

Standard Summary Project Fiche

Project Number: RO-9907-01

Title: Strengthening Border Management and Control

Sub-Programme: Meeting the obligations of the *acquis*

Geographical Location

Romania – Ministry of Interior

(Within the Ministry, the project will be managed by the Inspectorate of the Romanian Border Police)

Objectives

The objective of this project is to strengthen border management in Romania through the development of training for the Romanian Border Guard and Border Police (by setting up a modern and efficient training system and by training the staff currently in service) and through the supply of a range of modern equipment.

Both the Accession Partnership with Romania and the Romanian National Programme for the Adoption of the Acquis consider the enhancement of border management as a high national priority. The present project will contribute to Romania's preparations for accession to the European Union and ensure that strategies to counter illegal trans-frontier activities, including illegal immigration and cross-border organised crime are given greater emphasis and are put in practice efficiently.

The present project is complementary to the Phare 1998 project which will develop, from the end of 1999, a horizontal technical assistance component featuring legislation, structural and organisational development, management etc which will be provided through a general twinning between the Romanian Border Guard/Border Police and the Bundesgrenzschutz (Germany).

Priority will go to the borders which will become in the future the external borders of the European Union, with emphasis at this stage on the Moldovan and Ukrainian borders.

Under this project, the strengthening of the Romanian system of border control will be achieved through : a) developing training both for new recruits and in-service staff ; b) supplying a range of modern equipment in order that the Romanian Authorities fulfil their missions more effectively.

Under the condition that the current project is implemented satisfactorily and that the Romanian Authorities take the necessary steps to reform institutional structures and modernise their border management system, the current project may be seen as the first step of a multi-annual programme both in terms of technical assistance and equipment.

Description

The project includes 2 sub-projects:

- 1) a technical assistance component aimed at providing, through twinning, in close association with the 1998 general twinning, a mixed package of general and specific

operational training for border management officers and personnel through the upgrading of the Border Guard and Border Police training establishment.

- 2) an equipment component aimed at supplying a range of technical support means in the fields of mobility and tactical support ; the work to define precisely the type of equipment to be supplied (Technical Specification Dossiers) will start without delay but the equipment itself will only be provided if the progress in the fields of legislation, structures, management and training are deemed sufficient by the European Commission.

A steering group will be established charged with elaborating the technical specifications concerning the procurement of equipment for the border management agencies under sub-projects mobility and tactical support. The steering group, which will include several MS experts, will create two sub-committees (mobility and tactical support) both of which will be composed of two MS experts and two Romanian experts.

Within this project the steering group will also assist with the next steps of upgrading the Romanian border system concerning equipment in the fields of communications and information technologies and surveillance. For this purpose two more sub-committees will be created.

1. Focused twinning on general training of new recruits and on specialised training for personnel currently serving in the Border Guard and Border Police (3m euro)

This sub-project will provide for the secondment of a senior EU Member State Border Police Training Development Advisor, as resident Pre-Accession Advisor for a period of two years to the Chief of the Inspectorate of the Romanian Border Guard/Border Police.

The PAA on training will have two tasks, which are as follows:

a) General Training of new recruits

In collaboration with the senior staff of the Romanian border management agencies, he will elaborate a detailed work plan for the training of those new staff being recruited to replace conscripts in the Romanian Border Guard. He will provide a detailed analysis of the training standards required, in line with EU norms and standards and advise the Romanian training authorities on how to create a modern border management training establishment which will ensure the training of all new recruits, both in preliminary and continuation training and which can additionally support the modernisation training of current personnel. He will also participate in the implementation of the training plans.

To help him in fulfilling his mission, the PAA will be assisted throughout the duration of his assignment by short-term EU Member States experts who will analyse, so far as training is concerned, the legal and organisational framework and will audit the institutional capacity of the training establishments. The specific missions of the short-term experts associated with this activity will be defined by the interested MS in their twinning proposals

b) Specialised Training for current personnel serving in the Border Guard and Border Police.

The objective of this task is to develop and carry out a series of training programmes, both of a general nature and specific, in order to enhance the operational standards of the Romanian Border Guard/Border Police and to bring them into line with the norms and practices adopted by equivalent services within the EU Member States. This enhancement in professionalism

will in turn lead to positive improvements in border management. The activities required to realise this project include:

- A review of current practice and how this may be developed to adopt the new skills which existing officers and personnel will be expected to develop. The typical range of new courses would include:
 - The basics of EU border management practice
 - Familiarity with new legislation
 - Anti-corruption training
 - Information handling, processing and dissemination
 - Communication skills
 - Documentation and documentation forgery
 - Management training
 - Handling refugees, Asylum seekers and illegal immigrants
 - Language training
 - Equipment maintenance and field repair
- The development of suitable training packages to enhance and develop the skills of the staff required to provide this training. It is anticipated that the PAA on training will ensure that this does not duplicate on-going staff development in the new organisation's training establishment
- The implementation of a certification regime providing civilian-based EU-recognised awards and certification for the Romanian Border Guard/Border Police, particularly in the fields of management, IT and communication skills. This development is to encourage recruitment and assist in the retention of key staff.

The PAA will be supported by an EU MS training team composed of short-term experts whose mission will be identified by the Member States in their twinning offers.

2. Supply of equipment for mobility and tactical support

2.1 Mobility

The main objective of this sub-project is to provide the Romanian Authorities with a range of transport, including . This will include the provision of suitable uniforms, headgear and footwear for green border management, clothing for blue border patrolling, personal equipment such as flashlights and body armour, document readers, notebooks, CO2 probes and administrative support equipment.

to replace the most obsolete vehicles in their current vehicle park. Furthermore, the equipment mix will assist in the patrolling of the green and blue border and in all weather. The introduction of these vehicles and naval craft will immediately address the existing problem faced by the border management agencies and enhance mobility, both in terms of more regular patrolling and an increase in reaction time in key border areas.

Actions foreseen under this project are as follows:

Under the authority of the Border Management Steering Group (see above), a working group will be set up to advise on the technical specifications of the vehicles and naval craft to be procured and on their operational utilisation. The working group will elaborate:

- An assessment of the Border Guard/Border Police patrol vehicles and naval craft based on vulnerability of main border areas, incidence rate and the need for enhanced mobility
- An assessment of the current fleet of Border Guard/Border Police vehicles in order to determine which vehicles need to be replaced immediately upon procurement of replacements and which others need to be replaced in the medium and long term.
- The identification of which areas should be selected to receive the new equipment in relation to Romania's border management strategy.

2.2 Tactical Support

The prime objective of this project is to provide a wide range of different types of supplies to properly equip individual officers and men with the equipment necessary to fulfil their operational tasks. This will include the provision of suitable uniforms, headgear and footwear for green border management, clothing for blue border patrolling, personal equipment such as flashlights and body armour, document readers, notebooks, CO2 probes and administrative support equipment.

The main activity envisaged under this project is as follows: the establishment of a tactical support working group which will advise on the technical specifications of the equipment and supplies and its operational use. The Group will make:

- A staff table indicating the organisational structure of key border management units and the tables of equipment that should accompany the structure. These tables should keep in mind the existing structures of the Romanian Border Guard/Border Police and the operational requirements in key border areas.
- Provide an assessment of current holdings in key personal equipment items and indicate what procurement would enhance the general operational capacity of the agencies and bring their table of personal equipment up to the standards familiar to EU MS border management agencies.

Indicators of Achievement

In order to ensure that the assistance provided is used to the greatest effect, the Steering Group will, with the assistance of the Working Groups and the PAA, create a set of operational milestones against which the assistance will be measured. Included as such milestones could be the following:

- Improved reaction time on the border
- Increase in detection rate for trans-frontier crime
- Enhanced professionalism of individual officers
- Improved inter-agency co-operation
- Improved conditions of service

The milestones set will be agreed by the Romanian Authorities and the Steering Group will formally assess progress at the mid-way point of the assistance and at the end.

Institutional Framework

The project beneficiary is the Romanian Ministry of Interior and in particular the Border Guard and Border Police. (Note: It is possible that both organisations mentioned will be merged to form a single border management organisation, the Border Police General Inspectorate, during the lifetime of this project. However, the operational requirement will remain extant.)

Budget

Sub-project	Institution Building	Investment	Total Phare	Total recipient	Total
PAA/ TRAINING	3M		3M	NIL	3M
EQUIPMENT:					
1. Mobility		4M	4M	NIL	4M
2. Tactical Sup		3M	3M	NIL	3M
3. Follow-up project*	0,5		0.5M	NIL	0,5M
TOTAL	3.5M	7M	10.5M	NIL	10.5M

* A sum of 0,5 M. € will be dedicated to the functioning of the Steering Group which will have a) to follow-up the current project (in its equipment component) and b) to prepare the next steps for the upgrading of the Romanian border system (future investment needs).

Implementation Arrangements

Responsibility for the administration related to the procedural aspects of procurement, contracting and accountancy will rest upon the CFCU as Implementing Agency under Phare DIS procedures. Responsibility for the administration related to the preparation, technical control and implementation will rest with the Romanian Ministry of Interior as Implementing Authority.

Implementation Schedule

Start of Project Activity	July 1999
Start of Tendering	April 2000
Completion	February 2002

Equal Opportunities

The Romanian Border Guard/Border Police is an equal opportunities employer.

Environment

The training and investment activities relate to Institution Building activities.

Rates of Return

The investment elements of this project relate to Institution Building activities.

Investment Criteria

The investment elements of this project relate to Institution Building activities.

Conditionality and Sequencing

It is requested that the Romanian Authorities make progress on the modernisation and demilitarisation of their border management agencies. In particular, emphasis should be placed on the development of appropriate legislation, organisation and structures, training and general institution building. This progress will be assessed by Commission, with the support of the Steering Group and the PAA.

Annexes to Project Fiche

1. Logframe Matrix
2. Cumulative Contracting and Disbursement Schedule
3. Cost-breakdown for Sub-Projects
4. Previous Phare Activity and On-Going projects Financed from Other Sources
5. Feasibility Studies
6. Relevant Laws and Regulations
7. Government Strategy
8. Twinning fiche

			Programme name: and number:	Date of drafting: May 1999
Strengthening Romanian Border Management and Control			Contracting period expires:30.11.2001	Disbursement period expires:30.11.2002
<i>Project Number RO 9907-01</i>			Total Budget: 10.5M. €	Phare contribution: 10.5M. €
Wider Objective	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> increase border security of Romania, therefore contributing to the security of EU meet the requirements of the Schengen Agreement and the objectives of the Accession Partnership 	<ul style="list-style-type: none"> 1st step : increase in the number of people arrested while doing illegal cross border activity 2nd step : reduction (through deterrence) in the levels of illegal cross-border activity 	<ul style="list-style-type: none"> How : by the setting up of an efficient and reliable statistical tool based on the operational information collected by Border control units (at a later stage, this stats tool could be linked with the communication and IT network) + visits in the field When : during the 1998 Twinning (structural upgrading of ministry) By whom : Romanian Authorities, EU Authorities and 1998 PAA 	<ul style="list-style-type: none"> <u>Assumptions</u> : real will of modernisation and efficiency on behalf of the Romanian Authorities <u>Risks</u> : inadequate funding to support further reform and equipment of Border Management Agencies ; inadequate Border Management Strategy ; failure to create a unified border management agency ; misuse of funds ; lack of impulse from the Central Authorities. 	
Immediate Objectives	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<u>1 – Educ. and training component :</u>	<u>1 -Education and training</u>	<u>1 – Education and training</u>	<u>1 – Education and training</u>	
<u>1.1 – Initial training :</u>	<u>1.1 – Initial training :</u>	<u>1.1 – Initial training</u>	<u>1.1 – Initial training</u>	
- Support to Romania to develop an efficient training system capable of allowing the replacement over a few years of some 4500 conscripts by professionals. The project will also help developing a common training for Border policemen and Border guards.	- One of the main indicators of achievement will be the speed at which it will be possible to train properly the some 4500 officers who will be recruited to replace conscripts.	- How : by monitoring a) the upgrading of the quality of the Border management initial training Institutes and b) the rate of replacement of conscripts by professionals through adequate initial training. When : during the 2 years of the twinning. By whom: Pre-accession adviser and its team of experts plus EU Delegation.	<u>Risks</u> : it may take much more time than expected to replace 4500 conscripts ; initial training could be either too long or too short (right dimension has to be found) ; low salaries are likely to make it difficult to attract the right people ; common training for BG and BP could be a window-dressing.	
<u>1.2 – On-the-job training :</u>	<u>1.2 – On-the-job training :</u>	<u>1.2 – On-the-job training</u>	<u>1.2 – On-the-job training</u>	

ANNEX 1

<p>- Upgrading of the training of Border guards and Border Police-men currently in office ; this training aims in particular at developing knowledge on EU-Schengen border management concepts, capacity to use new equipment and to communicate with neighboring countries and EU institutions in charge of border management.</p> <p><u>2 - Equipment component</u></p> <p><u>2.1- Mobility equipment (4.4 wheels cars, motorbikes, snowcats..) :</u></p> <p>- Aims at helping the detachment of Border Police and Border Guard increase their efficiency (since the BG, in particular, work in a very difficult environment : very bad roads, not asphalted, tough winters, broken ground).</p> <p>focus on portable equipment but may also include some fixed and vehicle-mounted heavy night observation devices (thermal-</p>	<p>- Main indicator of achievement will be the rate of success in the transmission of knowledge.</p> <p><u>2 – Equipment</u></p> <p><u>2.1 Mobility :</u></p> <p>- One of the indicators will be the number of people apprehended (particularly in winter and by bad weather) since the equipment supplied should enhance the capacity of BG to patrol and intervene more quickly at all times.</p>	<p>- How : tests and exams during the training period plus testing in the field.</p> <p>- When : during training and after, within the two years of the twinning.</p> <p>- By whom : PAA plus his team plus all the trainers involved in the twinning, Directorate in charge of training for the Ministry of Interior.</p> <p><u>2 – Equipment</u></p> <p>For the 2 components (mobility, tactical support), the indicators will be measured as follows :</p> <p>- <u>How</u> :</p> <p>a) by the setting up of an efficient and reliable statistical tool based on the operational information collected by Border control units and on statistics coming from other countries and international institutions (ex : CIREFI).</p> <p>b) by visits on the ground.</p> <p>- <u>When</u> :</p> <p>This process has to be permanent. In any case it will be followed very closely under the 1998 Twinning (due to begin end 1999)</p>	<p>- <u>Assumptions</u> : that the right people are selected for following this training (e.g. not the people who are going to leave service soon), that the Romanian trainers are motivated and able to teach, that there is a real impulse from the Ministry to encourage people to involve themselves fully into training. <u>Risks</u> : that trainees are unmotivated and passive ; that there be problems of communication (either cultural or linguistic).</p> <p><u>2 – Equipment</u></p> <p>For the 2 components (mobility, tactical support), the risks are the following :</p> <p>- that the Romanian procedures to make sure that the equipment provided is allocated to the right places and well kept are not rigorous enough.</p> <p>- that the people who receive the equipment are not able to use it fully (this risk should be avoided by sub-component 1 on training).</p>
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<p><u>2.2- Tactical support</u>” includes :</p> <ul style="list-style-type: none"> - Collective equipment such as those aiming at detecting illegal migrants hidden in sealed containers (CO2 detectors) or illegal cargo, portable computers (e.g. for controls onboard trains) etc.. ; - Adapted clothing for Border guards with a special emphasis on shoes and rain clothes. This equipment should also be concentrated, under Phare 1999, on the borders with Moldova and Ukraine. 	<p><u>2.4 - Tactical support :</u></p> <ul style="list-style-type: none"> - So far as portable computers for the Border police are concerned, main indicator will be the number of illegal migrants arrested onboard the trains coming from Moldova and Ukraine. - The indicators related to better adapted clothing will be : a) the morale of the Border Guards and b) the number of people caught by bad weather. 	<p>as well as under likely complementary Phare projects.</p> <p>- <u>By whom :</u></p> <ul style="list-style-type: none"> . the Romanian authorities in charge of Border management and control . the European Commission, in particular through its delegation in Bucharest . the 1998 Twinning PAA . possibly, an equivalent of the ex-Schengen Permanent Commission in charge of verifying the quality of controls on the external borders of the “Schengen” States. 	
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ANNEX 1

Outputs	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks
<ul style="list-style-type: none"> • New and modern training institutes and standards which fully comply with EU (ex Schengen) standards of border policing • Enhanced operational capacity on selected border areas (Moldova and Ukraine) • Elaboration of new management structures and policies which are fully in line with best practice in EU border police services 	<ul style="list-style-type: none"> • Creation of fully functioning Border Guard/ Police Training Centre • increased operational mobility through the deployment of modern patrol vehicles both on green and blue borders • Enhancement of personal equipment • Secondment of a senior MS Expert as PAA to advise the Romanian Authorities on new training policies 	<ul style="list-style-type: none"> • Phare Evaluation (including MS input) • Border Guard/Police Statistics • Report of PAA 	<ul style="list-style-type: none"> • Provision of suitable advisors • Procurement and installation of equipment and maintenance • Full Government Support
Inputs	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks
<ul style="list-style-type: none"> • Mission to define equipment selection • expert knowledge/twinning • Relevant training 	<ul style="list-style-type: none"> • equipment defined, deployed and fully operational • training and advice commences 	<ul style="list-style-type: none"> • Phare Evaluation • Expert Reports • Steering Group 	<ul style="list-style-type: none"> • Availability of funds/advisors and equipment

* Must be quantified and measurable

Strengthening Border Management and Control in Romania														
CUMULATIVE CONTRACTING SCHEDULE (€million)														
	Date													
	30/09/99	31/12/99	31/03/00	30/06/00	30/09/00	31/12/00	31/03/01	30/06/01	30/09/01	31/12/01	31/03/02	30/06/02	30/09/02	31/12/02
Sub-programme 1			3.00											
Sub-programme2			4.00											
Sub-programme3			3.00											
Sub-programme4			0.50											
TOTAL			10.50											
NB all contracting should normally be completed within 6-12 months and must be completed within 24 months of signature of the FM														
Programme 1.	PAA/TRAINING													
Programme 2.	Mobility													
Programme 3.	Tactical Support													
Programme 4	Follow-up													

Strengthening Border Management and Control in Romania														
CUMULATIVE DISBURSEMENT SCHEDULE (€million)														
	Date													
	30/09/99	31/12/99	31/03/00	30/06/00	30/09/00	31/12/00	31/03/01	30/06/01	30/09/01	31/12/01	31/03/02	30/06/02	30/09/02	31/12/02
Sub-programme 1			0.90		0.75		0.75			0.6				
Sub-programme2			4.00											
Sub-programme3			3.00											
Sub-programme4			0.50											
TOTAL			8.40		0.75		0.75			0.6				
NB all disbursements must be completed within 36 months of signature of the FM														
Programme 1.	PAA/TRAINING													
Programme 2.	Mobility													
Programme 3.	Tactical Support													
Programme 4	Follow-up													

Strengthening Border Management and Control in Romania														
CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE (€million)														
	Date													
	30/09/99	31/12/99	31/03/00	30/06/00	30/09/00	31/12/00	31/03/01	30/06/01	30/09/01	31/12/01	31/03/02	30/06/02	30/09/02	31/12/02
Contracting			10.50	10.50	10.50	10.50	10.50	10.50	10.50	10.50				
Disbursement			8.40	8.40	9.15	9.15	9.90	9.90	9.90	10.50	10.50	10.50	10.50	10.50
<i>NB all contracting should normally be completed within 6-12 months and must be completed within 24 months of signature of the FM</i>														
<i>NB all disbursements must be completed within 36 months of signature of the FM</i>														

Strengthening Border Management and Control in Romania

Time Implementation Chart Project Nr: RO-9907-01

	Year 1999						Year 2000												Year 2001												Year 2002					
Activities	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Mobility:																																				
Design																																				
Contract																																				
Implementation																																				
Tactical Support:																																				
Design																																				
Contract																																				
Implementation																																				
Training:																																				
Design																																				
Contract																																				
Implementation																																				

- = design
 = contracting
 = implementation

STRENGTHENING BORDER MANAGEMENT AND CONTROL IN ROMANIA

ANNEX 3 COST BREAKDOWN FOR SUB-PROJECTS

Sub-project	Institution Building	Investment	Total Phare	Total recipient	Total
1 - Training	3.00		3.00	-	3.00
2 – Equipment					
2.1 Mobility		4.00	4.00	-	4.00
2.2 Tactical support		3.00	3.00	-	3.00
Preparation and follow-up of the sub-project 2*	0.50		0.50	-	0.50
TOTAL (in M. €)	3.50	7.00	10.50	NIL	10.50

* A sum of 0,5 M. € will be allocated to the functioning of the Steering Group and of the 4 specialised working groups which will have :

- a) to prepare and follow the sub- project on equipment supply ;
- b) to prepare the next steps for the upgrading of the Romanian border system (future Phare programmes)

ANNEX 4 Previous Phare Activity

The present project is complementary to the Phare 1998 project which will develop, from the end of 1999, a horizontal technical assistance component featuring legislation, structural and organisational development, management etc.. which will be provided through a (general) twinning between the Romanian Border Guard/Border Police and the Bundesgrenzschutz (Germany).

ANNEX 5

FEASIBILITY STUDIES

Expert Mission to Romania in the field of Justice and Home Affairs on behalf of the European Commission, 4-8 May 1998

TAIEX Report of Expert Mr Heinz Burghart on Romanian Border Management, 2-5 March 1999

ANNEX 6

RELEVANT LAWS & REGULATIONS

Law No. 56/1992 on ROMANIA'S STATE FRONTIER

ANNEX 7

GOVERNMENT STRATEGY

Programme on Restructuring the State Frontier Competent Authorities

Romanian Ministry of the Interior Document on The Strategy for Restructuring
Border Agencies, 3 Dec 1998

STANDARD SUMMARY TWINNING PROJECT FICHE**Key Facts**

1. **Country:** Romania
2. **Sector:** Justice and Home Affairs
3. **Beneficiary institution:**

 Ministry of the Interior of Romania
 The Romanian Border Guard
 The Romanian Border Police
4. **PHARE Programming 1999**

 RO 99
 Institutional Strengthening of the Romanian Border Guard and Border Police
- 5 **Budget:**

 Total Phare: 3m
 Institution Building: 3m

Contextual Framework

6. **Accession Partnership:** Improvement of border management is both a short- and medium-term priority. Reinforcement of justice and home affairs institutions, i.a. ensuring sufficient and properly trained border guards, is a medium-term priority
7. **NPAA:** In the NPAA from June 1998 strengthening of border controls and training of personnel with border competence are both short- and medium-term priorities.
8. **Operating Environment**

The PAA on training will be working with the Romanian Border Guard and Border Police as they create a new joint training establishment in Bucharest. For the Romanian Authorities, the proposed merger of the Border Guard and Border Police implies a new training requirement for those recruits who are joining the organisation for the first time, whilst simultaneously developing new training programmes for the existing staff of both organisations as they move towards the adoption of standards and practices which reflect the EU norm. Therefore, the PAA will have to provide support in all major aspects of the development of new training regimes, with a particular emphasis on the development of key staff and curriculum.

It is anticipated that the Romanian Authorities will respond positively to this initiative as training, within the context of institution building, is a key priority. Indeed, the successful merger of the Border Guard and Border Police will depend to a large extent on the ability of the training staff to produce well-trained and motivated personnel, who identify closely with the new organisation.

Admittedly, the scale of the training required is considerable and additional resources will be required for the foreseeable future. The current training staff in Romania have received little exposure to EU standards in training and therefore it is essential that these officers are adequately trained before new students pass through the training establishment.

Finally, much will depend on the future provision of training by the Commission, especially through the use of short-term experts who themselves are training experts. Therefore it is essential that the PAA, as the Training Development Advisor to the border management agencies, prioritise the future training requirements of the Romanians, develop appropriate training objectives for the external experts and lastly, ensure that such training is implemented correctly.

Project Details

9. Objectives of the project:

The objective of this project is to provide the Romanian Border Guard and Border Police with a Training Development Advisor, who can assist the Romanian Authorities develop suitable training regimes for those new entrants to the proposed single border management agency and the existing personnel who require training in order to bring their operational skills up to the levels and norms expected in similar border management agencies in the EU. The Advisor will be assisted in his task by a small group of short-term experts who are themselves training development advisors.

10. Scope of the twinning assignment :

The project will last two years and the PAA will be expected to reside in Bucharest. It is essential that the PAA work closely with the existing training establishments of the Border Guard and Border Police and of course the new joint training establishment once it becomes operational. However, the PAA must have regular contact with the senior authorities of both these organisations and also the responsible authorities in the Ministry of the Interior.

11. Expected outputs:

Over the two- year period, the PAA will carry out the following:

- Assist in the creation of a training strategy for the Romanian Border Guard, Border Police and when appropriate, the single border management agency which has been proposed by the Romanian Authorities.
- Elaborate a staff development programme for those trainers assigned to work in the new training establishment
- Elaborate a staff development programme for those trainers involved in continuation training
- In association with the Romanian Authorities, design a new border management curriculum and assist in the production of appropriate training material

- Prepare training modules which will be carried out by the EU MS experts as part of the overall policy of the training establishments
- * Provide advice on the administration of the training establishments, with particular emphasis on resource management.

12 Required inputs:

The profile of the PAA and his short-term key assistants would include the following skills:

- Extensive experience as a training development advisor in a MS Border Police Force
- Experience of working in a training establishment environment
- Experience of creating and implementing staff development courses
- Experience in the elaboration of curriculum, both in terms of generic programmes and more specialised courses
- The ability to assist in the professional production of training aids and material
- Familiarity with the Schengen border control system
- Ability to demonstrate administrative abilities including human and resource management

13. Implementation :

For ease of implementation, it is proposed that the twinning programme on training be carried out in effect by a training team, with the resident PAA as the group leader. He will be assisted by two types of short-term experts; firstly a small number of key assistants who will focus on discrete elements of the training, such as staff development or curriculum development. The other experts will be rotated through the programme in order to conduct short term training courses. Given the above, it is anticipated that the PAA and all the experts are from a single MS, thereby allowing the twinning party to be flexible in the provision of their experts.