation for cooperation (Protocols, Agreements, procedures, etc) - drafted and introduced,
- Organisational framework and infrastructure for exchange of information - introduced,
- RBP structure updated and capabilities of RBP personnel enhanced.

Also drafted were the cooperation documents that will be concluded between the Romanian Border Police and the agencies with border responsibilities in: Poland, Portugal, Spain.

A Contact Point in Oradea (specialised in exchange of information regarding the illegal migration, stolen cars traffic and forged and false documents) is now in place according to the protocol concluded between the Romanian and French interior ministers.

Also, at Giurgiu (on the border with Bulgaria), an experimental Contact Office is in place and operational established on the basis of a memorandum and protocol concluded between the GIBP and the National Service of Border Police of Bulgaria.

It should also be mentioned that on the basis of Emergency Ordinance 63/2003 regarding the organisation and functioning of the Ministry of Administration and Interior it is provided that through interior affairs attaché or through liaison officers, Ministry of Administration and Interior covers the institutional representation with similar authorities from countries with which Romania has diplomatic relations.

FINAL RESULT

The **final stage** that must be reached in this strategic area is to have in place a reliable national and international **co-operation framework**, incorporating structures and relationships with all the agencies with responsibilities at the border (from neighbouring countries and Member States), having as its foundation the acquis needed to be implemented before accession. This should lead to the following results:

- The role and capabilities of the Contact Points and Centres modernised and strengthened;
- The legislative framework in the field designed, drafted and applied, based also on the acquis that must be implemented before accession;
- RBP capabilities for national and international co-operation developed and enhanced, based on efficiency and transparency.
- RBP managers (including senior managers) trained, jointly with their Romanian Customs counterparts, to develop and agree:

- Common border control policy and operational strategy.
- More effective joint border controls focused on the routine work.
- Common paperwork and procedures – certainly at the national level, and also across the border – to reduce bureaucracy and speed-up processing.
- Communication strategies for both administrations to perform effective internal communication (of, inter alia, jointly agreed border control policy, procedures, priorities, developments, etc) within each organisation, and effective external communication with key stakeholders.
- Policies, systems and procedures for the collection, collation, analysis, dissemination and sharing of information and intelligence.

C. System of Human Resources Management

Implemented through Phare 1999 was the project RO 9907.01.01/01 - Training Twinning Covenant "*Strengthening Border Management and Control*" with twinning partners from Spain and France. The main results of this covenant were:

- a revised system for recruitment, selection, training and education, in line with the best practices of the EU, has been established;
- a new structure for the border policeman's career has been designed;
- a new set of selection criteria for the entrance examination for personnel in the Border Police Centres, in line with the best practices of the EU, has been designed and put into practice;
- There are in force new procedures for recruitment / selection methods and techniques. According to these, places for women in the training centres were foreseen for the first time.
- the 'Border Policeman Manual' has been finalised;
- the optimised and functional structure of the training system of the Border Police is in an advanced stage of establishment.
- a proper curriculum for the Border Police (this curriculum aims to ensure a good specialisation of the border policemen in the fight against trans/border crime) has been drafted;
- new training disciplines (for these disciplines 20 trainers were trained by Spanish experts) have been introduced;
- standards for improved training of the policemen in line with best EU practices have been elaborated;
- the status of students and trainers at the training centres has been elaborated.

Also implemented for the benefit of the training system was the Phare 2000 project RO 0006.16.01.01 - *Development of the RBP training function*, with the following objectives:

- To improve the ability of the RBP to design, administer, deliver and evaluate its own, training programmes, and manage the receipt of externally-provided training, after the end of the project;

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- Supply of a range of equipment for endowment and for training purposes at Iasi training centre;
- Refurbishment and arrangements for Iasi Training centre.

Direct results include the refurbishment of the RBP Iasi Training centre, in accordance with the project plan, and the delivery of the training equipment. The furniture for the training centre was purchased from co-financing funds.

Regarding the development of the training function component, the results are:

- Elaboration of the training and development programme;
- Material for support of the training and development programme elaborated and approved by the Head of the RBP Human Resources Management Directorate;
- Delivery of the training and development programme in Wolverhampton University Business School – UK;
- A core of 14 Border Police training officers qualified with the internationally-recognised Postgraduate certificate in Human Resource Development;
- A programme for multiplying the effects of this 'core' training for the wider benefit of the RBP training function designed and approved;
- New training and development policies, systems and procedures implemented;
- A post-implementation programme for evaluating the impact of the training programme on behaviour and performance within the RBP designed.

In the process of aiming to improve its own system, the RBP has studied the selection system of the candidates and the admittance examination in the Formation and Improvement Training Centre of the German Border Police, Eschwege.

During the Institutional Twinning Covenants with Germany, France and Spain, a total of 124 officers were trained in the following areas:

- combating cross-border crimes (terrorism, information gathering, drug traffic, stolen vehicles, illegal migration);
- adaptation of the control procedures to international standards;
- inter-institutional co-operation at the borders;
- information and checking systems;
- Schengen common manual;
- Police co-operation;

The theoretical knowledge gathered during these courses was multiplied to 2285 BP officers.

FINAL RESULT

The **final stage** that must be reached in this strategic area is to have in place a robust, modern and self-sustaining training capability, able to address the multiplicity of new training needs for the RBP officers and agents who are going to be assigned until 2007, as follows:

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- Operational capability of Romanian Border Police personnel enhanced in order to fight against increasing and more sophisticated cross border crime, through the provision of the appropriate training;
- Human Resources departments throughout the RBP able to design and implement programmes and activities which improve recruitment and induction processes, basic and enhanced operational training, change management, and employee and organisational development;
- Enhancement of the capability of Romanian Border Police personnel working in Border Police training centres and schools to provide an appropriate and high quality standard of foundation training to students and trainees;
- Enhancement, through tailored training, of the capability of Romanian Border Police personnel working in the cross border points to converse with, question and interview persons crossing the border;
- Modernisation of the facilities within RBP training centres and schools;
- Enhancement of the skills of the trainers in the development, delivery and evaluation of new training curricula, programmes and lessons;
- Human Resources Management personnel trained in training policy, design, administration, delivery and evaluation;
- Human Resources strategy improved as part of the overall organisational development of the BP, including the development of concrete actions for its implementation;
- HR specialists' capacities enhanced to develop and implement education and training programmes in line with the evolving HR strategy (at the Headquarters, schools and training centres);
- Human resources and command officers trained in the field of managing the processes of change;
- Selected staff trained in the field of developing processes for accelerating learning within the organisation;
- Selected command staff trained in the field of improving internal and external communication techniques;
- Managers trained in the field of identifying individual and group training and development needs;
- HR department's capacity to develop the capabilities of the RBP to identify the organisation's training needs enhanced.

D. System for Strengthening the Romanian Borders

D.1. Human resources sub-system. The status was presented above.

D.2. Logistic resources sub-system, having as components:

- Communication and IT sub-system

The development of this component had as funding projects implemented through Phare 1999 – *Feasibility study for Integrated voice and data communication system and Feasibility study for IT system of the RBP*, both finalised with the feasibility studies approved by the beneficiary.

Also, within the component RO 0006.16.01.02 (Phare 2000) - Training in the field of management of the communication system, were trained 56 RBP officers were trained in the Improvement of the Communication System Management.

Through Phare 2001 a project was implemented a project for the first phase of development of the RBP communication system voice and data for three counties on the border with Moldavia – supply of equipment.

The Phare 2003 programme was included the second phase of development of the communication system – supply of equipment – for the Northern border.

➤ Sub-system of border surveillance

Through Phare 2000 three sub-projects were financed for the benefit of Romanian Border Police, which collectively had as their results the delivery at the border with Moldavia and Ukraine of the following equipment: 49 sets of night vision portable equipment, 200 goggles, 72 night vision binoculars and 8 special vehicles for night vision surveillance.

Also through a contract concluded between BAE Systems (Great Britain) and Ministry of Interior, the following surveillance equipment was delivered: portable thermovision systems - 30 sets, night vision equipments - 142 sets and 35 special surveillance vehicles. This contract was financed by credits guaranteed by the Romanian Government.

In the Phare 2003 programme was included a component *Integrated observation and control system on maritime traffic at the Black Sea coast - phase 1 (supply)* - which will be implemented in accordance with the solution proposed by the Feasibility Study for setting up the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (financed through Project Preparation Facility).

Also in the Phare 2003 programme will be implemented the component *Improvement of the Romanian Border Police readiness for the implementation of a surveillance and control system at the Black Sea coast (classical twinning)* which will have as objectives in this field:

- Needs assessment produced in the areas of: legislation (including secondary) for functioning and cooperation (internal and external), training, analysis and exchange of information and technical assistance for the implementation of the system;
- Design of the system comprising areas of organisational structure, acquiring and analysis of data, information exchange and dispatch of action orders;
- RBP management, operative and technical personnel trained in the field of surveillance and control system;
- Technical assistance provided for the implementation of the first phase of the system in accordance with component C1 of the global fiche (validation of Feasibility Study and of Technical Specifications).

➤ Mobility sub-system

Through Phare 1999 and 2000 projects were financed projects for the supply of the following automotive and naval equipment: 169 off road vehicles, 64 out board engine boats, 38 intervention vehicles and 5 fluvial patrol boats.

Through Phare 2002 will be delivered the following mobility equipment at the border: 165 off road vehicles, 153 four wheels motor cycles, 20 out board engine boats, 12 port control and surveillance boats, 10 ship boarding and control boats and 6 special boats for lakes and Danube shallow waters.

It should be noted that the new mobility equipment introduced not only increased the efficiency of operational activities, but also increased the area covered by the RBP patrols.

➤ Action means sub-system - comprise the equipment used for control activities in Border Control Points and the special intervention equipment.

In Phare programmes 1999, 2000 and 2001 supply components were included and the following equipment was delivered at the border: 10 videospectral comparators, 112 computers, 57 printers, 74 optical readers, 36 CO2 detectors, 500 torches, 26 UV lamps and also 60 bullet-proof vests, 60 bullet-proof helmets and 4450 handcuffs.

Through Phare 2002 and 2003 will be delivered the following equipment: 13 universal criminal investigation kits, 30 photo cameras, 34 electronic flash lamps, 17 drug test kits, 28 endoscopes, 38 equipments for forgery detection, 129 UV lamps, 48 equipments for quick registration of the fingerprints, 43 mirror sets for vehicles control, 15 drug-test kits and 10 Spectrographs for the detection and identification of drugs and explosives.

FINAL RESULT

The **final stage** that must be reached through this objective is to have an operational Integrated Border Securing System including: the Surveillance System at Black Sea, Integrated Surveillance System on the green border, Communication and IT system, air surveillance and increased capability for border control, intervention and patrol at green and blue border.

3.2.2 Identification of projects

I. Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority

Summary

The principal administrations concerned with border management and control in Romania are the Romanian Border Police (RBP) and the Romanian National Customs Authority (NCA). Both administrations have made significant efforts during recent years, not least with the support of Phare-funded projects, to improve their operational border management and control capacity.

These efforts have, until now, proceeded largely on a 'single agency' basis, with the result that opportunities for generating the synergies and efficiencies inherent in a joint agency approach have been missed. Additionally, prior reform efforts by the RBP and NCA have not been explicitly linked to the most significant national strategies for border management and control: the Romanian Integrated Border Management Strategy (IBMS) 2004-7, and the Schengen Action Plan (SAP) for Romania.

This project is devised to correct that position by the provision of assistance to the RBP and NCA which:

- (a) supports "the principle of professionalism and motivation of staff", as expressed in Article 14 of the IBMS;
- (a) is also directed towards the achievement of several IBMS "strategic options", specifically:
 - 18(5) Extending Inter-Agency Co-operation on the National Territory;
 - 18(7) Speeding Up the Legal Traffic of People and Merchandise; and
 - 18(8) Providing Adequate Human Resources.
- (a) supports a number of the "Institutional Measures" included in the SAP, specifically:
 - Section I (Border Control), Measure No 3;
 - Section V (Police Co-operation), Measures 2.1 and 2.2; and
 - Section VI (Fight Against Drugs), Measure 5.

The project is divided into 14 Tasks (contracts), which are described in the table below.

Both the RBP and the NCA recognise the importance – both for effective control, and facilitation of legitimate trade and travellers – of working more closely together at the Romanian border, using harmonised systems, procedures and working methods. Tasks 5, 8 and 9 are specifically designed with this in mind, and build upon and seek to extend the successful results of the Phare CBC TA Project RO 0002.03.01-02 "Facilitation of the Danube River Border – Giurgiu, Dolj and Calarasi Counties", delivered jointly for the RBP and NCA during 2003. This project introduced a number of joint procedures and working practices for RBP and NCA managers and staff working at the Danube River border crossings of Calarasi, Giurgiu, Bechet and Calafat. It

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also introduced the practice of joint RBP/NCA mobile patrols, using RBP vehicles. Task 14 provides for the NCA to receive an independent assessment of its own requirement for mobile, vehicle-based controls (as employed by the RBP) outside fixed border offices.

The RBP and NCA also wish to address, through a process of education, reinforced subsequently by strong internal control, the risks of corruption highlighted in Chapter 1, Sections 1.1 and 1.4 of the IBMS. Tasks 4 and 11 cover this requirement.

The long-term sustainability of effective border management and control relies upon border management authorities having the capacity to provide effective basic and advanced training for its new recruits, existing personnel, and above all its managers. Tasks 2, 3, 9 and 14 are all designed to develop the RBP's internal training, development and managerial capacity. Additionally, these tasks recognise a key finding in the European Commission's 'Report of an Advisory Visit under Chapter 24 in the Fields of Justice & Home Affairs in Romania, 29 March – 2 April 2004', that "efficient and adequate organisation of training is considered as one of the high priority measures for the future improvement".

The RBP is responsible for a wide range of border surveillance and control activities countrywide, and also for co-ordinating the personnel, vehicles, boats, aircraft and other technical equipment employed on those activities. Co-ordinated operational management, supported by integrated IT and communication systems, is essential. Tasks 6,7 and 12 are intended to provide the RBP with the assistance it requires to develop a 'command and control' system to co-ordinate its surveillance and control activities, to integrate the supporting IT and communication systems, and to train the responsible operational managers.

Finally, it is important for border management authorities to develop the institutional capacity to apply the whole body of Schengen and Border Management Acquis, and to stay abreast of the latest developments, including related working practices, in the EU. For the RBP, this implies building upon Twinning assistance from Germany and Spain in 1999, 2001 and 2002 by continuing to refine and adjust its internal policies, structures, systems and internal regulations, more effectively manage its activities and resources, and educate line managers and operational staff. Tasks 1 and 13 are designed to enable the RBP to benefit from Twinning with leading Member States' border management authorities so as to acquire the necessary 'know how'.

Task Nr.	Title	Implementation tool	Relates to priority nr
1	Year 2004 - Further Developing the Capacity of the RBP to Apply the Schengen and Border Management Acquis	Twining	1

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2	Year 2004 - RBP Human Resources Development – Phase 1 - Developing and Implementing an Organisational Development Strategy	Services	1
3	Year 2004 - RBP Human Resources development – Phase 1 - Enhancing the Capabilities of RBP Command Officers in the Field of Change Management	Services	1
4	Year 2004 - Anti-corruption Measures for Border Police and Customs	Twinning	1
5	Year 2004 - Improving Border Police and Customs Co-operation at the Ukrainian Border	Services	1
6	Year 2004 – Technical project and Tendering Documents for Development of the RBP Integrated Surveillance System of Danube River and Danube Delta	FWC	1
7	Year 2005 - Improving Border Police and Customs Co-operation at the Serbian Border	Services	1
8	Year 2005 - RBP Human Resources development – Phase 2 - Training in Curriculum Design & Development	Services	1
9	Year 2005 – Operational Training in Selective, Risk-Based Border Control Techniques for Border Police and Customs	Twinning	1
10	Year 2005 - Development of the RBP and NCA Internal Control Functions	Services	1
11	Year 2005 - Technical Assistance for the Development of the RBP Command and Control System	Twinning	1
12	Year 2006 – Further Enhancement of RBP Capacity to Implement the Integrated Border Management Strategy	Twinning	1
13	Year 2006 – RBP Human Resources Development – Phase 3 – Training Managers in Human Resources Development	Services	1
14	Year 2006 - Feasibility Study for Strengthening Mobile Customs Surveillance and Control	Services	1

Description of Tasks

1. Further Developing the Capacity of the RBP to Apply the Schengen and Border Management Acquis⁴ - Twinning

Previous Twinning projects with Germany in 1999 and 2001 and 2002 respectively) have helped the RBP to demilitarise, and reorganise its command and personnel structures so that they more closely align with those of professional border police administrations within the EU.

A Twinning Project with Spain in 1999 assisted the RBP with preparing its personnel for the organisation's future responsibilities within the EU, through the introduction of a revised system for recruitment, selection, training and education, in line with EU best practices. Building upon this assistance, the RBP has introduced a new career structure for border policemen, as well as a new set of selection criteria for the entrance examination to RBP training centres, both in line with the best practices of the EU. There are now in force new procedures for recruitment / selection methods

⁴ See Romanian Border Police Strategy on the State Border Security, Chapter 7, no.7.1.1.-7.1.3., 7.3.1., 7.3.3., 7.3,

and techniques, and these provide, for the first time, for women to be allocated places in the RBP training centres.

There is now a need to build upon this solid foundation by introducing new information about key acquis requirements, adjusting RBP structures, systems, internal regulations and working procedures accordingly, and providing related training and educational material, so that the RBP can bring the operational performance of its personnel up to the standard necessary to apply the acquis in practice.

The aim of this project is to provide the RBP with information, and related training and educational material, about the latest developments in the sector in the EU Member States. The project will take into consideration the latest achievements in the RBP and will build upon them by designing new approaches and policies leading to the full and effective application of the Schengen and border management acquis.

In its first phase, the twinning project will present and explain in detail the Schengen and external borders acquis (potentially also the acquis relating to visa and asylum/migration, where this is relevant for the border police or their co-operation with other agencies), and assess the extent to which the RBP is in compliance. In essence what is envisaged is an extensive programme of technical screening exercises and technical meetings/presentations that lasts for at least 18 months. This will cover all of the latest acquis developments, and their practical application in terms of the internal systems, regulations and working procedures required. The programme should address the top and middle management levels in the RBP across the country, a selection of operational staff, and specialists in the juridical department. In order to ensure that all operational staff receives a direct benefit, however, the project will also ensure that the RBP's induction processes, and basic and continuous training courses include provision for explaining what Schengen is, and what will be the consequences of implementing it. The twinning project will also pay attention to specific issues such as bilateral agreements with neighbouring countries, and operational questions such as the intelligence-led, risk-based control of seaports and airports, traffic management and the control of small border traffic. It should additionally have the flexibility to include other areas in need of support that are identified as JHA negotiations continue. Amongst these are expected to be human rights and equal opportunities legislation.

In its second phase, the twinning project will concentrate on implementation, ensuring that (a) the information provided during the first phase is being effectively applied in practice by RBP managers, (b) that RBP induction processes and training courses are being delivered on the basis of the new material introduced, and (c) that the specialists within the RBP's HR departments are capable of continuing to update career structures, recruitment and induction processes, and training courses in line with evolving acquis requirements. The project will also deliver specialised operational training, based on the latest examples of EU best practice, as required.

The purpose of the project is to provide the RBP, through a programme of theoretical and practical training, seminars and workshops, with the latest information about:

- the application of EU legal and organisational procedures in border management;
- border traffic organisation in border crossings (with emphasis on seaports and airports) according to EU/Schengen regulations;
- EU border control and security standards at airports and seaports, including passenger profiling; deportation procedures; security standards; detection of dangerous materials and forged documents; managing crisis situations in connection with border incidents; etc;
- co-operation between border services of the Schengen States in the management of EU external and internal borders;
- performing border services' tasks inland in co-operation with law enforcement agencies at national and international level;

and to provide the RBP with the internal capacity to ensure that its managers and staff are applying these concepts in daily operational practice.

2. RBP Human Resources Development – Phase 1 - Developing and Implementing an Organisational Development Strategy – Services⁵

The rapidly accelerating process of change towards the application of EU norms in the complex field of Justice and Home Affairs has a major impact upon the institutional capability of the RBP. Key issues to be managed are ensuring that the organisation has the capability to effectively implement the 'Border Security Strategy', and respond efficiently, effectively and rapidly to the change process. This means in particular that the capabilities of individual personnel must be fully developed as a necessary part of the overall organisational development process.

The RBP has taken important steps in this direction by putting in place an effective organisational framework, around which further institutional strengthening can be built. A new RBP organisational structure, in line with European standards, is in place. Police grades, and the competencies at each grade, have been properly defined, and a new career structure has been adopted. The RBP has improved its overall training system, and developed the specialist capabilities of a number of the personnel who work within it. Furthermore, a revised RBP training curriculum has been drafted, which aims to ensure that operational border policemen are well prepared for their duties.

However, the RBP still needs to develop and implement an effective long-term strategy for the development of the organisation as a whole, through the development of all its employees. Not only must this strategy be aligned with overall RBP goals, but it must also fit with other related and evolving HR strategies, and incorporate prior improvements.

The target position is to have in place a comprehensive and coherent RBP Organisation Development (OD) Strategy which fully supports the organisation's long-term goals, and its operational capacity to apply the Acquis Communautaire.

⁵ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.4.4.

The purposes of the project are:

- To conduct a global assessment of the existing situation in relation to organisational and individual learning at all levels and in all areas of the RBP (Headquarters, Directorates, County Inspectorates, Sectors), and the capacity of the HRD departments to support and sustain learning with viable training programmes and methods;
- Based upon the identified requirement, to provide HRD specialists with the knowledge, skills and underpinning theory required to design, develop, and implement a comprehensive RBP Organisational Development (OD) Strategy, in parallel with improvements to the existing RBP Human Resources strategies; and
- To provide RBP HRD specialists with the knowledge, skills and underpinning theory required to carry out organisation-level needs analysis, and the design, and development of appropriate organisation-wide development programmes.

3. RBP Human Resources Development – Phase 1 - Enhancing the Capabilities of RBP Command Officers in the Field of Change Management– Services⁶

The rapidly accelerating process of change towards the application of EU norms in the complex field of Justice and Home Affairs has to be properly managed if the RBP is to effectively meet all of the requirements for functioning within the EU. One of the key issues is to equip RBP command officers with the required knowledge, abilities and attitudes in order to communicate, and manage the implementation of the various changes.

Although the RBP has successfully implemented a number of major organisational changes in recent years, this was achieved at a time when the pressure for change was not so acute, and the immediately required reforms fewer in number. The RBP managers responsible were therefore able to deal with the changes without the benefit of any formal training in the communication and management of change. This training is now required to enable RBP command officers to effectively manage the extensive change process within the RBP in the period leading up to accession.

The target position is to enhance the capabilities of Romanian Border Police command officers in the field of effective Change Management, equipping them with the knowledge, skills and techniques required to communicate the purpose and effect of the whole range of organisational changes required in the pre-accession period, and to effectively manage the implementation of those changes.

The purposes of the project are:

- To provide an overall assessment of the RBP's managerial capability to adopt and implement an appropriate change strategy aiming to meet EU requirements;
- To conduct an analysis of the major risks during the next two years in the areas which are the most susceptible to change (structures, systems, staff, human

⁶ See Romanian Border Police Strategy on the State Border Security, chapter 7, no.7.3.1., 7.3.3., 7.4.4.

- rights and equal opportunities legislation, training, organisational culture, etc) and to design appropriate change programmes in each area;
- To design and pilot a 'Change Management' Development/Training Programme which meets the identified needs of RBP command officers in the field of change management, and addresses the priorities in the identified change programmes;
 - To design, deliver and evaluate a 'train the trainers' programme for the RBP training managers, Human Resources personnel and professors in headquarters and regional training centres who will be responsible for continuing to administer and deliver, for remaining command staff, the previously piloted Change Management Programme.

4. Anti-corruption Measures for Border Police and Customs⁷ - Twinning

Society has the right to expect that law enforcement agencies such as the RBP ensure that all of their personnel behave in a lawful, disciplined, principled and trustworthy manner at all times. Illegal, and especially corrupt, practices, committed by any RBP officer poison the organisation's reputation, destroy its credibility and reflect badly on Romanian society as a whole.

Under "The National Prevention and Counteracting Corruption" and "Measures to speed-up the process of enforcing The National Anti-Corruption Strategy" and the provisions of Law no.161/2003 (once in force), specific responsibilities have been assigned to the General Inspectorate of Border Police, focusing on detecting and counteracting corrupt activities.

The customs authority, as well as other public administrations of the state, like the justice, the police, the local public administration, etc, is perceived as a public institution vulnerable to corruption. The public, the international institutions, the business media, the mass-media consider the customs administration to be a sector where this phenomenon has a high degree of manifestation, and this perception, although embarrassing, is justified, in some cases.

Corruption in the customs service must not be considered unilaterally, as long as there is a close connection between it and trade and the responsibilities should be divided between the two parties. The relationship customs-trade operator is a natural one, the customs having specific powers that allow it to correctly fulfil its mission. The acts of corruption that appear since the customs formalities are carried out are connected to a commercial transaction, while solutions must be searched with both parties, the more so as the ever more complex transactions require it.

Taking into account the above mentioned, as well as the fact that, compared with the profitable output of criminal activities, the salaries of the customs officers are extremely low, while the peripheral, sometimes isolated location makes the control more difficult, we can affirm that solving the problem of corruption in this sector of activity is more difficult.

⁷ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.1.1., 7.3.5., 7.3.6., 7.3.7.

Corruption must be discouraged wherever it appears, taking into account the consequences it causes in all fields of activity. Corruption is one of the main obstacles of economic development, it reduces investments, worsens inequity, generates poverty.

As far as the customs administration is concerned, corruption has the following main negative effects:

- erodes public confidence;
- diminishes confidence and international co-operation between customs administrations and other enforcement agencies in their fight against fraud;
- diminishes the ethic standards and team spirits;
- causes higher costs to society;
- decreases the level of observance of the legislation in force;
- causes a decreased protection to society;
- constitutes an important obstacle to international exchanges and economic growth;
- represents an obstacle to the European integration process.

In a broad sense, corruption is found in the deeds involving abusive use of public power, for the purpose of getting undeserved gains.

Whenever the customs officers are involved in committing corruption acts, the **causes** that lead to such acts must be searched. Most of the times, they occur when customs officers:

- have exclusive prerogatives concerning the beneficiaries of the custom services;
- have low salaries;
- are insufficiently trained;
- are insufficiently controlled

As concerns the nature of corruption in customs, according to international studies, there are three types of corruption typical for this sector, namely:

- “**routine**” corruption, when the private operators pay so that the customs formalities may be done or sped up;
- “**fraudulent**” corruption, when the businessmen, or their agents seek that the customs officers close their eyes or cooperate for diminishing the amount of applicable duties;
- “**criminal**” corruption, when organised crime networks pay high amounts to carry out lucrative and totally illegal operations (drugs traffic, abusive use of measures for promotion of imports or exports, etc.).

Knowing the prevailing sort of corruption in a specific customs administration is important in choosing the strategy for combating it. For instance, the fighting strategy against corruption based on inquiry – sanction may be efficient in the case of the “moderate” corruption, which it may diminish, but the same strategy is powerless against “chronic” corruption.

Also, the strategy based only on measures like salary rise will fail wherever corruption is a current fact, as the salary rises, even substantial, will not stop the illegal benefits or practices previously acquired.

There is now a requirement to take this process further by designing and implementing effective anti-corruption measures. The target position is to design and implement effective RBP and NCA anti-corruption programmes. The purposes of this project are:

- To assess the principal areas within the RBP and NCA where there is a risk of corruption, classifying the risks and identifying appropriate solutions to address them;
- To devise and deliver a complex 12-month programme to detect and prevent corruption in the identified areas;
- To provide consultancy to specially selected managers in the effective practical application of the anti-corruption programme.

5. Improving Border Police and Customs Co-operation at the Ukrainian Border – Services⁸

Regular and effective co-operation between border control agencies at and across the border is a key issue in the field of counteracting cross-border crime. Without effective cooperation, especially between Border Police and Customs administrations, there is little prospect of a significant reduction in illegal migration, or of trafficking of drugs, weapons human beings, etc. In this respect the Romanian Border Police has initiated contacts in the field of co-operation at the border with the Romanian National Customs Authority (NCA), and with all institutions from Romania's neighbouring countries.

Important developments in this field include:

- an 'Agreement Project' between the Romanian Government and the Governments of Ukraine and Moldova regarding cooperation in border contact points and centres;
- an 'Agreement Project' regarding the establishment of a common contact centre in Galați;
- a detailed analysis of the current status of the surveillance and control at the borders with Ukraine and Moldova (organisation, human resources, equipment and costs);
- the development of an action plan concerned with changing operational tactics at the border from line surveillance and control to spatial control (in the depth of the territory) at the borders with Ukraine and Moldova;
- joint RBP/NCA systems, working practices, forms and procedures in use at the Danube River border with Bulgaria.

⁸ See Schengen Action Plan, Chapter V Police co-operation, institutional measures

See Romanian Border Police Strategy on the State Border Security , Chapter 7, no. 7.1.3., 7.5.5., 7.8.1., 7.8.2., 7.8.7.,

However, further work is still required in respect of developing co-operation and communication capabilities between Border Police and Customs at the Ukrainian border.

The target position is to increase co-operation between the RBP and the NCA, and between the RBP/NCA and their Ukrainian counterparts, at the border with Ukraine. In particular, the role of the Contact Points and Centres must be modernised and their capabilities strengthened. The relevant legislative and/or procedural framework must be identified, drafted and applied, based also on the acquis that must be implemented before accession.

The purposes of this project are:

- To have in place a reliable national and international co-operation framework between Border Police and Customs at the Ukrainian border, incorporating defined structures, responsibilities and relationships, and having as its foundation the acquis needed to be implemented before accession.
- To develop and enhance RBP and NCA capabilities for national and international co-operation, based on efficiency and transparency;
- To jointly train RBP and NCA managers (including senior managers), with the aim of developing and agreeing:
 - common border control policies and operational strategies;
 - more effective joint border controls focused on the routine work;
 - common paperwork and procedures – certainly at the national level, and also across the border – to reduce bureaucracy and speed-up processing;
 - communication strategies for both administrations to facilitate effective internal communication (of, inter alia, jointly agreed border control policy, procedures, priorities, developments, etc) within each organisation, and effective external communication with key stakeholders;
 - policies, systems and procedures for the collection, collation, analysis, dissemination and sharing of information and intelligence.

6 Technical project and Tendering Documents for Development of the RBP Integrated Surveillance System of Danube River and Danube Delta

The requirement for this project is based on the needed implementation of the development of the RBP Integrated Surveillance System of Danube River and Danube Delta, which is proposed as investment component through Phare 2006. This component will follow the results of a 2004 - PPF contract, which will define the tactical assessment of the RBP Integrated Surveillance System of Danube River and Danube Delta.

Target position:

Development of a modern RBP Integrated Surveillance System of Danube River and Danube Delta.

Purpose: to provide the technical project and all necessary documentation including the Tender Dossier to develop the RBP Integrated Surveillance System of Danube River and Danube Delta.

Results and their verification: technical project and all necessary documentation including the Tender Dossier develop the RBP Integrated Surveillance System of Danube River and Danube Delta

Activities (including Means and implementing tools)

Elaborating the Technical project and the Tender dossier for establishment of the RBP Integrated Surveillance System of Danube River and Danube Delta

Implementing tools: Framework contract procedure
2005¹

The second phase of the training provided to the representative personnel in the second management level and in the operational level will be included in the component for this year financed through Phare.

7. Improving Border Police and Customs Co-operation at the Serbian Border⁹-Services

Regular and effective co-operation between border control agencies at and across the border is a key issue in the field of counteracting cross-border crime. Without effective cooperation, especially between Border Police and Customs administrations, there is little prospect of a significant reduction in illegal migration, or of trafficking of drugs, weapons human beings, etc. In this respect the Romanian Border Police has initiated contacts in the field of co-operation at the border with the Romanian National Customs Authority (NCA), and with all institutions from Romania's neighbouring countries.

Important developments in this field include:

- an 'Agreement Project' between the Romanian Government and the Governments of Ukraine and Moldova regarding cooperation in border contact points and centres;
- an 'Agreement Project' regarding the establishment of a common contact centre in Galați;
- a detailed analysis of the current status of the surveillance and control at the borders with Ukraine and Moldova (organisation, human resources, equipment and costs);

the information concerning the budgetary years 2005 and 2006 is only estimative and does not bind the two parties

⁹ See Schengen Action Plan, Chapter V Police co-operation, institutional measures

See Romanian Border Police Strategy on the State Border Security, Chapter 7, no. 7.1.3., 7.5.5., 7.8.1., 7.8.2., 7.8.7.,

- the development of an action plan concerned with changing operational tactics at the border from line surveillance and control to spatial control (in the depth of the territory) at the borders with Ukraine and Moldova; and
- joint RBP/NCA systems, working practices, forms and procedures in use at the Danube River border with Bulgaria.

However, further work is still required in respect of developing co-operation and communication capabilities between Border Police and Customs at the Serbian border.

The target position is to increase co-operation between the RBP and the NCA, and between the RBP/NCA and their Serbian counterparts, at the border with Serbia. In particular, the role of the Contact Points and Centres must be modernised and their capabilities strengthened. The relevant legislative and/or procedural framework must be identified, drafted and applied, based also on the *acquis* that must be implemented before accession.

The purposes of this project include:

- To have in place a reliable national and international co-operation framework between Border Police and Customs at the Serbian border, incorporating defined structures, responsibilities and relationships, and having as its foundation the *acquis* needed to be implemented before accession.
- To develop and enhance RBP and NCA capabilities for national and international co-operation, based on efficiency and transparency;
- To jointly train RBP and NCA managers (including senior managers), with the aim of developing and agreeing:
 - common border control policies and operational strategies;
 - more effective joint border controls focused on the routine work;
 - common paperwork and procedures – certainly at the national level, and also across the border – to reduce bureaucracy and speed-up processing;
 - communication strategies for both administrations to facilitate effective internal communication (of, *inter alia*, jointly agreed border control policy, procedures, priorities, developments, etc) within each organisation, and effective external communication with key stakeholders;
 - policies, systems and procedures for the collection, collation, analysis, dissemination and sharing of information and intelligence.

8. RBP Human Resources Development – Phase 2 - Training in Curriculum Design & Development¹⁰ - Services

A basic curriculum for Border Police training has been designed and introduced, and is being applied by 'professors' (trainers) in the RBP regional training centres. Additionally, a number of new training disciplines have been introduced, and the status, role and competencies of the professors have been elaborated. However, RBP 'foundation' training – ie introductory and basic training for newly-recruited personnel, or personnel beginning work in new RBP disciplines – needs to be further upgraded, to ensure that it effectively covers all EU border management

¹⁰ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.4.4.

requirements, as well as giving proper weight to human rights and equal opportunities considerations. For this to happen, there is still a need for the RBP trainers at regional training centres, and their managers, to develop a fuller range of skills in curriculum design and development, and the use of a wider range of training methodologies.

The target position represents the development of the ability of RBP trainers and their managers to design a new, EU-aligned, RBP 'foundation training' curriculum, incorporating a wide range of modern training techniques.

The purposes of this project are:

- To enable RBP trainers and their managers to design and put into operation at each regional training centre a new, EU-aligned, foundation training curriculum;
- To provide RBP trainers and their managers with the requisite underpinning knowledge and skills in identifying individual, group and organisation-level training and development needs;
- To train trainers in the use of new pedagogical methods and techniques, and the application of these tools to identified needs.

9. Operational Training in Selective, Risk-Based Border Control Techniques for Border Police and Customs¹¹ - Twinning

Most assessments of cross border crime in Central and Eastern Europe tend to indicate that the operational situation is constantly changing, with new and better organised methods of criminality being introduced with increasing frequency. This phenomenon indicates an important need for the training and re-training of operational border control personnel in order to enable them to keep abreast of the latest developments, especially in relation to illegal migration and drugs trafficking.

The RBP has responded to the challenge by finalising the 'Border Policeman's Manual' (equivalent to the national application of the Schengen Common Manual), revising the training curriculum to ensure better specialisation of border policemen in the fight against cross-border crime, and introducing some improved training programmes, in line with best EU practices.

Furthermore, as a result of Twinning projects with Germany, France and Spain in 1999, 2001 and 2002 a total of 124 RBP officers were trained in the following areas:

- combating cross-border crimes (terrorism, information gathering, drug traffic, stolen vehicles, illegal migration);
- adaptation of control procedures to international standards;
- inter-institutional co-operation at the borders;
- information and checking systems;
- the Schengen common manual;
- police co-operation

¹¹ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.4.4.

The NCA has also received extensive Phare-funded and bi-lateral training in frontier control techniques, principally in respect of drugs interdiction.

However, the adoption by the RBP and NCA of the Integrated Border Management Strategy 2004-6 places a greater responsibility than previously on both administrations to co-operate on front-line control, and to operate on a more coherent and common basis. A significant need still exists for front-line RBP and NCA personnel and their managers to develop better, commonly based systems and techniques that enable police and customs border controls to be targeted upon selected areas, based upon a proper joint assessment and analysis of risk.

The target position represents the enhancement of the operational capability of RBP and NCA managers and staff to respond effectively to increasing and more diverse cross-border crime, by introducing systems and working methods that enable the targeting and deployment of scarce control resources towards the areas of highest risk.

The purpose of this project is to develop RBP and NCA risk assessment/analysis systems, and associated techniques of selective and targeted controls, which can be operationally applied at all borders.

10. Development of the RBP and NCA Internal Control Functions¹² – Services

In addition to the normal management processes exercised within effective Border Police and Customs organisations, there is a clear requirement for the establishment of an independent internal control function. This is a unit or units which can exercise, on behalf of senior managers, a regular programme of controls – over systems, processes and personnel – designed to prevent malpractices of all kinds, and thus ensure that the organisation is fulfilling its obligations to society in terms of integrity.

Although the RBP has adopted a new organisational structure in accordance with European standards, and introduced a new set of selection criteria for the recruitment and deployment of RBP personnel, no internal control function currently exists. In the NCA, the internal control function is weak, with limited scope and authority.

The target position represents the development and introduction of new RBP and NCA internal control functions that provide senior RBP and NCA managers with independent management assurance about the propriety of organisational systems, processes and personnel.

The purpose is to develop and introduce new RBP and NCA internal control functions, and staff them with teams of personnel who are fully trained in internal control systems, processes and techniques.

11. Technical Assistance for the Development of the RBP Command and Control System¹³ - Twinning

¹² See Romanian Border Police Strategy on the State Border Security , chapter 7, no. 7.4.4.

The requirement for this project derives initially from 2 projects implemented through the Phare 1999 programme: *“Feasibility Study for Integrated Voice and Data Communication System”* and *“Feasibility Study for IT System of the RBP”*, both of which were completed with feasibility studies approved by the beneficiary.

Building upon these initial projects, the Phare 2000 programme component RO 0006.16.01.02 “Training in the Field of Management of the Communication System” delivered specialised training for 56 RBP officers, who now have the basic knowledge and skills required to begin the process of managing and integrating the RBP’s various communication systems.

Through Phare 2001, a supply project was implemented to procure equipment for the first phase of development of the RBP voice and data communication system for three counties on the border with Moldova. The Phare 2003 programme included a supply project to procure equipment for the second phase of development of the voice and data communication system, this time at the Northern border.

The RBP communication system is accordingly now in place and operational in the following counties at the border with Ukraine and the Republic of Moldova: Satu-Mare, Maramures, Suceava, Botosani, and Tulcea. In addition, 50 computers, 26 printers, and 26 optical readers were supplied for the border with Ukraine and Moldova under the project RO 9907.01.02/02 – Tactical Support; and 62 computers and 31 printers were delivered for the same borders under the project RO 0006.16.01.05 - Tactical Support.

The RBP is continuing to develop its communication and related IT systems, and expand their coverage. At the same time, the organisation is seeking to procure vehicles, aircraft, boats and equipment for surveillance and control purposes. These parallel developments require careful integration and coordination, but there is as yet no RBP central command and control system covering its surveillance and control activities at the border.

The target position represents the development of a modern, integrated RBP command and control system which links all operational assets, integrates the supporting IT and communications systems, and provides senior RBP managers with real time information. Development of the necessary managerial and technical skills and abilities among the responsible RBP managers.

The purpose of the project is to develop a Command and Control system which links all RBP assets with each other, with assisting agencies, and with a coordinating centre, and integrates the supporting RBP IT and communications systems.

2006

¹³ See Schengen Action Plan, Border Control, Crossing external border, Administrative measures and also Schengen Action Plan, Schengen Information System, Romanian Police IT Sectorial System, Administrative Measures, BP on-line IT system
See Romanian Border Police Strategy on the State Border Security Chapter 7, no. 7.6.2., 7.6.6., 7.6.7., 7.6.9., 7.6.10.

12. Further Enhancement of RBP Capacity to implement the Integrated Border Management Strategy (IBMS)¹⁴ – Twinning

The **Integrated Border Management Strategy (IBMS)** was approved in April 2004. This important document stresses **inter-agency co-operation** between border management authorities, and describes the responsibilities of the agencies involved. The IBMS also recognises that securing the national border, strengthening surveillance and control at the border, and developing integrated management are the leading conditions for the effective fight against trans-border crime. The RBP has a major role to play in the successful implementation of the IBMS, and wishes to enhance its capabilities in the key areas.

The target position represents the development of the RBP capability to implement the IBMS at all levels of the organisation, in accordance with the results of previous twinning components and with the new approach at the European level in relation to control of the future external borders.

The purpose is to enable the RBP to fulfil all of its obligations in relation to the Integrated Border Management Strategy, and to play a leading role in its successful implementation.

13. RBP Human Resources Development – Phase 3 – Training Managers in Human Resources Development¹⁵ - Services

The large number of externally-driven changes to which the RBP must adapt, taken together with its own growth and development, impose a heavy burden on its managers for ensuring that RBP personnel are properly trained and developed – not only to enable them to effectively implement the changes, but also to be prepared to absorb further changes in the future. Senior RBP managers, as well as managers and staff in the HRD department, therefore have to be trained in the effective application of Human Resources Development (HRD) principles and practice.

The target position represents the development of the capability of RBP senior managers and HRD professionals to support RBP HRD strategies, and the HRD structure, systems, policies and procedures, by ensuring the regular and effective development, and equality of opportunity of staff as a prime managerial activity.

The purpose of the project is to provide RBP senior managers and HRD professionals with the knowledge, skills and techniques required to effectively introduce a new HRD system whereby individual RBP managers are primarily responsible for the development of their staff.

14. Feasibility Study for Strengthening Mobile Customs Surveillance and Control – Services

¹⁴ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.4.4.

¹⁵ See Romanian Border Police Strategy on the State Border Security, chapter 7, no. 7.4.4.

NCA controls at the Romanian border are currently exercised within the confines of fixed Customs posts, for example at Border Crossing Points (BCPs) and airports. The NCA recognises that this system of control may be too inflexible to deal with increasingly diverse methods of smuggling and other customs fraud, and wishes to develop an effective mobile surveillance and control presence around Romania's borders, and inland. This new function would be co-ordinated and/or shared with the RBP, which already engages in mobile surveillance patrols.

The target position is to establish the precise requirements, in terms of vehicles and specialised training, for a mobile, nationwide NCA surveillance and control function, co-ordinated and/or shared with the RBP. The purpose is providing an in-depth analysis and report of the NCA's requirements in respect of mobile, vehicle-based surveillance and controls outside fixed border offices, countrywide.

COMMON REQUIREMENTS

Taking in account the need of better **sustainability** and the objectives/results **follow up** of the components proposed, through co-financing funds will be supported seminars for personnel of the agencies involved in the Border Management and Control projects. These seminars will take place at premises of Summer Academy for the European Border Policemen – Iasi, each summer season of implementation of the present project.

SHORT PRESENTATION

Having in mind the geographical disposal of the Iasi Center for Border Police Personnel's Professional Improvement and Training , at the future European Union Eastern Border, as well as the necessity to intensify the co-operation and the standardization of training (the way of acting) for the border authorities of the states in the region, Romania wishes to contribute to the development of a Border Police Agency and to offer the possibility of organizing a Summer Academy for the European Border Policemen.

For this purpose, Romania proposes the organization, with the support of the referents from the EU member states, of some seminars (for 2004- 2 seminars, a week long each, during August- September 2004), within which to participate the border authorities representatives from the EU states, candidate states, neighbouring and other states (40 persons maximum), that will allow the development of a border strengthening tactic, according to the EU standards, intensifying the experience exchanges in the line of combating illegal migration, drugs, stolen cars smuggling, etc.

Intending that the action to be included in the Multi-annual 2004- 2006 PHARE Financing Program, the funds are about to be used for organizing and developing the training seminars. For 2004, the participants can cover the costs for the organization of the two seminars (the transport to Romania) and organizers (housing, food and internal transportation costs).

I. THE PROJECT OBJECTIVES

Organizing in Romania the Summer Academy for the European Border Policemen will allow:

- the development of the co-operation relations at a regional level, by the participation of the border polices representatives from the ex-Yugoslavian territory, the Republic of Moldavia, Ukraine, Trans- Caucasian Countries, Russian Federation, Turkey and Romania;
- the personnel's professional improvement in accordance to the European Union standards and the unification of the border control from non-EU countries, according to the communitarian practices;
- intensifying the experience exchanges regarding the execution of the border control, practical aspects of combating organized crime, etc.;
- achieving an efficient and direct exchange of data regarding the integrated state border management.

II. Further Development of the System for Strengthening the Romanian Borders

Summary

The Romanian Border Police (RBP) has made significant efforts during recent years, not least with the support of Phare-funded projects, to improve its operational border management and control capacity.

The results of these efforts can be clearly seen in the summary of Phare projects in Section 3.2.1, the outcomes of which provide a solid institutional platform upon which to build further capacity to apply the border management acquis.

However, it is important that the RBP's future reform efforts are explicitly linked to the most significant national strategies for border management and control: the Romanian Integrated Border Management Strategy (IBMS) 2004-7, and the Schengen Action Plan (SAP) for Romania.

This project provides assistance to the RBP (and in one area to the Romanian National Customs Authority (NCA)) which is directed towards the achievement of several IBMS "strategic options", specifically:

- 18(4) Improving the control and surveillance of Romania's state border; and
- 18(7) Speeding Up the Legal Traffic of People and Merchandise; and
- supports a number of the "Institutional Measures" (IM) and "Administrative/technical Measures" (ATM) included in the SAP, specifically:
 - Section I (Border Control – Crossing External Borders), IM Nos 1.2, 2 and 4;
 - Section I (Border Control – Crossing External Borders), ATM No 3; and
 - Section I (Border Control – Airports & Seaports), ATM Nos 1 & 2.

The project is divided into 17 Tasks (supply contracts), which are clearly summarised in the table below, and described in full in the section that follows. There is a clear relationship and coherence between each of these projects and the institution building (services) projects described earlier in this section (Project I).

Sector Programme Fiche 2004 - 2006

Task nr	Title	Procedure (Means)	Relates to priority nr
1	Year 2004 - Implementation of the RBP Integrated System for Observation, Surveillance And Control of Traffic at the Black Sea, Second Phase	Supply	2
2	Year 2004 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Phase 1	Supply	2
3	Year 2004 - Extension of the RBP Voice and Data Communication System	Supply	2
4	Year 2004 - Design and Implementation of the RBP Mobile Communication System	Supply	2
5	Year 2004 - Repair and Refurbishment of RBP Training Premises	Works	2
6	Year 2004 - Construction and Rehabilitation of the Docking Facilities for RBP Marine and River Vessels	Works	2
7	Year 2004 - Supply of Furniture and Office Equipment for Border Contact Centres and Points	Supply	2
8	Year 2004 - Re-Configuration of the Infrastructure and Traffic Flows at Designated Border Crossing Points	Works Supply	2
9	Year 2004 - Endowment of RBP Training Centres and Schools with Specialised Training Equipment	Supply	2
10	Year 2005 - Endowment of Designated Border Crossing Points with Specialised Detection Equipment	Supply	2
11	Year 2005 - Implementation of the RBP Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea, Final Phase	Supply	2
12	Year 2005 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Second Phase	Supply	2
13	Year 2005 - Supply of RBP Vessels for Surveillance and Control of the Blue Border	Supply	2
14	Year 2006 –Implementation of the RBP Integrated Surveillance System of Danube River and Danube Delta	Supply	2
15	Year 2006 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Final Phase	Supply	2
16	Year 2006 - Supply of Mobile Patrol Vehicles for the NCA	Supply	2
17	Year 2006 - Supply of RBP Vessels for Surveillance	Supply	2

2004

SURVEILLANCE

1. Year 2004 - Implementation of the RBP Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea, Second Phase

The Phare 2003 programme included a component “*Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast - Phase 1 (supply)*”. This

project represents Phase 2, and is to be implemented in accordance with the solution proposed by the Feasibility Study for setting up the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (financed through a Project Preparation Facility contract).

The current situation of the Surveillance Sub-system is illustrated by the following:

- Purchase of 202 goggles, 72 night vision binoculars, 49 thermal image portable systems and 8 special surveillance vehicles, supplied under Phare 2000;
- Implementation of the Pilot Phase of the Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast as a function of the results of an earlier Feasibility Study, which is to be validated under a Phare 2003 Twinning Covenant;
- In addition, national funds have been used for the procurement of 35 special surveillance cars with thermo vision equipment, 142 night vision devices, and 30 portable thermo vision items of equipment.

In present the needed equipment for the surveillance of the green border covers adequately the missions of surveillance, excepting the needed upgrade of the special surveillance vehicles.

RBP performs the surveillance of the Romanian Borders at Black Sea with a low efficiency, and with forces and means, which are obsolete and most of them proposed to be out-commissioned.

Phase 2 of the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (ISOSCT) fully implemented, in accordance with the recommendations and solutions provided by the Feasibility Study, and also in accordance of the results and technical assistance provided through Phare 2003 Twinning Covenant.

The implementation of the system will ensure the achievement of the following border management aims:

- The optimisation of the surveillance and control system at the Black Sea coast, and its integration into the overall surveillance and control system of the RBP;
- The creation of a component that is an essential foundation for the Border Police infrastructure as a whole;
- The creation of databases containing essential information about maritime activities in coastal areas;
- Continuous coastal surveillance, 24 hours per day, 7 days per week;
- Enhancement of RBP operational effectiveness through improved ability to target, select and intercept maritime traffic;
- A reduction in the number of routine patrols at sea;
- Reduction of illegal activities in the coastal and contiguous areas.

The qualitative indicators, which will be improved in relation with Black Sea border surveillance, are:

- Time for maritime situation analysis – to be decreased;
- Number of surveillance, patrolling and intervention elements coordinated – to be increased.
- Patrolling time periods – to be decreased.

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISOSCT system delivered as part of Phase 2.

2. Year 2004 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Phase 1

RBP mobile operations concerned with surveillance and control of the green border have so far been endowed with the following equipment:

- 202 goggles, 72 night vision binoculars, 49 portable thermal imaging systems and 8 special surveillance vehicles, to be delivered under Phare 2000;
- 30 sets of portable thermovision equipment, 142 sets of night vision equipment, and 35 special surveillance vehicles supplied through a contract between BAE Systems, UK and the Romanian Ministry of Interior, financed by credits guaranteed by the Romanian Government.

However the RBP's surveillance vehicles are considered to have only the minimum endowment, and the mobile surveillance systems so far supplied are not wholly effective on Romanian terrain, because they were originally developed in Western Europe.

Co-ordination of the various vehicle crews for surveillance and interception purposes is currently effected through radio communication (voice) and orientation by physical landmarks. There is no on-board navigation equipment that enables the automatic calculation of the distance to the target, nor automatic tactical map orientation.

This first phase will install in each of the RBP special surveillance vehicles the basic on-board navigation equipment required to enhance co-ordination and deployment at different parts of the Romanian green border. Phases 2 (2005) and 3 (2006) will supply additional items of navigational/directional equipment in order to bring the mobile surveillance operation up to EU standards.

All 43 RBP mobile surveillance vehicles will be supplied with the following items of on-board navigation equipment (together with associated training, instruction manuals and maintenance):

- GPS navigation system, reporting automatically through radio vehicle position;
- Computer with digital map software able to exchange messages through radio connection;
- Laser telemeter in order to calculate the distance to the target;
- L3 (*low light level*) TV camera (allowing the use of the camera during the day and at night, thus reducing the use of thermo-vision cameras, and increasing their lifespan);
- North position indicator device.

The equipment must be capable of integration into the overall surveillance and control system of the RBP, operating in on-line mode. The qualitative indicators which will be improved, in relation with green border surveillance are:

- Time for green border situation analysis – to be decreased;
- Number of surveillance and intervention elements coordinated – to be increased.

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of Phase 1.

Note: The expenses regarding the operating, maintenance and repair of equipment, *after the warranty period expires*, will be met from co-financing funds in the first year, and from the state budget for the remainder of the equipment life-cycle.

COMMUNICATION AND IT

3. Year 2004 - Extension of the RBP Voice and Data Communication System

This project has as its foundation 2 projects implemented through the Phare 1999 programme: “*Feasibility Study for Integrated Voice and Data Communication System*” and “*Feasibility Study for IT System of the RBP*”, both of which were completed with feasibility studies approved by the beneficiary.

Building upon these initial projects, the Phare 2000 programme component RO 0006.16.01.02 “Training in the Field of Management of the Communication System”

delivered specialised training for 56 RBP officers, who now have the basic knowledge and skills required to manage and integrate the RBP's various communication systems.

Through Phare 2001, a supply project was implemented to procure equipment for the first phase of development of the RBP voice and data communication system for three counties on the border with Moldavia. The Phare 2003 programme included a supply project to procure equipment for the second phase of development of the voice and data communication system, this time at the Northern border.

The RBP communication system is accordingly now in place and operational in the following counties at the border with Ukraine and the Republic of Moldova: Satu-Mare, Maramures, Suceava, Botosani, and Tulcea. In addition, 50 computers, 26 printers, and 26 optical readers were supplied for the border with Ukraine and Moldova under the project RO 9907.01.02/02 – Tactical Support; and 62 computers and 31 printers were delivered for the same borders under the project RO 0006.16.01.05 - Tactical Support.

This component aims to completion of the implementation of the RBP voice and data communication system, with the following principal aims:

- Providing a 'backbone' for the RBP IT System, by creating the necessary voice/data communications infrastructure for inter-connection and transport of data and intelligence between the General Inspectorate of the Border Police and border police units located throughout the entire state border of Romania; and
- Within this system, enabling voice/data communications to be performed as an integrated part of the voice/data communications system of the Ministry of Administration and Interior. This will entail the integration of communications services with data transmission using modern standards open to further development (for example, *IP over ATM (Asynchronous Transfer Mode)* and *Voice over ATM*), as required by the interoperability and safety standards in place within the EU.

Through funds guaranteed by the Romanian Government will be contracted the following: Radio Covering Study for the Communication System, design and implementation of the mobile communication for Iasi, Vaslui and Galati counties, purchase of phone digital switchboards and procurement of IT equipment in amount of 23,04 Meuro.

Also, through Phare 2005 is proposed to be implemented a Twinning Covenant "Technical Assistance for RBP IT and Communication system", which will assist RBP structures to improve the communication capabilities, providing especially training and technical assistance.

The qualitative indicators that will be improved, in relation with communication capabilities are:

- Time for updating of the regional and local databases – to be decreased;
- Number of communication stations and posts integrated in the system – to be increased.

Activities:

- Purchase of identified equipment strictly follows the detailed technical specifications;

- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered.

4. Year 2004 - Design and Implementation of the RBP Mobile Communication System

As with Task 3, this project has as its foundation 2 projects implemented through the Phare 1999 programme: *“Feasibility Study for Integrated Voice and Data Communication System”* and *“Feasibility Study for IT System of the RBP”*, both of which were completed with feasibility studies approved by the beneficiary.

Building upon these initial projects, the Phare 2000 programme component RO 0006.16.01.02 “Training in the Field of Management of the Communication System” delivered specialised training for 56 RBP officers, who now have the basic knowledge and skills required to manage and integrate the RBP’s various communication systems.

Through Phare 2001, a supply project was implemented to procure equipment for the first phase of development of the RBP voice and data communication system for three counties on the border with Moldavia. The Phare 2003 programme included a supply project to procure equipment for the second phase of development of the voice and data communication system, this time at the Northern border.

The RBP communication system is accordingly now in place and operational in the following counties at the border with Ukraine and the Republic of Moldova: Satu-Mare, Maramures, Suceava, Botosani, and Tulcea. In addition, 50 computers, 26 printers, and 26 optical readers were supplied for the border with Ukraine and Moldova under the project RO 9907.01.02/02 – Tactical Support; and 62 computers and 31 printers were delivered for the same borders under the project RO 0006.16.01.05 - Tactical Support.

Finalising the implementation of the RBP mobile communication system, based on digital trunking, with the following principal aims:

- Adopting a digital trunking radio communications system in TETRA standard, in accordance with EU requirements, especially in relation to communication with neighbouring countries.
- Replacing the current system of analogue radio communications, which functions in a frequency that will have to be used for another purpose in the near future.

Through funds guaranteed by the Romanian Government will be contracted the following: Radio Covering Study for the Communication System, design and implementation of the mobile communication for Iasi, Vaslui and Galati counties, purchase of phone digital switchboards and procurement of IT equipment in amount of 23,04 Meuro.

Also, through Phare 2005 is proposed to be implemented a Twinning Covenant “Technical Assistance for RBP IT and Communication system”, which will assist RBP

structures to improve the communication capabilities, providing especially training and technical assistance.

The qualitative indicators that will be improved, in relation with communication capabilities are:

- Time for reaction of the patrols and intervention teams – to be decreased;
- Number of patrolling and intervention elements integrated in the system – to be increased.

The purpose of this component is the drafting of this system is to obtain the technical projects for the achievement of the digital mobile radio communications system in TETRA standard and for the achievement of the extension for the voice/data communications system.

Activities:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered.

INFRASTRUCTURE

5. Year 2004 - Repair and Refurbishment of RBP Training Premises

The RBP Training Centre in Iasi was substantially rehabilitated under a Phare 2000 contract. In addition, national funds (1 MEURO) have been used for the building of the Foltesti Border Police Sector headquarters, and the rehabilitation of RBP buildings at the Northern and Eastern borders, including the refurbishment of the Contact Centre in Galati, and the refurbishment of the Baneasa training centre.

However, a significant number of other RBP training facilities, including the Ciorani Training Centre for Dogs are in a poor state of external and internal repair, and lack a number of the most basic facilities in terms of power supply, self-contained heating, sanitation, office and training accommodation, changing rooms, parking and garaging facilities, and secure storage space.

The target position is RBP training centres at Orsova, Giurgiu, Constanta, Oradea and the Ciorani Training Centre for Dogs fully rehabilitated.

Through funds guaranteed by the Romanian Government will be contracted the rehabilitation of the operative relevant sectors in amount of 18, 573 MEuro.

For the achievement of these actions the following activities will be developed:

- Building/repair/alteration/refurbishment works strictly follow the detailed technical specifications;

- Building/repair/alteration/refurbishment works carried out to specified premises;
- Building/repair/alteration/refurbishment works guaranteed for minimum period of 3 years.
- The personnel involved in the achievement of the above mentioned project: approximately 60 persons from the General Inspectorate of the Border Police and the sub-ordinate structures.

6. Year 2004 - Construction and Rehabilitation of the Docking Facilities for RBP Marine and River Vessels

The RBP already has in place, and operational, a substantial fleet of marine vessels and river craft that are used for maritime surveillance and control operations, and also for search and rescue operations. In many cases, the docking facilities for these craft are in a poor state of repair, lack a number of the most basic facilities such as power and water supply, and are not secure.

Experts have stated it is imperative that one should build and reinstall the boarding and docking areas so that they meet the new standards. The construction work includes the dividing strips, the launching platform, water and electric utilities.

The target position of this component is the RBP docking facilities within four BP Directorates (Timisoara, Giurgiu, Constanta and Iasi) constructed/fully rehabilitated, in at least six locations. The locations will be identified by a team of experts assigned through a contract financed through a Project Preparation Facility, a contract that will also incorporate in its terms of reference the elaboration of the Technical Projects and tender documents for the works that need to be performed.

For the achievement of these actions the following activities will be developed:

- Construction/repair/alteration/refurbishment works strictly follow the detailed technical specifications;
- Construction/repair/alteration/refurbishment works carried out to specified premises;
- Construction/repair/alteration/refurbishment works guaranteed for minimum period of 3 years;
- Construction/repair/alteration/refurbishment works meet pre-defined qualitative and quantitative standards.

The personnel involved in the achievement of the above mentioned project: approximately 60 persons from the General Inspectorate of the Border Police and the sub-ordinate structures.

7. Year 2004 - Supply of Furniture and Office Equipment for Border Contact Centres and Points

Regular and effective co-operation between border control agencies at and across the border is a key issue in the field of counteracting cross-border crime. Without effective co-operation, especially between Border Police and Customs administrations, there is little prospect of a significant reduction in illegal migration, or of trafficking of drugs, weapons human beings, etc. The RBP attaches great importance to developing contacts in the field of co-operation at the border with the Romanian National Customs Authority (NCA), and with all institutions from Romania's neighbouring countries. A key element of its efforts in this respect is the

establishment of Contact Centres and Points where operational information and intelligence can be exchanged and processed, and developments in this field already include:

- The establishment of a Contact Centre at Galati, and Contact Points at Oradea and Giurgiu;
- an 'Agreement Project' between the Romanian Government and the Governments of Ukraine and Moldova regarding co-operation in border contact points and centres;
- However, further work is still required to Contact Point at Romanian-Hungarian border Artand – Bors and Contact Centre at Romanian-Hungarian Border

Whilst the accommodation for these facilities is available, it is imperative that they are endowed with the necessary office equipment (telephones, fax and copying machines, computers, etc), the necessary supporting telecoms, and adequate office furniture.

The target position of this component is the RBP Contact Centres and Points at Ukrainian, Moldovian, Hungarian and Serbian Borders fully equipped with standard office equipment and furniture, for RBP, NCA and counterpart staff from neighbouring countries.

For the achievement of these actions the following activities will be developed:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered.

The personnel involved in the achievement of the above mentioned project: approximately 60 persons from the General Inspectorate of the Border Police and the sub-ordinate structures.

8. Year 2004 - Re-Configuration of the Infrastructure and Traffic Flows at Designated Border Crossing Points

Although improvements have been made to the infrastructure and traffic flows at a number of border crossing points (BCPs) around the Romanian border, substantial work remains to be done at the Halmeu, Stamora-Moravita, Jimbolia and Naidas BCPs. These BCPs are not currently constructed and arranged in such a way that inward and outward flows of vehicles and travellers can be segregated, sorted and processed rapidly and effectively by the RBP and other border management authorities. This has a negative impact both on control, and on the facilitation of legitimate traffic.

The target position of this component is the construction or alteration of infrastructure at the Halmeu, Stamora-Moravita, Jimbolia and Naidas BCPs, so as to:

- facilitate the flow of inward and outward traffic;
- provide covered areas within which vehicles (including refrigerated vehicles) can be unloaded for examination purposes;
- facilitate joint operational working (including joint, office-based briefings and meetings) between the RBP and NCA; and
- provide secure storage for specialised detection and search equipment.

For the achievement of these actions the following activities will be developed:

- Construction/repair/alteration/refurbishment works strictly follow the detailed technical specifications;
- Construction/repair/alteration/refurbishment works carried out to specified premises;
- Construction/repair/alteration/refurbishment works guaranteed for minimum period of 3 years;
- Construction/repair/alteration/refurbishment works meet pre-defined qualitative and quantitative standards.

The personnel involved in the achievement of the above mentioned project: approximately 60 persons from the General Inspectorate of the Border Police and the sub-ordinate structures.

9. Year 2004 – Endowment of RBP Training Centres and Schools with Specialised Training Equipment

The RBP currently operates 4 Training Centres (Iasi, Timisoara, Carei, Constanta), one Maritime Training Centre (Giurgiu), and 2 Training Schools (Orsova and Oradea).

The Training Centres at Iasi and Constanta, the Maritime Training Centre at Giurgiu, the Training Schools at Orsova and Oradea, and the RBP section from Romanian Police Academy are expected to carry out the vast majority of the RBP's basic and advanced training during the next 5 years. These training programmes are in the process of being enhanced (including through a number of Phare projects), and will eventually incorporate a wide range of new training methodologies and techniques. However, the specialised training equipment and furniture currently in use at the specified training establishments is not adequate for the new tasks for which they will be responsible.

The target position of this component is the training facilities at Constanta Training Centre, the Maritime Training Centre at Giurgiu, the Training Schools at Orsova and Oradea, and the RBP section from Romanian Police Academy to be endowed with specialised training equipment and furniture required for classrooms, IT laboratories, forensics laboratories, physical training rooms, libraries, as well as for the accommodation facilities and the cafeterias, in accordance with the results of the Phare 1999 component "Training Centres Assessment", elaborated by Kamsax International, financed through FWC.

For the achievement of these actions the following activities will be developed:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;

- Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered.

The personnel involved in the achievement of the above mentioned project: approximately 60 persons from the General Inspectorate of the Border Police and the sub-ordinate structures.

2005¹⁶

10. Year 2005 - Endowment of Designated Border Crossing Points with Specialised Detection Equipment

Although improvements have been made to the infrastructure and traffic flows at a number of border crossing points (BCPs) around the Romanian border, and further work is foreseen (under Task 8 within this project) to the BCPs at Halmeu, Stamora-Moravita, Jimbolia and Naidas BCPs, there are still significant shortages of equipment.

In particular, RBP and NCA personnel working in Constanta, and at the BCPs of Constanta Sud Agigea, Braila, Baneasa, Halmeu, Stanca, Sculeni, Oancea, Giurgiulesti, Falciu, Sulina, Galati, Tulcea, Jimbolia, Naidas, Portile de Fier I, Moravita, Naidas, Oradea, and Arad; and Timisoara, Craiova, Cluj, Iasi, Targu Mures, Bacau, and Sibiu airports, lack access to specialised detection equipment – specifically, X-ray machines, fixed and portable radiation detection equipment, portable drugs detection kits, CO₂ detectors, and endoscopes. Also, it was noticed the inefficiency in control activities due the lack of specialized equipment for detection and identification of drugs, explosives and metals and of the needed portable equipment for travel documents control.

This task will be implemented following the conclusions of a PPF contract, in 2004, which will define in a Feasibility Study the needs assessment of this type of equipment for RBP and NCA. The list of equipment proposed to be purchased is attached in the Annex 9.

The target position of this component is that operational RBP and NCA personnel working at Constanta, and at the BCPs of Constanta Sud Agigea, Braila, Baneasa, Halmeu, Stanca, Sculeni, Oancea, Giurgiulesti, Falciu, Sulina, Galati, Tulcea, Jimbolia, Naidas, Portile de Fier I, Moravita, Naidas, Oradea, and Arad; and Timisoara, Craiova, Cluj, Iasi, Targu Mures, Bacau, and Sibiu airports, have shared access to specialised search equipment, and are trained in its use.

The qualitative indicators that will be improved, in relation with RBP/NCA control capabilities are:

- Time for transportation/cargo means detailed control – to be decreased;
- Number of transportation/cargo means and persons controlled – to be increased.

Foreseen Activities:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered.

¹⁶ the information concerning the budgetary years 2005 and 2006 is only estimative and does not bind the two parties

SURVEILLANCE

11. Year 2005 - Implementation of the RBP Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea, Final Phase

The Phare 2003 programme included a component “*Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast - Phase 1 (supply)*”. This project represents Phase 2, and is to be implemented in accordance with the solution proposed by the Feasibility Study for setting up the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (financed through a Project Preparation Facility contract).

The current situation of the Surveillance Sub-system is illustrated by the following:

- Purchase of 202 goggles, 72 night vision binoculars, 49 thermal image portable systems and 8 special surveillance vehicles, supplied under Phare 2000;
- Implementation of the Pilot Phase of the Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast will be implemented as a function of the results of an earlier Feasibility Study, which is to be validated under a Phare 2003 Twinning Covenant;
- Phase 2 of the project “Implementation of the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea” will be delivered under Phare 2004

In addition, national funds have been used for the procurement of 35 special surveillance cars with thermo vision equipment, 142 night vision devices, and 30 portable thermo vision items of equipment.

In present the needed equipment for the surveillance of the green border covers adequately the missions of surveillance, excepting the needed upgrade of the special surveillance vehicles.

RBP performs the surveillance of the Romanian Borders at Black Sea with a low efficiency, and with forces and means, which are obsolete and most of them proposed to be out-commissioned.

The target position of this component is the full implementation of Full implementation of Final Phase of the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (ISOSCT), in accordance with the recommendations and solutions provided by the Feasibility Study, in the light of developments and lessons learned during Phase 2, and also in accordance of the results and technical assistance provided through Phare 2003 Twinning Covenant.

The implementation of the system will ensure the achievement of the following border management aims:

- The optimisation of the surveillance and control system at the Black Sea coast, and its integration into the overall surveillance and control system of the RBP;
- The creation of a component that is an essential foundation for the Border Police infrastructure as a whole;
- The creation of databases containing essential information about maritime activities in coastal areas;
- Continuous coastal surveillance, 24 hours per day, 7 days per week;
- Enhancement of RBP operational effectiveness through improved ability to target, select and intercept maritime traffic;
- A reduction in the number of routine patrols at sea;
- Reduction of illegal activities in the coastal and contiguous areas.

The qualitative indicators, which will be improved in relation with Black Sea border surveillance, are:

- Time for maritime situation analysis – to be decreased;
- Number of surveillance, patrolling and intervention elements coordinated – to be increased.
- Patrolling time periods – to be decreased.

Activities:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISOSCT system delivered as part of Phase 3.

12. Year 2005 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Second Phase

RBP mobile operations concerned with surveillance and control of the green border have so far been endowed with the following equipment:

- 202 goggles, 72 night vision binoculars, 49 portable thermal imaging systems and 8 special surveillance vehicles, to be delivered under Phare 2000;
- 30 sets of portable thermovision equipment, 142 sets of night vision equipment, and 35 special surveillance vehicles supplied through a contract between BAE Systems, UK and the Romanian Ministry of Interior, financed by credits guaranteed by the Romanian Government.

However the RBP's surveillance vehicles are considered to have only the minimum endowment, and the mobile surveillance systems so far supplied are not wholly effective on Romanian terrain, because they were originally developed in Western Europe.

Co-ordination of the various vehicle crews for surveillance and interception purposes is currently effected through radio communication (voice) and orientation by physical landmarks. There is no on-board navigation equipment that enables the automatic calculation of the distance to the target, nor automatic tactical map orientation.

Several items of basic on-board navigation equipment will be supplied under Phase 1 of the project "Upgrading the Surveillance Capacity of the Special Surveillance Vehicles", Phare 2004 (see 2.1.2.1 et seq). This second phase of the project will install in each of the RBP special surveillance vehicles additional items of navigational/directional equipment in order to bring the mobile surveillance operation up to EU standards.

The target position of this component is RBP mobile surveillance vehicles supplied with additional items of on-board GPS navigation equipment (together with associated training, instruction manuals and maintenance). The equipment must be capable of integration into the overall surveillance and control system of the RBP, operating in on-line mode.

The qualitative indicators which will be improved, in relation with green border surveillance are:

- Time for green border situation analysis – to be decreased;
- Number of surveillance and intervention elements coordinated – to be increased.

Activities:

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of Phase 2.

NAVAL MOBILITY

13. Year 2005 - Supply of RBP Vessels for Surveillance and Control of the Blue Border

RBP waterborne surveillance and control operations on the blue border have so far been endowed with the following equipment:

Under RO 9907.01.02/01 – Automotive and naval mobility, off road vehicles (122 sets of Nissan Terrano) and outboard engine boats (47 sets of Harpoon Open) were supplied on the border with Ukraine and Moldova.

Under RO 0006.16.01.03 - Automotive and naval mobility, more off road vehicles (47 sets of Nissan Terrano), outboard engine boats (17 sets of Harpoon Open), 36 intervention vehicles, and 5 river patrol boats were supplied on the border with Ukraine and Moldova.

Under RO 2002/000-586.04.14.01.02 - Automotive and naval mobility, the following equipment was supplied:

- 165 off-road intervention vehicles;
- 152 motorcycles;
- 12 port control and surveillance boats;
- 10 Ship-boarding and control boats;
- 6 special boats for lakes and Danube shallow waters; and
- 20 outboard engine boats on the border with Moldova, Ukraine and Yugoslavia.

In present, the naval mobility for patrol and surveillance is covered in proportion of 64%. From this operating equipment, most of the units are obsolete and proposed to be out-commissioned.

Through funds guaranteed by the Romanian Government will be contracted maritime vessels designated for surveillance and intervention in amount of 36.5 MEuro.

The present Phare component is proposed to supplement this RBP equipment with the provision of additional surveillance and control vessels, and associated berthing facilities, maintenance and training that enable the RBP to operate 24 hours per day, in all types of waters, and in all weather conditions.

This component aims the supplementing existing RBP surveillance and control capacity at the blue border with additional vessels, and associated berthing facilities, maintenance and

training that enable the RBP to operate 24 hours per day, in all types of waters, and in all weather conditions.

The additional vessels will operate, with other RBP waterborne craft, as an integral component of RBP surveillance and control capability, and also form part of the RBP search and rescue capability.

The procurement of one specialist offshore patrol boat, capable of responding to incidents identified by both shore-based and aerial surveillance systems, and also capable of operating in conjunction with helicopters (e.g. with video downlink facilities), is required. This component is proposed to supply the following: Intervention and patrol river motorboats - 5 sets, fast intervention boats - 50 sets, floating dock - 1 set, accommodation containers - 5 sets, pontoons with cabin - 6 sets.

The precise specifications will be identified by a team of experts assigned through a contract financed from a Project Preparation Facility, a contract that will also incorporate in its terms of reference the elaboration of the technical specifications and tender documents for the supply of the vessels, their berthing requirements, training of crew, and maintenance.

It is to be noticed that through funds guaranteed by the Romanian Government will be contracted maritime vessels designated for surveillance and intervention in amount of 36.5 MEuro.

The qualitative indicators, which will be improved, in relation with blue border surveillance, patrolling and intervention capabilities, are:

- Time for blue border surveillance - to be increased;
- Time for intervention at blue border– to be decreased;
- Surface of border area surveyed, day and night - to be increased.

Following these acquisitions, taking into account the shut-down dynamics, the total degree of endowment with naval mobility means will be approximately 70 %. In present is 64 %.

The staff using the naval mobility means which will be purchased, in present work on the vessels which will be shut-down in the future. The training will be done in the same time with the delivery.

Activities:

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;

Training and familiarisation of a selected number of crew and shore-based staff in the running and maintenance of every item of equipment delivered

2006

SURVEILLANCE¹⁷

¹⁷ See Schengen Action Plan, Border Control, Crossing external border, Administrative measures
See Romanian Border Police Strategy on the State Border Security, Chapter 7, no. 7.5.1., 7.5.2., 7.5.4., 7.6.11, 7.6.12. 7.6.17

14. Year 2006 - Implementation of the RBP Integrated Surveillance System of Danube River and Danube Delta

The Phare 2003 programme included a component "*Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast - Phase 1 (supply)*". This project represents Phase 2, and is to be implemented in accordance with the solution proposed by the Feasibility Study, which will assess also the tactical need of this component, for setting up the Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea (financed through a Project Preparation Facility contract). Following the results of the PPF contract, a FWC is proposed to elaborate the Technical Project and also the Tendering Documents, through IB fiche.

The Maritime Danube Ports Administration and the Fluvial Danube Ports Administration in Giurgiu assure the minimum conditions for safety navigation and operation of the ships in the Romanian river ports.

A Vessel Traffic Management Information System on Danube is intended to be implemented by the Romanian Naval Authority (RNA), financed through Phare funds, designed to improve the navigation safety on Danube and the efficiency of inland traffic, to disseminate information about the traffic and navigation condition and to collect statistics about the inland transport especially. The system will cover in the first phase the main dangerous zones and the zones located in the neighbourhood of the ports: Drobeta-Turnu Severin, Giurgiu, Galati and Tulcea, corresponding to the zonal centres location. In Phase 2, of the Romanian Naval Authority project - it is foreseen that the rest of zones (which are less dangerous than ones covered in the Phase 1 will be equipped, as local centres.

According to the legislation in force, Romanian Border Police has the responsibility of the blue border surveillance, including Danube River and border waters from Danube Delta. The project implemented in the benefit of the Romanian Naval Authority will cover only the ports area.

The present component is proposed to purchase the needed equipment for surveillance system to cover the RBP responsibility area between Danube ports and to be integrated with the RNA system.

The current situation of the Surveillance Sub-system is illustrated by the following:

- Purchase of 202 goggles, 72 night vision binoculars, 49 thermal image portable systems and 8 special surveillance vehicles, supplied under Phare 2000;
- Implementation of the Pilot Phase of the Integrated Observation and Control System on Maritime Traffic at the Black Sea Coast will be implemented as a function of the results of an earlier Feasibility Study, which is to be validated under a Phare 2003 Twinning Covenant;

In addition, national funds have been used for the procurement of 35 special surveillance cars with thermo vision equipment, 142 night vision devices, and 30 portable thermo vision items of equipment.

In present the needed equipment for the surveillance of the green border covers adequately the missions of surveillance, excepting the needed upgrade of the special surveillance vehicles.

RBP performs the surveillance of the Romanian Borders at Danube with a low efficiency, and with forces and means, which are obsolete and most of them proposed to be out-commissioned.

The target position is the full implementation of the RBP Integrated Surveillance System of Danube River and Danube Delta (ISSDR), in accordance with the recommendations and solutions provided by the Feasibility Study, which will be elaborated through a Project Preparation Facility contract until the end of 2004, in the light of developments and lessons learned during the implementation of the ISOSCT.

The implementation of the system will ensure the achievement of the following border management aims:

- The optimisation of the surveillance and control system on the Danube River, and its integration into the overall surveillance and control system of the RBP;
- The creation of a component that is an essential foundation for the Border Police infrastructure as a whole;
- The creation of databases containing essential information about river activities;
- Continuous river surveillance, 24 hours per day, 7 days per week;
- Enhancement of RBP operational effectiveness through improved ability to target, select and intercept river traffic;
- A reduction in the number of routine patrols at river;
- Reduction of illegal activities in the river RBP responsibility area.

The qualitative indicators, which will be improved in relation with Black Sea border surveillance, are:

- Time for river situation analysis – to be decreased;
- Number of surveillance, patrolling and intervention elements coordinated – to be increased.
- Patrolling time periods – to be decreased.

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Delivery of the training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISSDR.

15. Year 2006 - Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Final Phase

RBP mobile operations concerned with surveillance and control of the green border have so far been endowed with the following equipment:

- 202 goggles, 72 night vision binoculars, 49 portable thermal imaging systems and 8 special surveillance vehicles, to be delivered under Phare 2000;
- 30 sets of portable thermovision equipment, 142 sets of night vision equipment, and 35 special surveillance vehicles supplied through a contract between BAE Systems, UK and the Romanian Ministry of Interior, financed by credits guaranteed by the Romanian Government.

However the RBP's surveillance vehicles are considered to have only the minimum endowment, and the mobile surveillance systems so far supplied are not wholly effective on Romanian terrain, because they were originally developed in Western Europe.

Co-ordination of the various vehicle crews for surveillance and interception purposes is currently effected through radio communication (voice) and orientation by physical

landmarks. There is no on-board navigation equipment that enables the automatic calculation of the distance to the target, nor automatic tactical map orientation.

Several items of basic and advanced on-board navigation equipment will be supplied under Phases 1 and 2 of the project "Upgrading the Surveillance Capacity of the Special Surveillance Vehicles", Phare 2004 and 2005 (see 2.1.2.1 et seq, and 2.1.12.1 et seq). This final phase of the project will install in each of the RBP special surveillance vehicles the remaining items of navigational/directional equipment necessary to bring the mobile surveillance operation up to EU standards.

This component aim is that all 43 RBP mobile surveillance vehicles to be supplied with additional items of on-board GPS navigation equipment (together with associated training, instruction manuals and maintenance). The equipment must be capable of integration into the overall surveillance and control system of the RBP, operating in on-line mode.

The qualitative indicators which will be improved, in relation with green border surveillance are:

- Time for green border situation analysis – to be decreased;
- Number of surveillance and intervention elements coordinated – to be increased.

The training of the operators will be performed together with the reception of the equipments according to the contract provisions.

Activities:

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of the final phase.

Note: The expenses regarding the operating, maintenance and repair of equipment, *after the warranty period expires*, will be met from co-financing funds in the first year, and from the state budget for the remainder of the equipment life-cycle.

16. Year 2006 - Supply of Mobile Patrol Vehicles for the NCA

NCA controls at the Romanian border are currently exercised within the confines of fixed Customs posts, for example at Border Crossing Points (BCPs) and airports. The NCA recognises that this system of control may be too inflexible to deal with increasingly diverse methods of smuggling and other customs fraud, and wishes to develop an effective mobile surveillance and control presence around Romania's borders, and inland. This new function would be co-ordinated and/or shared with the RBP, which already engages in mobile surveillance patrols.

A Feasibility Study is to be conducted by March 2008 in order to establish the precise requirements, in terms of vehicles, equipment and specialised training, for a mobile, nationwide NCA surveillance and control function, co-ordinated and/or shared with the RBP.

Target position:

Providing vehicles, equipment and specialised training for a mobile, nationwide NCA surveillance and control function, co-ordinated and/or shared with the RBP, based upon the findings of the Feasibility Study.

Activities:

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified vehicles and equipment strictly follows the detailed technical specifications;
- Supply of the purchased vehicles and equipment to designated sites, in a secure environment;
- Establishment of a vehicle and equipment inventory;
- Test running of the vehicles and equipment in order to ensure that each item operates adequately;
- Establishment of vehicle and equipment maintenance routines;
- Training and familiarisation of a selected number of NCA and RBP personnel in the operation, running and maintenance of every vehicle and item of equipment delivered.

17. Year 2006 – Supply of RBP Vessels for Surveillance and Control of the Blue Border

RBP waterborne surveillance and control operations on the blue border have so far been endowed with the following equipment:

Under RO 9907.01.02/01 – Automotive and naval mobility, off road vehicles (122 sets of Nissan Terrano) and outboard engine boats (47 sets of Harpoon Open) were supplied on the border with Ukraine and Moldova.

Under RO 0006.16.01.03 - Automotive and naval mobility, more off road vehicles (47 sets of Nissan Terrano), outboard engine boats (17 sets of Harpoon Open), 36 intervention vehicles, and 5 river patrol boats were supplied on the border with Ukraine and Moldova.

Under RO 2002/000-586.04.14.01.02 - Automotive and naval mobility, the following equipment was supplied:

- 165 off-road intervention vehicles;
- 152 motorcycles;
- 12 port control and surveillance boats;
- 10 Ship-boarding and control boats;
- 6 special boats for lakes and Danube shallow waters; and
- 20 outboard engine boats on the border with Moldova, Ukraine and Yugoslavia.

In present, the naval mobility for patrol and surveillance is covered in proportion of 61%. From this operating equipment, most of the units are obsolete and proposed to be out-commissioned.

Through funds guaranteed by the Romanian Government will be contracted maritime vessels designated for surveillance and intervention in amount of 36,5 MEuro.

The present Phare component is proposed to supplement this RBP equipment with the provision of two additional surveillance vessels, maintenance and training, that enable the RBP to operate 24 hours per day, in all types of waters, and in all weather conditions in the responsibility area on Black Sea.

Target position:

Supplementing existing RBP surveillance and control capacity at the blue border with two surveillance vessels, maintenance and training, that enable the RBP to operate 24 hours per day, in all types of waters, and in all weather conditions.

The additional vessels will operate, with other RBP waterborne craft, as an integral component of RBP surveillance and control capability, and also form part of the RBP search and rescue capability.

The precise specifications will be identified by a team of experts assigned through a contract financed from a Project Preparation Facility, a contract that will also incorporate in its terms of reference the elaboration of the technical specifications and tender documents for the supply of the vessels, their berthing requirements, training of crew, and maintenance.

It is to be noticed that through funds guaranteed by the Romanian Government will be contracted maritime vessels designated for surveillance and intervention in amount of 36,5 MEuro.

The qualitative indicators, which will be improved, in relation with blue border surveillance, patrolling and intervention capabilities, are:

- Time for blue border surveillance - to be increased;
- Time for intervention at blue border– to be decreased;
- Surface of border area surveyed, day and night - to be increased.

This project will be delivered through a Supply Contract, which must meet the following minimum requirements:

- Purchase of identified equipment strictly follows the detailed technical specifications;
- Installation of the purchased equipment at designated sites, in a secure environment;
- Establishment of an equipment inventory;
- Test running of the equipment in order to ensure that each item operates adequately;
- Establishment of equipment maintenance routines;
- Training and familiarisation of a selected number of crew and shore-based staff in the running and maintenance of every item of equipment delivered.

3.2.3 Activities and Means

Project Nr	Title	# of tasks	Relates to priority	Total cost €Mio	Starts at DD/MM/YY	Ends DD/MM/YY	Implementation tools
1	Optimization of the Institutional System and of the System of Human Resources	14	1	11.14	Jan 2005	End 2009	Twinning, Services, FWC
2	Further Development of the System for Strengthening the Romanian Borders	17	2	152.3717	Jan 2005	End 2009	Supply, works

PROJECT	ACTIVITIES	MEANS
2004/ Phase 1		
Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority		
1. Further Developing the Capacity of the RBP to Apply the Schengen and Border Management Acquis	<p>This project requires an experienced team of serving border police officials from a Member State(s) border police administration(s). They must have up-to-the-minute knowledge of the Schengen and border management acquis, and of managing its implementation in an operational environment. The team must also include expertise in designing training material, and delivering theoretical and practical training.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> ➤ Conducting a programme of technical screening, involving a full review of related RBP structures, policies, systems, regulations and procedures; ➤ Identification of gaps and needs for change in each area; ➤ Educational presentations for RBP senior and middle managers; ➤ Elaboration of detailed proposals for new internal policies, regulations and structures where necessary; ➤ Design of relevant training material for inclusion in RBP induction processes, and basic and continuous training programmes; ➤ Delivery of training for RBP HR personnel in the application of new training material; ➤ Delivery of specialised training for managers and staff (eg in airport and seaport control, inter-agency co-operation, and information exchange) where appropriate; 	<p>Implementing tools: Twinning</p>
2. RBP Human Resources Development – Phase 1 - Developing and Implementing an Organisational Development Strategy	<p>Activities (including Means and implementing tools)</p> <p>This project requires inputs from professionally qualified OD/HR specialists, with a credible and proven background of working with border management authorities in central Europe. The providers of the assistance should be able to</p>	<p>Implementing tools: Procurement of services</p>

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PROJECT	ACTIVITIES	MEANS
- services	<p>field extensive direct experience of managerial and operational work within border management administrations, as well as expertise in designing and implementing OD/HR strategies and related Action Plans, designing and delivering related development programmes, and producing supporting material.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Assessment of the training and development needs at all levels of the RBP (Headquarters, Directorates, County Inspectorates) and the identification of appropriate solutions; - Drafting the new OD strategy, improving the existing Human Resources strategies, and drafting associated Action Plans; - Designing and delivering a Development/Training Programme which meets the identified needs of RBP HR specialists in headquarters and the regions; - Providing consultancy and coaching to assist the trained RBP HR specialists with the initial implementation of the OD/HR strategies and Action Plans; - Producing and delivering material to enable the RBP to further implement the Action Plans after the end of the project. 	
3. RBP Human Resources Development – Phase 1 – Enhancing the Capabilities of RBP Command Officers in the Field of Change Management	<p>This project requires inputs from professionally qualified HRD specialists, with a credible and proven background of working on organisation-wide change management issues with border management authorities in central Europe. The providers of the assistance should be able to field extensive direct experience of change management within border management administrations, as well as expertise in designing and implementing change management programmes, designing and delivering related development interventions, and producing supporting material.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Organisation-wide assessment of the RBP managerial capacity to adopt and implement an appropriate change strategy aiming to meet EU requirements; - Risk analysis and assessment of the RBP areas which will be the main subjects of change (e.g. structure, systems, staff, level of training, skills, behaviours, organisational culture and other); - Design of appropriate change programmes for each area; - Design and piloting, for a selected group of command officers, of a 	<p>Implementing tools: procurement of services</p>

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PROJECT	ACTIVITIES	MEANS
	<p>comprehensive 'Change Management' programme which meets the identified development and training needs of RBP command officers in general;</p> <ul style="list-style-type: none"> - Design, delivery and evaluation of a 'train the trainers' programme for the RBP training managers, HR personnel, and professors in headquarters and regional training centres who will be responsible for continuing to administer and deliver, for remaining command staff, the previously piloted Change Management Programme; - Production of materials to support the 'train the trainers' programme which are suitable for use by the RBP training function after the end of the project as tools to support change management processes within the organisation. 	
4. Twinning on Anti-corruption Measures for Border Police and Customs	<p>This project requires an experienced team of serving officials from a Member State(s) police/border police and customs administrations. They must have recent internal experience of designing and implementing effective anti-corruption measures, and must also have expertise in designing training material, and delivering theoretical and practical training.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Assessing the principal areas within the RBP and NCA where there is a risk of corruption, classifying the risks, and identifying appropriate solutions to address them; - Designing and delivering a 12-month Action Plan, incorporating a range of legislative and procedural measures (eg new/revised internal Codes of Ethics and disciplinary procedures) to prevent and detect corruption in the identified areas; - Training specially selected RBP and NCA managers in the effective practical application of the measures included in the anti-corruption Action Plan. 	<p>Implementing tool: classical twinning</p>
5. Improving Border Police and Customs Co-operation at the Ukrainian Border	<p>This project requires inputs from professional development specialists who combine a proven track record of working on border management projects at and across borders in central Europe, with in-depth expertise in designing and delivering related training and development programmes, with supporting material. Credible experience of the development and implementation of communication strategies, and related training, is essential.</p>	<p>Implementing tools: <i>Procurement of services</i></p>

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PROJECT	ACTIVITIES	MEANS
<p>6. Technical project and Tendering Documents for Development of the RBP Integrated Surveillance System of Danube River and Danube Delta</p>	<p>Project activities will include:</p> <ul style="list-style-type: none"> - Assessing, in the light of RBP/NCA interfaces with their Ukrainian counterparts, the existing situation in respect of joint working practices/procedures, and forms/documentation in use, joint traffic management, joint operational activities, delegation of competences, border point administration (number of personnel, opening/shift hours, etc) and other relevant operational areas; - Needs evaluation for inter-institutional co-operation, joint working, and joint operational training and technical assistance identified and defined; - Designing and delivering joint RBP/NCA training for managers (including senior managers) to develop an agreed, common border control strategy and operational policy; - Designing and delivering training for joint RBP/NCA operational staff, to include practical training at the workplace, designed to develop more effective joint border controls focused on the routine work; - Designing and delivering training for Joint RBP/NCA teams, together with their Ukrainian Border Police/Customs counterparts, with similar objectives to the training described above; - Elaborating common paperwork and procedures – certainly at the national level, and perhaps across the border – to reduce bureaucracy and speed-up processing. - Developing communication strategies for the RBP and NCA; - Designing and delivering joint communication training for nominated RBP/NCA staff; - Designing and delivering joint RBP/NCA training in the collection, collation, analysis, dissemination and sharing of information and intelligence; <p>The requirement for this project is based on the needed implementation of the development of the RBP Integrated Surveillance System of Danube River and Danube Delta, which is proposed as investment component through Phare 2006. This component will follow the results of a 2004 - PPF contract, which will define the tactical assessment of the RBP Integrated Surveillance System of Danube River and Danube Delta.</p>	

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PROJECT	ACTIVITIES	MEANS
	<p>Activities (including Means and implementing tools)</p> <ul style="list-style-type: none"> - Overall evaluation of the actual organisational and systems capability - Providing technical advice and guidance on the development of the RBP Integrated Surveillance System of Danube River and Danube Delta - Providing overall report containing advisable solutions to be implemented and the tendering documentation of the system. 	
Project 2: Further development of the System for Strengthening the Romanian Borders		
1. Implementation of the Integrated System For Observation, Surveillance And Control of Traffic at the Black Sea, second phase	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISOSCT system delivered as part of Phase 2. 	Supply Contract
2. Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Phase 1	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates 	Supply Contract

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	<p>adequately;</p> <ul style="list-style-type: none"> • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of Phase 1. 	
COMMUNICATION AND IT		
1. Extension of the RBP Voice and Data Communication System	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered. 	Supply Contract
2. Design and Implementation of the RBP Mobile Communication System	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered. 	Supply Contract
INFRASTRUCTURE		
1. Repair and Refurbishment of RBP Training Premises	<ul style="list-style-type: none"> • Building/repair/alteration/refurbishment works strictly follow the detailed 	Works Contract

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	<p>technical specifications;</p> <ul style="list-style-type: none"> • Building/repair/alteration/refurbishment works carried out to specified premises; • Building/repair/alteration/refurbishment works guaranteed for minimum period of 3 years. 	
2. Construction and Rehabilitation of the Docking Facilities for RBP Marine and River Vessels	<ul style="list-style-type: none"> • Construction/repair/alteration/refurbishment works strictly follow the detailed technical specifications; • Construction/repair/alteration/refurbishment works carried out to specified premises; • Construction/repair/alteration/refurbishment works guaranteed for minimum period of 3 years; • Construction/repair/alteration/refurbishment works meet pre-defined qualitative and quantitative standards. 	Works Contract
3. Supply of Furniture and Office Equipment for Border Contact Centres and Points	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered. 	Supply Contract
4. Re-Configuration of the Infrastructure and Traffic Flows at Designated Border Crossing Points	<ul style="list-style-type: none"> • Construction/repair/alteration/refurbishment works strictly follow the detailed technical specifications; • Construction/repair/alteration/refurbishment works carried out to specified premises; • Construction/repair/alteration/refurbishment works guaranteed for minimum period of 3 years; 	Works Contract

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	<ul style="list-style-type: none"> Construction/repair/alteration/refurbishment works meet pre-defined qualitative and quantitative standards. 	
5. Endowment of RBP Training Centres and Schools with Specialised Training Equipment	<ul style="list-style-type: none"> Purchase of identified equipment strictly follows the detailed technical specifications; Installation of the purchased equipment at designated sites, in a secure environment; Establishment of an equipment inventory; Test running of the equipment in order to ensure that each item operates adequately; Establishment of equipment maintenance routines; Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered. 	Supply Contract
2005/ Phase 2		
Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority		
1. Improving Border Police and Customs Co-operation at the Serbian Border	<p>This project requires inputs from professional development specialists who combine a proven track record of working on border management projects at and across borders in central Europe, with in-depth expertise in designing and delivering related 'joint working' training and development programmes, with supporting material. Credible experience of the development and implementation of communication strategies, and related training, is essential.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> Assessing, in the light of RBP/NCA interfaces with their Serbian counterparts, the existing situation in respect of joint working practices/procedures, and forms/documentation in use, joint traffic 	<p>Implementing tools:</p> <p><i>Procurement of services</i></p>

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	<p>management, joint operational activities, delegation of competences, border point administration (number of personnel, opening/shift hours, etc) and other relevant operational areas;</p> <ul style="list-style-type: none"> - Evaluating needs for inter-institutional co-operation, joint working, and joint operational training and technical assistance identified and defined; - Designing and delivering joint RBP/NCA training for managers (including senior managers) to develop an agreed, common border control strategy and operational policy; - Designing and delivering training for joint RBP/NCA operational staff, to include practical training at the workplace, designed to develop more effective joint border controls focused on the routine work; - Designing and delivering training for Joint RBP/NCA teams, together with their Serbian counterparts, with similar objectives to the training described above; - Elaborating common paperwork and procedures – certainly at the national level, and perhaps across the border – to reduce bureaucracy and speed-up processing. - Developing communication strategies for the RBP and NCA; - Designing and delivering joint communication training for nominated RBP/NCA staff; - Designing and delivering joint RBP/NCA training in the collection, collation, analysis, dissemination and sharing of information and intelligence; 	
2. RBP Human Resources Development – Phase 2 - Training in Curriculum Design & Development Services	<p>This project requires inputs from professionally qualified HRD specialists, with a credible and proven background of working on training curriculum development within border management authorities in central Europe. The providers of the assistance must be able to field operational border management experience, as well as specific expertise in the design of foundation training curricula that support border management operations, and are in line with the latest developments in the EU.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> ➤ Carrying out an organisation-wide assessment of RBP foundation training/curriculum development needs; ➤ Delivery of tailored training programme for trainers and their managers in identifying individual, group and organisation- 	<p>Implementing tools: procurement of services</p>

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	<p>level training and development needs, and applying these techniques to the design of a new foundation training curriculum;</p> <ul style="list-style-type: none"> ➤ Delivery of tailored training programme for RBP trainers in the use of new pedagogical methods and techniques, and their application to identified needs; ➤ Design and introduction at all RBP training centres of new EU-aligned foundation training curriculum, incorporating a wide range of new training methodologies and techniques. 	
3. Twinning Operational Training in Selective, Risk-Based Border Control Techniques for Border Police and Customs	<p>This project requires inputs from professional development specialists who combine a proven track record of working on border management projects at and across borders in central Europe, with in-depth expertise in designing and delivering related training and development programmes, with supporting material. Credible experience of the development and implementation of tailored training programmes for risk assessment/analysis, and selective border control, is essential.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> ➤ Carrying out a full assessment of existing RBP and NCA operational control systems and working practices; ➤ Identifying needs for new/revised systems and procedures, and for training in risk assessment/analysis, and selective, targeted controls; ➤ Delivery of training for operational staff and their managers in developing and applying risk assessment/analysis systems and processes, and applying selective, targeted controls to at least the following areas: the use of fake and forged documents; traffic in stolen cars; traffic in human beings; traffic in drugs; and traffic in weapons, ammunition, and WMD; ➤ Assisting operational staff and their managers with the design and introduction of (a) new/revised information and risk assessment/analysis systems, and related working procedures, (b) reorganised information flows to support the new risk assessment/analysis system, (c) systems for internal and international co-operation, and (d); specialised structures, at different RBP and NCA decision levels, to gather information, and assess and 	<p>Implementing tools: twinning</p>

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	analyse operational risk.	
4. Development of the RBP and NCA Internal Control Functions	<p>This project requires an experienced team of development specialists who have experience of working within the Internal Control function of a Member State(s) police/border police and Customs administrations. They must also have expertise in designing related training material, and delivering theoretical and practical training.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> ○ Carrying out an in-depth assessment and identification of the RBP and NCA requirements, and related training and development needs, in the field of internal control; ○ Advising the RBP and NCA on the selection of an internal control team; ○ Delivery of training delivered for the selected team; - Advising the RBP and NCA on the introduction and operation of the new internal control structure, systems, and related working procedures. 	Implementing tools: procurement of services
5. Technical Assistance for the Development of the RBP Command and Control System-twinning	<p>This project requires an experienced team of serving border police officials from a Member State(s) border police administration(s). They must have up-to-the-minute knowledge of developing a 'command and control' function, of integrating the related IT and communications systems, and of managing the function in an operational environment. The team must also include expertise in designing training material, and delivering theoretical and practical training for managers responsible for operating the 'command and control' system.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Providing technical advice and guidance on the establishment and staffing of a co-ordinating centre, and connecting it to surveillance and control platforms; - Providing technical advice and guidance on the integration of IT and communication systems, so that surveillance and control platforms can provide accurate real-time information to the co-ordinating centre and operational managers; - Providing technical advice and guidance on enabling the co-ordinating centre to liaise in real time with other agencies, both internal (eg. Romanian armed forces and harbour authorities) and external (eg. Nato, Interpol, Europol); 	Twinning Covenant

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	- Training the managers responsible for the co-ordinating centre and supporting IT and communication systems.	
Project 2: Further development of the System for Strengthening the Romanian Borders		
1. Endowment of Designated Border Crossing Points with Specialised Detection Equipment	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of personnel in the operation, running and maintenance of every item of equipment delivered. 	Supply contract
SURVEILLANCE		
1 Implementation of the RBP Integrated System for Observation, Surveillance and Control of Traffic at the Black Sea, Final Phase	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISOSCT 	Supply Contract

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	system delivered as part of Phase 3.	
2. Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Second Phase	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of Phase 2. 	Supply Contract
NAVAL MOBILITY		
1. Supply of RBP Vessels for Surveillance and Control of the Blue Border	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of crew and shore-based staff in the running and maintenance of every item of equipment delivered. 	Supply Contract
2006/ Phase 3		
Project 1: Optimisation of the Institutional System and of the System of Human Resources		

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<p>within the Border Police and National Customs Authority</p>		
<p>1. Further Enhancement of RBP Capacity to implement the Integrated Border Management Strategy</p>	<p>This project requires an experienced team of serving border police officials from a Member State(s) border police administration(s). They must have up-to-the-minute knowledge of the Schengen and border management acquis, and of implementing integrated border management principles, either within the EU, or in central Europe.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Conducting an overall assessment of the RBP capacity to implement the Integrated Border Management Strategy; - Elaborating an overall concept and action plan for improvements to legislation and internal regulations, and the RBP organisational structure, management systems, processes, and working procedures, in line with EU standards and best practice; - Reviewing existing legislation, and RBP internal norms/regulations, and drafting revised/amended versions; - Introducing revised structures, systems and working procedures; - Enhancing the role of Local Planning Teams; - Enhancing the role of the Board of Directors, comprising representatives of all relevant agencies with competence at the border; - Proposing revisions to those parts of the IBMS that relate to the RBP. 	<p>Implementing tools: twinning</p>
<p>2. RBP Human Resources Development – Phase 3 – Training Managers in Human Resources Development</p>	<p>This project requires inputs from professionally qualified HRD specialists, with a credible and proven background of working on HRD systems within border management authorities in central Europe. The providers of the assistance must be able to field operational border management experience, as well as specific expertise in the design of HRD systems that (a) place prime responsibility with line managers, (b) support border management operations, and (c) are in line with the latest developments in the EU.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Carrying out an overall assessment of the RBP's organisational and managerial capability, and development needs, in the field of HRD; - Proposing detailed solutions for systems and associated training to meet the identified needs; - Designing and delivering a training programme for senior RBP managers 	<p>Implementing tools: procurement of services</p>

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	<p>and HRD personnel;</p> <ul style="list-style-type: none"> - Designing, introducing and testing new/revised HRD policy, structure, systems, and procedures. 	
3. Feasibility Study for Strengthening Mobile Customs Surveillance and Control	<p>This project requires inputs from professionally qualified development specialists, with operational customs border control experience, and specific expertise in the field of mobile surveillance and control.</p> <p>Project activities will include:</p> <ul style="list-style-type: none"> - Carrying out an overall assessment of the NCA's requirements in respect of mobile, vehicle-based surveillance and controls outside fixed border offices, countrywide; - Proposing detailed solutions for equipment and specialised training to meet the identified needs; - Identifying the scope for shared use of the facility with the RBP. 	<p>Implementing tools: procurement of services</p>
Project 2: Further development of the System for Strengthening the Romanian Borders		
SURVEILLANCE 1 Implementation of the RBP Integrated Surveillance System of Danube River and Danube Delta	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every component of the ISSDR system delivered as part of the final phase. 	<p>Supply Contract Supply Contract</p>

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2 Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Final Phase	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; • Test running of the equipment in order to ensure that each item operates adequately; • Establishment of equipment maintenance routines; • Training and familiarisation of a selected number of staff officers in the operation, running and maintenance of every item of equipment delivered as part of the final phase. 	Supply Contract
MOBILITY FOR NCA AND NAVAL MOBILITY FOR RBP		
1. Supply of Mobile Patrol Vehicles for the NCA	<ul style="list-style-type: none"> • Purchase of identified vehicles and equipment strictly follows the detailed technical specifications; • Supply of the purchased vehicles and equipment to designated sites, in a secure environment; • Establishment of a vehicle and equipment inventory; • Test running of the vehicles and equipment in order to ensure that each item operates adequately; • Establishment of vehicle and equipment maintenance routines; • Training and familiarisation of a selected number of NCA and RBP personnel in the operation, running and maintenance of every vehicle and item of equipment delivered. 	Supply Contract
2. Supply of RBP Vessels for Surveillance and Control of the Blue Border	<ul style="list-style-type: none"> • Purchase of identified equipment strictly follows the detailed technical specifications; • Installation of the purchased equipment at designated sites, in a secure environment; • Establishment of an equipment inventory; 	Supply Contract

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	<ul style="list-style-type: none">• Test running of the equipment in order to ensure that each item operates adequately;• Establishment of equipment maintenance routines;• Training and familiarisation of a selected number of crew and shore-based staff in the running and maintenance of every item of equipment delivered.	
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3.3. Linked Activities:

Previous EU Phare National Support Programme Assistance

The **Phare 1998 Border Management Programme** (January 2000 – January 2001) mainly focused on Institution Building and especially on primary legislation, structural and organisational development, and modernisation of training.

The **Phare 1999 Border Management Programme** (April 2000 – April 2003) focused on training and education, supply of mobility and tactical support equipment and small-scale strategic advice. The programme included also the development of an Integrated Border Management Strategy, with a view to creating a clear framework for all border-related issues, to increase the effectiveness of border activities and to continue previous initiatives concerning the implementation of the Schengen Acquis. Feasibility studies for the RBP IT and Communication systems were elaborated through the Follow Up component.

The **Phare 2000 Border Management Programme** (April 2001 – November 2002) focused on training development, visa application and supply of mobility, tactical support and surveillance equipment.

The **Phare 2000 Anti-drugs Programme** (September 2001 - March 2003) focused on the development of legislation, institutions and procedures relating to the fight against drugs, on the development of a National Strategy in the field, and on the procurement of equipment for drug supply/drug demand-reduction agencies.

The **Phare 2001 Border Management Programme** (under way) focuses on further legislative development in the field of Border Management and Control (secondary legislation, RBP Schengen Manual and Schengen Guide), further development of an Integrated Border Management Strategy and an improvement of the free movement of Romanian citizens (improved checking procedures).

The **Phare 2001 Programme Strengthening the management of the migration phenomenon in Romania** (under way) aimed at creating a legal framework for a better management of migration, future approximation to the EU Acquis as regards the regime of aliens and strengthening the operational capacity of DAMI in relation to the management of aliens.

The **Phare 2002 Border Management Programme** (under way) focuses on further enhancing the capacity of the RBP to guard the Romanian borders effectively. As such, additional equipment to assist the RBP in this task will be purchased and institutional support provided. Preparations to connect Romania in the future to SIS will be continuing and the visa application system further enhanced. Finally, Romania will streamline its legislation with regard to Dublin Convention cases and unaccompanied minors in order to bring it in line with the EU Acquis.

Other EU programmes

1996 Cross Border Co-operation Programme (Romania and Hungary) focused on the control of illegal migration on the East – West route, through the modernisation of border crossing-points at the Western border.

2000 Cross Border Co-operation Programme (Romania and Bulgaria) addresses the harmonisation of border procedures and the exchange of information between the Romanian border control agencies and their Bulgarian counterparts. The main objective is to facilitate the border crossing of the Danube and increase the efficiency of border controls.

Joint PHARE/UNDCP Drugs Fight Programme (Phase 1) focused on countering the drugs demand and supply. Benefiting countries are: Romania, Bulgaria and FYROM. The programme implementation period was foreseen for 1999-2001.

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PHP Project on Visa, Migration and Border Management included the Border Management Module, broken down into the sub-modules "Schengen Acquis" and "Combating Illegal Immigration Networks". The project started in January 2001 and ended in May 2002 under the overall co-ordination of France.

The Conference on Customs co-operation at the borders between the EU and Phare countries and the New Independent States (1999 – 2001) introduced working groups at geographical level in order to consolidate regional contacts between Customs, Border Police and other relevant services, and to develop reference documents on cross border co-operation.

High Impact Operation (HIO) at the future borders of the European Union. During the operation, the Member States have placed resources (experts and equipment) at the disposal of the participating applicant countries, and have collaborated and exchanged experience with them in the field. The project has the political support of the European Commission, which is co-financed by the HIO through the Odysseus Programme.

Other donors

German bilateral co-operation programmes provided training and equipment to strengthen the operational capacity of the RBP.

French bilateral co-operation programmes provided specialised training to strengthen the operational capacity of the RBP.

Programme with the IOM, aimed at the social and professional reintegration of women being victims of human beings trafficking and the social reintegration of Romanians who returned from Belgium, Holland and Finland;

3.4 Lessons learned:

The Romanian Border Police acquired substantial experience following the implementation of the Phare programme financed through Financial Memoranda 1998 – 2003. The Phare Programme Implementation Unit established at the level of the General Inspectorate of the Border Police supervised and the pursued the achievement of programmes objectives and results through all phases.

The monitoring phases and overall evaluation of the programmes was ensured through internal structures established at the level of Ministry of Administration and Interior, and also through participation to the processes of monitoring and evaluation set up at the ministerial level and EC Delegation in Romania. Romanian Border Police is reporting to the Sectorial Monitoring Sub-Committee number 6, which includes the agencies responsible for the Justice and Home Affairs programmes. During the evaluation process performed by the EMS consortium (contracted by the European Commission) included in its last report the following conclusions:

"Most programmes were relevant and reflected the beneficiaries' needs. Not enough attention was paid to getting good estimates for physical works under Migration, or to the durability and maintenance of equipment for Border Management surveillance and police mobility.

There is concern at the reduced level of project management capacity at the Romanian Border Police to effectively implement the significant level of investments under Phare 2002.

There continues to be positive impacts regarding the general security of the borders.

Sustainability remains a critical issue as the achievements made, and to be made, are very dependent on the continued support of the substantial investment by the Government. This is particularly and urgently the case for project management at the Border Police.

KEY RECOMMENDATION

- Priority given to surveillance & mobility equipment illustrating 'best value overtime' and co-financing of longer warranty periods on patrol vehicles & specialist equipment."

NOTE:

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The Romanian Border Police PIU staff was completed in the first months of the 2004 year, in order to balance the needed future accounts related to the Institutional Building and Investment Support projects.

For the question regarding the “value-for-money criteria” or “best value overtime”, it has to be made a decision at the level of EC Delegation and CFCU for the future procurement sessions, in order to comply the procedures foreseen by the DIS.

Also the **Report of an Advisory Visit under chapter 24 in the fields of Justice & Home Affairs in Romania**, in period 29 March – 2 April 2004, outlines the following:

„[...]The most striking effort has been to stop more than half a million Romanian citizens from leaving the country without fulfilling the proper conditions. This took place more than half million times during last year. Other indications of illegal migration are quite modest. The experts found the overall concept of border surveillance professional, which contains the necessary tactical components as endorsed by the Schengen Catalogue. Quite a lot of progress has been made and there are visible improvements as regards institutional as well as operational matters. This also applies to new infrastructure or reconstruction of border crossing points, which should be continued.

Second line equipment is not yet sufficient everywhere and training on complicated equipment needs to be improved. There is also an urgent need to improve the whole **communication** system, especially the online connection between the Border Police Units as well as the connection to the central information systems.

The blue border surveillance should be reorganised and equipped accordingly. The current arrangement leaves parts of the coast uncovered in a way that cannot be regarded positively in view of accession. Application of modern technology (surveillance systems) would enhance the operational effect radically and save human resources. The border police should have a surveillance system and a sufficient reaction capacity directly at its disposal.

Capacity building for border management is a matter of several years. Even if the operational situation would be calming down before and after accession, the development should not be stopped. Sooner or later, Romania will be implementing Schengen provisions in full. At that stage, the external borders of Romania will be the sole line of control between third countries and the EU. Then, the pressure will be more severe than the one being witnessed nowadays.

Efficient and adequate organisation of the **training** is considered as one of the high priority measures for the future improvement.

Operational measures to tackle **corruption** have been introduced in the Border Police. At the border crossing points staff are required to make a declaration on the amount of local currency on their person before their shift starts, and they are not allowed to have either any foreign currency or a mobile telephone during working hours. Furthermore, random checks (integrity tests) are carried out by the Directorate-level intervention units.

Main conclusions and recommendations

- The concept for **blue border surveillance** is still invalid. The core of the system consists of a flotilla of offshore crafts that are not seaworthy and that are technically outdated. Save the vicinity of the port of Constanta, the Romanian coasts are not covered by such constant surveillance as they should. According to the EU-standards expressed in the Schengen Catalogue, and given the nature of this area as a future external border, the border police must have a sufficient real time awareness of situation, and it must possess a sufficient reaction capacity. Otherwise the cross border crime remains undetected or non-counteracted. To this end, the territorial waters should be covered by a permanent surveillance and the Border Police should have direct access to data, for which a remotely controlled fixed surveillance net work should be established. This does not exclude that there is also a need for some offshore vessels that can stay out for longer periods, conduct observations, escort suspect ships etc.

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- As regards **land border/river surveillance** development in resources and tactics has been rapid. The newly introduced 3-layer controls in the 30 km zone at the green border is still in a phase where its full effect has not been reached, especially in mixed land and river border zones. Patrols have little possibility to check persons in the border line or in the area of the green border. Further studying the risks of undermining this system and development of risk analysis should be further studied. The Danube river will remain as an external border, therefore, further analyzing of the control procedures for transiting vessels in the Danube river is recommended.
- It is necessary to make a proper evaluation of the existing **training** system and – on the basis of the results of the assessment - development of strategies for adequate and efficient border police training.”

NOTE:

The Romanian Border Police has in implementation the Phare 2002 Twinning Covenant “Further strengthening of border control and improved management of migration”, which will improve the RBP capacity (primary and secondary legislation, organisation etc.) in the field of illegal migration and drugs traffic.

Through Phare 2001 programme were purchased 10 videospectral comparators, and in the Phare 2002 Investment Support components is foreseen to be supplied 25 sets of equipment for forged documents, which will be delivered at the needed organisational levels.

The procedures for development of the RBP Communication System commenced through a procedure of Phare 2001 programme. The pilot phase of the Communication System will be finalised in 2004, which will be continued through a Phare 2003 component. In Phare 2004 – 2006 Multiannual Fiche were proposed funds for the finalisation of this system.

Starting with Phare 2003 programme, will be financed the development of the Surveillance System at Romanian Black Sea Coast. In Phare 2004 – 2006 Multiannual Fiche were proposed funds for the finalisation of this Surveillance System.

The Phare 2003 programme fiche has foreseen the implementation of a Twinning Project “Improvement of the Romanian Border Police readiness for the implementation of a Surveillance and Control System at the Black Sea Coast” which will be mainly focused on legislative, organisational, training fields of the system.

In Phare 2004 – 2006 Multiannual Fiche was proposed a separate project which will address all the aspects related to the Human Resource Management like: recruitment, basic training, retraining, management training, co-operation with similar agencies in the neighboring countries.

4. Expected Results of the programme

A. Reconstruction of the Institutional System:

- Necessary legislation approved and introduced;
- Necessary internal legislation drafted (norms, procedures, methodologies and methods) and introduced;
- Organisational framework and infrastructure for information exchange improved;
- Risk-analysis tools and techniques in the specific activities introduced;
- Relevant RBP staff trained;
- RBP structure updated and capabilities of RBP personnel enhanced.
- The role and capabilities of the Contact Points and Centres modernised and strengthened;
- Legislative framework in the field designed, drafted and applied, based also on the acquis that must be implemented before accession;

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- RBP capabilities for national and international co-operation developed and enhanced, based on efficiency and transparency;
- Selected staff trained in the field of developing a learning organisation; risk areas identified and suitable training and change programmes developed;
- Selected senior managers trained in the effective internal and external communication of key organisational messages;

B. System of National and International Co-operation

The role and capabilities of the Contact Points and Centres modernised and strengthened;

- The legislative framework in the field designed, drafted and applied, based also on the acquis that must be implemented before accession;
- RBP capabilities for national and international co-operation developed and enhanced, based on efficiency and transparency.
- RBP managers (including senior managers) trained, jointly with their Romanian Customs counterparts, to develop and agree:
 - common border control policy and operational strategy.
 - more effective joint border controls focused on the routine work.
 - common paperwork and procedures – certainly at the national level, and also across the border – to reduce bureaucracy and speed-up processing.
 - communication strategies for both administrations to perform effective internal communication (of, inter alia, jointly agreed border control policy, procedures, priorities, developments, etc) within each organisation, and effective external communication with key stakeholders.
 - policies, systems and procedures for the collection, collation, analysis, dissemination and sharing of information and intelligence.

C. System of Human Resources Management

- Operational capability of Romanian Border Police personnel enhanced in order to fight against increasing and more sophisticated cross border crime, through the provision of the appropriate training;
- HR departments throughout the RBP able to design and implement programmes and activities which improve recruitment and induction processes, basic and enhanced operational training, change management, and employee and organisational development;
- Enhancement of the capability of Romanian Border Police personnel working in Border Police training centres and schools to provide an appropriate and high quality standard of foundation training to students and trainees;
- Enhancement, through tailored training, of the capability of Romanian Border Police personnel working in the cross border points to converse with, question and interview persons crossing the border;
- Modernisation of the facilities within RBP training centres and schools;
- Enhancement of the skills of the trainers in the development, delivery and evaluation of new training curricula, programmes and lessons;
- Human Resources Management personnel trained in training policy, design, administration, delivery and evaluation;
- Human Resources strategy improved as part of the overall organisational development of the BP, including the development of concrete actions for its implementation;
- HR specialists' capacities enhanced to develop and implement education and training programmes in line with the evolving HR strategy (at the Headquarters, schools and training centres);
- Human resources and command officers trained in the field of managing the processes of change;
- Selected staff trained in the field of developing processes for accelerating learning within the organisation;

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- Selected command staff trained in the field of improving internal and external communication techniques;
- Managers trained in the field of identifying individual and group training and development needs;
- HR department's capacity to develop the capabilities of the RBP to identify the organisation's training needs enhanced.

D. System for Strengthening the Romanian Borders

An operational Integrated Border Securing System including: the Surveillance System at Black Sea, Integrated Surveillance System on the green border, Communication and IT system, air surveillance and increased capability for border control, intervention and patrol at green and blue border.

5. Detailed Budget

	EU Support			National co-financing*	IFI*	TOTAL
	Investment Support	Institution Building	Total (=I+IB)			
2004/ Phase 1						
Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority		3650000	3650000	870000	0	4520000
1. Further Developing the Capacity of the RBP to Apply the Schengen and Border Management Acquis		800000	800000	260000		1060000
2. RBP Human Resources Development – Phase 1 - Creating the Institutional Capacity to Develop and Implement an Organisational Development Strategy		700000	700000	260000		960000
3. RBP Human Resources Development – Phase 1 - Enhancing the Capabilities of RBP Command Officers in the Field of Change Management		600000	600000	200000		800000
4. Anti-corruption Measures for Border Police and Customs		700000	700000	100000		800000
5. - Improving Border Police and Customs Co-operation at the Ukrainian Border		650000	650000	50000		700000
6. Technical Project and Tendering Documents for Development of the RBP Integrated Surveillance System of Danube River and Danube Delta		200000	200000			200000
Project 2: Further development of the System for Strengthening the Romanian Borders	33.150.000	0	33.150.000	11.060.000	0	44.210.000
SURVEILLANCE						
1. Implementation of the Integrated System For Observation, Surveillance And Control of Traffic at the Black Sea, Second phase	5000000		5000000	1600000		6600000
2. Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Phase 1	750470		750470	250000		1000470
COMMUNICATION AND IT						
1. Extension of the RBP Voice and Data Communication System	8820000		8820000	3000000		11820000

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	EU Support			National co-financing*	IFI*	TOTAL
	Investment Support	Institution Building	Total EU (=I+IB)			
2. Design and Implementation of the RBP Mobile Communication System	9020000		9020000	3010000**		12030000
INFRASTRUCTURE						
1. Repair and Refurbishment of RBP Training Premises	4120000		4120000	1370000		5490000
2. Construction and Rehabilitation of the Docking Facilities for RBP Marine and River Vessels	190000		190000	60000		250000
3. Supply of Furniture and Office Equipment for Border Contact Centres and Points	110000		110000	40000		150000
4. Re-Configuration of the Infrastructure and Traffic Flows at Designated Border Crossing Points	3.630.000		3.630.000	1.210.000		4.840.000
5. Endowment of RBP Training Centres and Schools with Specialised Training Equipment	1510000		1510000	520000		2030000
TOTAL 2004	33150000	3650000	36800000	11930000	0	48.730.000
2005/ Phase 2						
Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority	0	3750000	3750000	1010000	0	4760000
1. Improving Border Police and Customs Co-operation at the Serbian Border		650000	650000	50000		700000
2. RBP Human Resources Development – Phase 2 - Training in Curriculum Design & Development		400000	400000	100000		500000
3. Year 2005 - Operational Training in Selective, Risk-Based Border Control Techniques for Border Police and Customs		800,000	800000	260000		1060000
4. Year 2005 - Development of the RBP and NCA Internal Control Functions		400,000	400000	100000		500000
5. Technical Assistance for the Development of the RBP Command and Control system		1500000	1500000	500000		2000000
Project 2: Further development of the System for Strengthening the Romanian Borders	37670050	0	37670050	12523350	0	50193400
1. Endowment of Designated Border Crossing Points with Specialised Detection Equipment	17920050		17920050	5973350		23893400
SURVEILLANCE						
1. Implementation of the RBP Integrated System For Observation, Surveillance and Control of Traffic at the Black Sea, Final Phase	14500000		14500000	4800000		19300000
2. Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Second Phase	750000		750000	250000		1000000
NAVAL MOBILITY						
1. Supply of RBP Vessels for Surveillance and Control of the Blue Border	4500000		4500000	1500000		6000000
TOTAL 2005	37670050	3750000	41420050	13533350	0	54953400

** the amounts for IB projects represent parallel cofinancing

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	EU Support			National co-financing*	IFI*	TOTAL
	Investment Support	Institution Building	Total EU (=I+IB)			
2006/ Phase 3						
Project 1: Optimisation of the Institutional System and of the System of Human Resources within the Border Police and National Customs Authority	0	1500000	1500000	360000	0	1860000
1. Further Enhancement of RBP Capacity to implement the Integrated Border Management Strategy		800000	800000	260000		1060000
2. RBP Human Resources Development – Phase 3 – Training Managers in Human Resources Development		500000	500000	100000		600000
3. Feasibility Study for Strengthening Mobile Customs Surveillance and Control		200000	200000			200000
Project 2: Further development of the System for Strengthening the Romanian Borders	43499825	0	43499825	14473275	0	57973100
SURVEILLANCE						
1. Implementation of the RBP Integrated Surveillance System of Danube River and Danube Delta	8250000		8250000	2750000		11000000
2. Upgrading the Surveillance Capacity of RBP Special Surveillance Vehicles, Final Phase	750000		750000	250000		1000000
MOBILITY						
1. Supply of Mobile Patrol Vehicles for the NCA	2219825		2219825	713275		2933100
2. Supply of RBP vessels for surveillance	32280000		32280000	10760000		43040000
TOTAL 2006	43499825	1500000	44999825	14833275	0	59833100

* COMMON REQUIREMENTS

Taking in account the need of better **sustainability** and the objectives/results **follow up** of the components proposed, through co-financing funds will be supported seminars for personnel of the agencies involved in the Border Management and Control projects. These seminars will take place at premises of Summer Academy for the European Border Policemen – Iasi (Romania), each summer season of implementation of the present project. The amount of estimated funds will not exceed 100.000 EURO per year.

6. Implementation Arrangements

6.1 Institutional Framework

The Central Finance and Contracting Unit within the Ministry of Public Finances is the Implementing Agency, having responsibilities for procedural aspects of tendering, contracting and payments, in accordance to the Practical Guide to Phare, ISPA & SAPARD contract procedures.

The Implementing Authority is the Ministry of Administration and Interior and the National Customs Authority.

The General Inspectorate of Border Police (GIBP) established a structure and developed internal procedures to co-ordinate Phare-financed programmes. Within this institution, a Phare Programme Implementation Unit (PIU) was established in March 2000. The Phare PIU within the de-centralised units report directly to the Phare Programme Co-ordination Unit (PCU) within the General Directorate for European Integration and International Relations. The PCU can be

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considered as an umbrella structure guiding and monitoring all programmes and projects related to border control, migration, the problem of refugees, security services and related information systems.

The PIU within the GIBP will carry out the day-to-day management of the projects under the border control component.

The main role of the respective PIU is to administer and resolve issues concerning the management and progress of the project, including planning and identification of tasks, reporting, preparation of project Terms of Reference, participation in tendering, monitoring and evaluation of the activities executed. The PIU should also keep track of a timely completion of the project activities of present and previous Phare supported programmes.

Also in the other involved institutions (Customs Administration etc) are established structures and developed internal procedures to co-ordinate Phare-financed programmes. These structures have to administer and resolve issues concerning the management and progress of the project, including planning and identification of tasks, reporting, preparation of project Terms of Reference, participation in tendering, monitoring and evaluation of the activities executed

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6.2 Implementing authority

The Implementing Authority is the Ministry of Administration and Interior.

For the implementation of this project the Project Steering Committee (PSC), comprising senior representatives of the MoAI and relevant subordinated bodies, that was established following the Phare 2002 programme, will continue its activities and be as such in charge for the monitoring, supervision and co-ordination of the overall progress and implementation of the project. The PSC will provide guidance on the different components of the project, will approve priorities defined and finally endorse project outputs. The Senior Project Officer (SPO) or his deputy will chair the PSC meetings. It is envisaged that the PSC will meet at least once every three months or more frequently should there be an emphatic reason for such a meeting to be scheduled. The PSC will also propose and discuss possible future assistance and on-going support to further upgrade and strengthen border control and migration management (with special emphasis on the future external borders of the EU in Romania). As such, the PSC can be considered both a monitoring structure as well as a think-tank on border control and migration management issues.

6.3 Implementation Schedule

We expect that 7 months after signature of the FM all ToR for contracts scheduled for contracts under the budgetary year 2004 be approved. For those contracts missing these deadlines a reallocation of funds is foreseen.

6.4 Monitoring and indicators of achievement

The monitoring of the programme will be carried on under the SMSC no 6 – JHA under the co-ordination of the EC Delegation, Ministry of European Integration and Ministry of Administration and Interior, on the basis of six-month meetings for assessment of the programmes progress, and also under the Joint Monitoring Committee.

Timing and proceedings for annual review for 2005 and 2006 will be in accordance with the conditioning progress of the sequential implementation of the needed phases and also in accordance with the decisions at the level of European Commission.

MONITORING INDICATORS

Project 1: Optimization of the Institutional System and of the System of Human Resources

Objectively verifiable indicators **2004**:

- RBP structure revised
- Needed legislation elaborated and ready to be approved
- Methods and proceedings in the area improved
- Relevant personnel trained in the field of foreign languages

Objectively verifiable indicators **2005**

- Relevant operational personnel trained in the related fields of the border police
- Related work tools improved and enhanced
- Pedagogical methods, methodologies and tools in line with those in practice within European Union

Objectively verifiable indicators **2006**

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- Enhanced methods and instruments in the field of integrated border management business
- Improved co-operation instruments internal and external in place and operational.

Project 2. Further Development of the System for Strengthening the Romanian Borders

Objectively verifiable indicators:

- Integrated System For Observation, Surveillance And Control of Traffic at the Black Sea implemented
- RBP Integrated Surveillance System of Danube River and Danube Delta implemented
- Improved capacity of the special surveillance vehicles in place
- Infrastructure of IT and Communication system operational
- RBP mobile communication developed
- Needed training RBP premises repaired and built.

ANNEXES TO PROGRAMME FICHE

1. Sector Programme Monitoring Sheet
2. Detailed implementation Chart
3. Contracting and Disbursement Schedule
4. Logical framework for 2004 projects
5. Legislative Framework and reference list of laws, regulations and strategic plans