



National Strategy on Integrated Border Management & its Action Plan



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Tirana

National Strategy on Integrated Border Management & its Action Plan

Prepared by:

**Border & Migration Police/Albanian State Police – Ministry of Interior
Albanian Customs Service – Ministry of Finance
Phytosanitary and Veterinary Services – Ministry of Agriculture**

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ABBREVIATIONS

ACS	Albanian Customs Service
AEI	Agency for European Integration and Economic development
API	Advanced Passenger Information
ASF	Air Safety Foundation
ASP	Albanian State Police
ASYCUDA	Automated System for Customs Data
BCIS	Border Control Information System
BCP	Border Crossing Point
BiP	Border Inspection Post
BMP	Border and Migration Police
BMPD	Border and Migration Police Directorate
CARDS	Community Assistance for Reconstruction Development and Stabilization
EC	European Commission
ECD	European Commission Delegation
EU CAFAO-Albania	EU Customs and Fiscal Assistance Office – Albania
EU	European Union
FAO	Food Assistance Organization
FCI	France Coopération Internationale
FYROM	Former Yugoslav Republic of Macedonia
GDC	General Director of Customs
GoA	Government of Albania
IBM	Integrated Border Management
ICITAP	International Criminal Investigation and Training Assistance Programme
ICMPD	International Centre for Migration Policy Development
IMC	Inter-Ministerial Committee
INTERPOL	International Police
IOE	International Office of Epizootics
IOM	International Organization for Migration
IT	Information Technology
JRAC	Joint Risk Analysis Centre
MAFCP	Ministry of Agriculture, Food and Consumers Protection
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoU	Memorandum of Understanding/s
MPWTT	Ministry of Public Works, Transport and Telecommunications
NATO	North Atlantic Treaty Organization
NGO	Non Governmental Organization/s
OSCE	Organisation for Security and Co-operation in Europe
PAMECA	Police Assistance Mission of the European Community to Albania
PHYTO-VET	Phytosanitary and Veterinary
RMIS	Recourse Management Information System
SCTIP	Service de Coopération Technique Internationale de Police
SECI	Southeast European Cooperative Initiative
SIS	Schengen Information System
SNV	Station for Navigational Vessels
SOG	Special Operative Group/s
SOP	Standard Operating Procedure/s
SPL	State Police Law
TIMS	Technology Information Management System
TRACES	Trade Control and Expert System (Computerised network linking Veterinary Authorities for intra Community trade, import, transit of live animals and animal products)
TTFSE	Trade and Transport Facilitation in Southeast Europe Program
UNCTAD	United Nations Conference on Trade and Development
UNHCR	United Nations High Commissioner for Refugees
UNMIK	United Nations Interim Administration Mission in Kosovo
WAN	Wide Area Network
WCO	World Customs Organization

EXECUTIVE SUMMARY

Introduction

The term Integrated Border Management (IBM) refers to the coordination and cooperation among all the relevant authorities and agencies involved in border security and trade facilitation to establish effective, efficient and integrated border management systems, in order to reach the common goal of open, but controlled and secure borders.

This concept was developed by the European Commission and is laid down in the “IBM Guidelines for the Western Balkans”, which serve as a basis for the consistent implementation of border management related activities in the region, and also provide guidance for the development of national IBM Strategies and Action Plans.

The Albanian IBM Strategy closely follows the IBM Guidelines of the EC and focuses on the four main agencies with border related responsibilities: Border and Migration Police, Customs Service, Phyto-sanitary Service and Veterinary Service, and makes references to a number of other agencies and operators who are active in the field of border management.

The Three Pillars that Support the EU IBM Concept

Crucial to co-ordination are a clear division of responsibilities, active communication and a well-organised flow of information. The IBM concept consequently rests on three pillars: intra-service co-operation, inter-agency co-operation and international co-operation.

Each of these pillars covers the following topics: legal and regulatory framework; management and organisation; procedures; training and human resources; communication, information exchange and IT; infrastructure and equipment.

Intra-service co-operation

Intra-service co-operation is the successful internal organisation of structures and activities within a

particular service or agency that is involved in border management, and in relation to its respective ministry. There are two main types needed: vertical co-operation - coherence throughout the chain of command, e.g. from the Border Police up to the Minister of Interior; and horizontal co-operation between the different administrative levels from the state body to the units working at the borders.

Inter-Agency Co-operation

Inter-agency co-operation includes all the different agencies in a country involved in border management. Such co-operation would see operational contact between border crossing point personnel as well as communication and coordination with their respective central authorities.

Inter-agency co-operation highlights three areas in particular: co-ordinated processing at border crossing points and joint operations at the green and blue border (in these cases the division of responsibility is especially important), central integrated information technology systems (to support knowledge-based border controlling), awareness building and joint responsibilities and joint use of infrastructure and equipment.

International Co-operation

Cooperation between the Western Balkan States and their EU and accession/candidate country neighbors is vital for the development of a common understanding in policing-matters as well as a common approach in tackling particular cross-border phenomena (trafficking, smuggling, cross-border-crime).

The IBM Guidelines break this area down into three primary levels: local co-operation between officials on both sides of the border, bilateral co-operation between neighbouring states and multilateral co-operation focusing on border management issues. The latter category should focus on preparing countries for possible accession into various EU systems (e.g., Schengen Visa and Customs Information Systems).

Two essential legal documents that will be a prerequisite of international co-operation are: bilateral co-operation agreements and readmission agreements.

The IBM Process in Albania

A small group of representatives from the Albanian Border and Migration Police, Customs Service, and Phyto-sanitary Services and Veterinary Services met routinely in an effort to develop an IBM Strategy and a corresponding Action Plan which are fully in line with the “Guidelines for Integrated Border Management in the Western Balkans”, the working document of the European Commission which has set the standard in the field of IBM.

Their efforts were supported by the CARDS Regional IBM Programme, which, under the leadership of the French SCTIP and the facilitation of the module leader ICMPD provided the framework for the development of the IBM documents through the organisation of a series of workshops. These activities took place in close cooperation with PAMECA, EU CAFAO-Albania and ICITAP – Albania, who provided long term local expertise, technical assistance, logistical support and the necessary follow up actions to ensure a successful outcome.

It is worth mentioning that the international assistance provided in the course of the drafting phase came in the form of facilitation and recommendations; the ownership of this process was at all times in Albanian hands. The result of this joint effort are two documents which do justice to Albanian realities while at the same time providing step by step guidance for the future development in the field of IBM along international standards.

Objectives of the IBM Strategy and Action Plan

The Albanian IBM Strategy contains an assessment of the current situation in the field of border management and identifies the areas where improvement is necessary. The IBM Action Plan contains concrete Objectives which are based on the recommendations of the Strategy. Each Objective is broken down into Actions and each action further divided into Activities to facilitate the implementation of the plan. Both, Strategy and Action Plan, are “living documents” and need to be updated on a regular basis.

Some of the objectives of the IBM Action Plan address issues that are already in the process of being resolved: Reorganization of the Border and Migration Police to ensure autonomy, civilian command and control of maritime border surveillance, progressive harmonization of the legal framework, and development of procedures. All ongoing efforts in this respect were duly noted and are reflected in this document.

Many objectives highlight areas in common with all border agencies: inadequate training and personnel management systems are good examples. As repeatedly mentioned in the IBM Strategy personnel issues continue to undermine the operational performance of border agencies. Unless this issue is addressed it is unlikely that any real progress will be made.

The majority of objectives not previously mentioned concern lack of equipment, the upgrading of infrastructure, communication and how information is transferred within agencies, among agencies and across borders.

As a matter of urgency it is recommended that a “coordinating structure” be officially established. For this reason, it is recommended to expand the mandate of the Inter-Ministerial IBM Committee (through a decision from the Office of the Prime Minister) to give it the necessary powers to ensure a systematic implementation of the Action Plan according to identified priorities.

Financing Implementation of the IBM Action Plan

Specific budgetary figures and likewise an overall timeframe for Action Plan implementation are not provided within the IBM Strategy and Action Plan. Both have to be included before implementation can start; an effort which should begin as soon as the content of these IBM documents is officially approved

It is suggested that any cost benefit analysis include opportunity costs relating to failing to improve border controls and trade facilitation. This enhances transparency and ensures that a realistic cost estimate is used in order to justify future IBM investment.

CHAPTER 1

Vision, strategic priorities and strategic goals

Vision

“Open, but controlled and secure borders”

The overall strategic goal of the Albanian government is to develop a border security system that will integrate all state agencies with responsibilities on border control. The specific goal of the IBM strategy is to provide a basis for national and international coordination and cooperation among all relevant authorities and agencies involved in border security and trade facilitation in order to establish effective, efficient and integrated border management that will ensure open but well controlled and secure borders.

Strategic priorities

The key areas in which the government should focus its activities in order to take the present border security system to a border security system that will ensure open but controlled and secure borders are:

1. Legal and regulatory framework
2. Management and organization
3. Procedures
4. Human resources and training
5. Communication and information exchange
6. Infrastructure and equipment

Strategic goals

Ad1)

The relevant changes of the concerned legislation (for all three pillars) ensure that border agencies are organized and function as required by EU.

Ad2)

Organizational reforms and restructuring following the changes in the legal and regulatory framework provide appropriate line of leadership, control and management of own human, material and financial resources.

Ad3)

All procedures of border agencies are defined in internal SOPs with regard to personnel, training, finance and logistics in joint consultancy between them.

Ad4)

Appropriate and transparent selection and appointment procedures previously agreed upon for officials of border agencies are implemented. Quality and professionalism of border agencies officials increased.

Ad5)

Communication and exchange of information as well as dissemination of information among border agencies improved and overall information management system is established.

Ad6)

Appropriate infrastructure and equipment sustains agencies efforts to provide professional service to the citizens and other beneficiaries.

CHAPTER 2

The Concept of Integrated Border Management (IBM) in Albania

The IBM concept for the Western Balkan outlined in the IBM Guidelines for the Western Balkans covers:

The coordination and cooperation among all the relevant authorities and agencies involved in border control, trade facilitation and border regional cooperation to establish effective, efficient and integrated border management systems, in order to ensure the common goal of open, but controlled and secure borders.

IBM includes coordination and cooperation among all authorities and agencies involved in border control, facilitation of trade and border regional cooperation with the aim to create effective systems for the integrated border management so that the main objective of having opened, but controlled and secure borders be realised.

Adoption of the IBM concept will enable the citizens of Albania to live in an area of safety and freedom, where people can carry out business activities and travel freely through borders, as preconditions of economic growth and reduction of poverty.

Based on the IBM Guidelines for the Western Balkans (with their three main pillars of intra-service cooperation, inter-agency cooperation and international cooperation) and the Schengen Border Code requirements, the objective is to create a security system along the Balkan borders by strengthening regional cooperation.

Cooperation among agencies operating at the border with cross-border and international counterparts would have a significant impact on the implementation of the appropriate parameters for IBM in the Western Balkans, in general, and Albanian in particular.

Historic View

The Conference of Ambassadors in London defined the Borders of Albania on 1913. On March 22, 1913, this Conference defined the northern borders of the Republic of Albania. The southern border of Albania was defined on August the 11, 1913. Border demarcation

commissions started working on December the 17, 1913.

The Southern border with Greece was demarcated during July 1925 and on July 27th the Protocol of Florence (Italy) was signed. A protocol relating to the Northern border was signed in Florence (Italy) on July the 26, 1926.

On July the 30, 1926, the Conference of Ambassadors in Paris, by its final act (signed by Great Britain, France, Italy and Japan, on one side, and by representatives of Albania, Greece and Yugoslavia on the other), determined the demarcation line between three countries (Albania, Italy and Greece).

Shortly following demarcation formalities, the Royal Border Guard was founded on February 25, 1929. This date is considered to be the founding day of Albanian Border Forces. Originally, the Royal Border Guard was a military-financial organisation created to prevent, suppress and deter smuggling and related border offences, disobedience towards finance laws and regulations, provide assistance to maintain public order and peace, and in case of war, to engage in field operations. The Royal Border Guard was organised in this way until 1939 when Italy invaded Albania.

The Law "On Veterinary Service" was adopted on March 19th 1929 for the first time in the Republic of Albania. Based on this law, border veterinary doctors began to control the certificates of animals and animal products entering or exiting Albania. The legal basis for this control changed several times until Law no. 9308, of April 11th, 2004, "On Veterinary Service and Inspection", was adopted

Phytosanitary service started operations for the first time on 1938, in Durres Port. Two years after this service was functional at the border crossing point of Qafë-Thana and in Vlora Port.

Current Situation

A new situation emerged after the democratic changes of the 1990's. State borders with neighbouring countries were required to engage in cooperation. Engaging in cooperation required substantial changes to basic border security concepts such as protection and management of the border area.

Freedom of movement brought about phenomena not experienced before; such as mass influx of refugees during the years 1990 – 1992, illegal cross-border traffic and cooperation of Albanian criminal elements with foreign groups. Shortly after the introduction of democratic reforms, Albanian State structures were ill equipped to prevent and fight these new phenomena

Despite the difficulties, changes occurring in other parts of the Western Balkans created a new spirit regarding bilateral and multilateral relations. The problems faced during the Kosovo and Macedonia crisis in 1998 tested and produced some great achievements for Albanian state structures in general and for border agencies in particular.

Currently, with the measures taken by Albanian Government, within the framework of bilateral, regional

and international cooperation, a solid foundation has been created for preventing and fighting against negative phenomena.

The government of the Republic of Albania considers the border control issue, not only a very important aspect of national security, but also as an obligation for Albania in the international arena.

One of the commitments taken by the Albanian Government, within the framework of cooperation with neighbouring states is the fight against crime in general and organised crime in particular.

CHAPTER 3

Geographic and topographic Features of Republic of Albania

Geographical data

The Republic of Albania is situated in the west of the Balkan Peninsula. Montenegro and Kosova border the Republic of Albania from the north, from the east Macedonia, from the southeast and south Greece, and from the west Italy (Adriatic and Ionian Seas).

Geographical position of the Republic of Albania is:

- North: 42° and 39.8'
- South: 39° and 38.5'
- West: 19° and 15.5'
- East: □□□□21° and 08'

The length of state border of Republic of Albania is 1,094 km; if coastline is added, the length is 1,250 km. Based upon recent changes occurring in the Balkans Peninsula, (i.e., creation of independent states from the former Yugoslav Federation), the status of the border is as follows:

- With Montenegro: total border length is 220 km; out of which there are 126 km of green border, 22 km of sea border, 38 km of lake Border, and 8 km of stream¹ borders.
- With Kosovo: total border length is 123 km, out of which there are 117 km of green border, 1 km of Lake Border, and 5 km of stream border.
- With Macedonia: total border length is 186 km, out of which there are 137 km of green border, 28 km of lake border, 12 km of river border and 9 km of stream border.
- With Greece: total border length is 349 km, out of which there are 247 km of green border, 78 km of sea border, 7 km of lake border, 9 km of river border and 8 km of stream border.

Overall length of the borders in kilometers (km)	
Green Border	627
Sea Border	316 (coastline is 472)
Lake Border	73
River Border	48
Stream Border	30

Topographical Features

The borderline is demarcated:

- On land by main, intermediate and small demarcation signs (pyramids)
- In lakes by floating signs and illuminated signs.
- Where the demarcation of the borderline is not complete; it shall be completed in the near future.

The terrain, where the borderline of Republic of Albania is situated is mainly mountainous. Types of topography vary from rough mountains, hills, fields and along the coastline channels and swampy areas.

As the topography is mainly mountainous, green border topography offers limited opportunities for legal movement of people.

Opened harbours on the Albanian coast are: Shëngjin, Durrës, Vlora, Himara, and Saranda.

Border Crossing Points (BCPs), number, types and division according to the Bordering countries

Currently, there are 25 BCPs in Albania: 4 BCPs with Montenegro, 5 BCPs with Kosova, 4 BCPs with Macedonia, 6 BCPs with Greece, 5 harbour BCPs and one airport BCP.

¹ Smaller than a river (*translation note*)

Type and number of BCPs (Currently operational)				
Type	State/Province	Bilateral	International	Total
Land	Montenegro	-	3	3
	Kosova	2	3	5
	Macedonia	-	4	4
	Greece	-	6	6
Sea		-	5	5
Air		-	1	1
Railway	Montenegro	-	1	1
Total		-	-	25

The Border and Migration Police (BMP) are present in 25 BCPs.

The Veterinary Service is permanently present in 17 BCPs, and upon request, can be present in 8 more BCPs.

The Albanian Customs Service is present in 18 BCPs.

The Phytosanitary Service is permanently present in 14 BCPs, and upon request, can be present in 11 more BCPs.

Presence of the Border Services at BCPs				
Border and Migration Police	Customs Service	Phytosanitary Service	Veterinary Service	Bordering countries
Rinas	Present	Present	Present	
Durrës	Present	Present	Present	
Vlora	Present	Present	Present	
Saranda	Present	Present	Present	
Kakavia	Present	Present	Present	Greece
Kapshtica	Present	Present	Present	Greece
Bajza	Present	Present	Present	Montenegro
Qafë-Thana	Present	Present	Present	Macedonia
Hani i Hotit	Present	Present	Present	Montenegro
Morina	Present	Present	Present	Kosova
Shëngjin	Present	Present	Present	
Blatë	Present	Present	Present	Macedonia
Tri Urat	Present		Present	Greece
Murriqan	Present		Present	Montenegro
Tushemisht	Present	Present	Present	Macedonia
Himara	Present		Upon request	
Goricë	Present	Present	Present	Macedonia
Qafë - Prush	Present		Upon request	Kosova
Qafë - Botë	Present		Present	Greece
Qafë - Morinë			Upon request	Kosova
Bashkim			Upon request	Montenegro
Sopik			Upon request	Greece
Rrips			Upon request	Greece
Orgjost			Upon request	Kosova
Shishtavec			Upon request	Kosova

All agencies operating at the border will work to define common criteria on the prioritisation of the BCPs and on

the preparation of the necessary legal framework for implementation.

CHAPTER 4

Institutional Framework

Albania was the first among the Balkans countries to reallocate border control responsibilities for the green borders from the military to a civilian structure. This transition took place in 2000.

The main agencies operating at the borders are:

- Border & Migration Police
- Albanian Customs Service
- Phyto-Sanitary Service
- Veterinary Service

Ministry of Interior

Based on the current structure and on tasks of every service with responsibility at the state border, it should be stressed that organisational changes and their subsequent effects on other services need to be taken into consideration during the implementation of this Strategy/Action Plan and during any enhancements to the Action plan.

Border and Migration Police (BMP)

BMP is a component of the ASP. The BMP carry out the tasks of border control that include border checks and surveillance. Border checks means the checks carried out at the BCPs to ensure that persons, including their means of transport and the objects in their possession may be authorized to enter Albania or authorized to leave it. Border surveillance means the surveillance of borders between BCPs and the surveillance of BCPs outside fixed opening hours, in order to prevent persons from circumventing border checks.

The main tasks of the BMP are as follows:

- Controls and provides surveillance of the State Border of the Republic of Albania;
- Checks identity and citizenship of Albanian/foreign citizens and of vehicles when crossing in/out of the territory of Republic of Albania;
- Checks validity of travel documents in the BCP;
- Checks, in the BCP, licences to carry hunting and sporting weapons, and other personal

documents that are necessary for crossing the border;

- Denies entry to persons who do not fulfil conditions to enter through the state border;
- Controls movement of persons and vehicles in the state border;
- Prevents illegal crossing of state border out of defined BCPs; prevents entry and discovers illegal residence of persons;
- Guaranties life and property of citizens living and exercising activity near the borderline;
- Prevents border incidents and provocations;
- Checks legality of 72 hour issued visas and confirms to the MoFA visas issued in the border;
- Controls water space, activity of vessels navigating in internal and territorial waters, and underwater resources;
- Cooperates with subjects who perform activities in deployment zones as well as with subjects who are related to the border regime;
- Fulfills obligations deriving from bilateral or multilateral readmission agreements and relevant protocols;
- Handles provision, limitation and annulment of residence permits of foreigners in the Republic of Albania;
- Handles entry/exits of foreigners and readmitted persons, approves or refuses entry/exit of the above and evaluates preliminary requests of persons (of their data) asking to enter, or guaranty for entry of foreigners in the Republic of Albania;
- Controls respect of laws in force by foreigners in the Republic of Albania;
- Administers and controls data registration for foreigners, National Electronic Register created for this group, their citizenship, readmissions, etc.;
- Charges sanctions for offenders of laws and subsidiary laws that regulate the work of the BMP;
- In special cases and in cases of bilateral or multilateral agreements issues visa in the BCP;
- Fights illegal immigration and other crimes in the BCP and along the border line;
- Prevents violation of the state border in an independent manner or in cooperation with MoFA;
- Implements objectives of National Strategy "On Migration" and "On Border Control and its Integrated Management"; and

- Prepares draft laws and subsidiary laws as required.

The BMPD is subordinated to the General Director of the ASP under the MoI, fulfils the task of activity coordination regarding border control. The BMPD is composed of three organisational units².

- Sector of BMP Services;
- Sector of Treatment of Foreigners and Migration; and
- Sector of IBM and Training.

At the regional level, there is a BMP Sector within the Regional Police Directorate and in every State Police Commissariat a Section of BMP. Special Operational Groups (SOGs) (e.g., mobile units), SNMs (Stations of Naval Means) and BCP (Border Crossing Points) are subordinated to every Section.

It is envisioned that the current structure of the BMP will need to change in order to better manage border policing resources.

Future Perspective

Future structural changes are outlined below in three levels:

- Central level. BMP Department is composed of three directorates (Operations, Migration and Readmission and Administration). A Risk Analysis Sector is also included.
- Regional level. There will be Regional BMP Directorates and Commissariats. Territory covered by each Directorate/Commissariat will be determined through risk analysis.
- Local level will be organised in the form of BMP Stations.

The above changes will ensure the BMP are removed from the operational command and control of Regional ASP Directorates and report as a Department to the General Director. This should ensure that Border Policing resources are managed based upon the objective needs of the border.

Ministry of Finance (MoF)/ Albanian Customs Service (ACS)

It is the goal of the ACS to position itself as an equal partner with the other parties involved in border procedures.

The ACS is making every effort to control and secure borders in order to protect the economy, the market, the population and to fulfil duties relating to the identification and prevention of importation of illicit goods, as well as to protect cultural heritage and plants and animals from illicit exports.

The ACS is an administrative unit subordinated to the MoF of the Republic of Albania. Competencies and responsibilities of the General Directorate of Customs as well as Customs officials are provided for in the Albanian Customs Code, regulations for state administration and internal regulations of the ACS.

The structure of the ACS is organised in three levels:

- Central Level General Directorate of Customs
- Regional Level Regional directorates
- Local Level Customs Branches

Currently, the General Directorate of Customs is organised into three departments³:

- Technical Department
- Administrative Department
- Investigative/Operational Department

The ACS Administration is currently composed of 1040 employees.

In order to ensure the effective use of the abovementioned resources and to review employee performance, the General Directorate of Customs maintains a special structure that performs internally independent audits using a qualitative management system. This internal control Directorate is directly subordinated to the General Director.

The ACS is responsible to:

- Carry out all procedures provided for by the Customs Code, with regards to goods entering, exiting or transiting the ACS territory, in compliance with the rules foreseen in the implementing provisions of the Customs Code;
- Certify and collect customs duties;
- Prevent, certify and fight smuggling activity, offences of illicit trafficking in prohibited or restricted goods;
- Gather evidence and certify offences of the provisions of the Customs Code, foreseen in part VIII;

² For details on organization, see Annex 1.

³ See the organizational chart on Annex 1.

- Prepare and sign international agreements and conventions in the Customs field;
- Prepare, collect and on the basis of a written request, deliver statistical data relating to foreign trade to the Ministry of Economy and for other public bodies, foreseen by legislation in force;
- Subject to the Customs Code, monitor all goods within the Customs territory of the Republic of Albania.

Controls at the border are carried out by mobile teams mainly assigned to protect the financial interest of the Republic of Albania. Currently, this task is a responsibility of the Anti-smuggling Groups.

In order to ensure respect for the provisions defined in the Customs Code, other laws and bylaws (implementation of which is a responsibility of the ACS), customs officers control all goods and passengers crossing the Customs line in the Customs areas. This control applies to the green and blue border line, as well as internal waters and air space. With the objective to increase the effectiveness of controls, the ACS can conclude agreements on information exchange with public and private entities (both Albanian and foreign) involved in this field.

Control of goods and transport vehicles coming out of customs areas, in land, sea and in airport BCPs, is organised, in order to certify whether the quality and quantity of transported goods complies with accompanying customs documentation. When no discrepancy is observed, customs officers place an ACS stamp on documents that denotes the goods in question are regular. Alternatively, when a discrepancy is observed, they draft the proper protocol, which is delivered to the appropriate authority of the customs office, in order to carry out further procedures.

When necessary, the ACS controls transport vehicles along internal roads. In this case, ACS officers are authorized to stop transport vehicles. If irregularities are observed, Customs' officers escort the vehicle in question to the nearest ACS office; where a proper protocol is drafted and subsequently delivered to appropriate authority within the respective ACS office in order to proceed with further procedures.

The ACS may, according to the implementing provisions of the Albanian Customs Code, carry out all necessary controls at the facility of the person who declared the goods or at any stage directly or indirectly involved in the release of the goods.

In cases when other authorities operating in ACS territory have suspicion or have knowledge of offences of the Customs Code, or bylaws in its implementation, or other laws ACS is responsible to implement, they (other authorities) are required to immediately notify the

nearest ACS office that covers the territory in question. ACS authorities carry out all necessary certifications and procedures, including notification of judicial bodies, based on the procedures foreseen in Part VIII of the Customs Code.

When there are grounds to suspect the smuggling of drugs, the trafficking of weapons, or other crimes (economic and financial in character), competent ASP authorities can stop vehicles that are subject to ACS procedures and sealed by Customs authorities. In these cases the transport vehicle is escorted to the nearest ACS office of territorial competency, where the seal is broken and the above-mentioned ASP authorities in the presence of ACS authorities carry out all checks they consider appropriate. ASP authorities, in cooperation with ACS, prepare a written report, which, depending on the case, is delivered to judicial authorities in compliance with provision of Criminal Procedure Code.

ASYCUDA++

ASYCUDA ++ (Automatic System for the processing of Customs Data) is a computer program developed by UNCTAD (United Nations Conference on Trade and Development) currently in use in more than 80 countries around the world. The project is financed by European Commission Delegation in Albania through the CARDS program.

Construction of a WAN (broad communication network) is financed by the World Bank through TTFSE program (Trade and Transport Facilitation in the South-eastern Europe).

Implementation of the project was monitored by EU CAFAO-Albania. The leading body of the project is the steering committee composed of all the representatives of the parties involved with the General Director of Customs as Chairperson. The steering committee convenes at specific times to analyse and discuss issues of implementation and to determine the policies that shall be followed.

The advantages of ASYCUDA++ use lie in the automatic processing of Customs declarations forms, from the moment of record until the moment of payment. Unique ACS procedures at every branch electronically link the process with the centre. This enables electronic closure in transit, processing a large amount of data, as well as production of more robust statistical reports. Risk analysis is performed automatically as well as many other functions. Results include faster processing of cargo, improved control over revenue and more accurate and updated information on goods trade.

Basic results are listed below:

- 10 customs branches are connected to the system;
- 88.4% of the declarations are filled in online;
- 90% of obligations are collected online; and
- 100% of declarations are found in the system.

Competences and attributes of ACS

The body (unit) for the Fight against Smuggling and Illegal Trafficking was created within the General Customs Directorate. This body carries out the functions of judiciary police.

Ministry of Agriculture, Food and Consumer Protection (MAFCP)

Phyto-sanitary (PS) Inspection

At the central level, the Phyto-sanitary Service (PSS) is organised as the Plant Protection Directorate (PPD) within the MAFCP. At the regional level, the service is represented by the chief inspector, and at local level it is represented by a district inspector and inspectors in the BCPs subordinated to the Regional Directorates of Food Agriculture and Consumer Protection.

The PSS carries out control of plants, plant products and other objects that are potential carriers of hazardous organisms to plants, during import and transit, in order to take measures to prevent entry and spreading of organisms harmful to plants and plant products.

The PSS also control plants and plant products and other objects in production, collection and transport facilities in order to ensure the prevention of entry and the spread of organisms harmful to plants and plant products.

The main tasks of PSS inspections are to:

- Control plants, plant products and other objects in the border international traffic (import, transit, export);
- Issue PS certificates for the consignments of plants and plant products for export and re-export;
- Acquire samples for tests by plants and plant products, in order to determine the presence of hazardous parasites;
- Enforce PS measures (refusal of entry, treatment, destruction of the consignment, etc.);
- Control of the PS measure imposed; and

- Control of import products, aiming to protect plants.

PSS inspection consists of:

- Controlling documents that accompany the consignment;
- Controlling consignment identity;
- PS control of consignment;
- Controlling of packing (encasement) of the transport means;
- Acquiring samples, when there is suspicion of the presence of hazardous organisms; and
- Establishing and enforcing PS measures.

Veterinary Inspection

The main role of veterinary inspection at the border is to control international trade of livestock, bio-products, products and sub-products of animal origin, in order to protect the general public as well as animal health.

The Albanian Veterinary Inspection Service is organized at the central level as a Service and Inspection Directorate associated with the MAFCP.

At a regional level, it is represented by a Veterinary Chief Inspector of Regional Directorate of Food, Agriculture and Consumer Protection and at a local level by a Border Veterinary Inspector, who is subordinated to the Regional Directorate of Food, Agriculture and Consumer Protection.

The tasks of Border Veterinary Inspector at the border inspection point are to:

- Carry out sanitary-veterinary inspection and physical checks of consignments for export, import, and transit, together with accompanying documents;
- Acquire samples of animal origin products, samples of raw materials, wastes and products for animals, in order to conduct laboratory tests, when necessary;
- Register consignments for export, import, and transit that go through BCPs, according to the definitions of the law;
- Observe disinfections, hygiene and sanitary conditions of transport vehicles and ACS warehouses; and
- Carry out all other activities foreseen by law and subsidiary laws.

Veterinary inspections of import, export and transit include control of documents, their origin, physical checks (in import and transit), provision with proper

veterinary certificates (for import, export and transit), and registering them in the proper registration book.

Data are delivered to the central competent authority in the MAFCP.

Based upon Chapter III of the law “Organisation of Veterinary Service”, the Albanian Veterinary Service has a double function regarding:

- Animal health;
- Animal welfare;
- Public veterinary health;
- Control of veterinary medical products; and
- International relations in the veterinary field.

Albania is a member of International Office of Epizootics (IOE) which is an international intergovernmental organization for animal health. As a world organization for the health of the animals IOE has three main duties:

- To inform member state governments of the existence or development of animal diseases or zoonoses in the world as well as the means to fight against them;
- To coordinate programs and actions at an international level manage and control animal diseases and zoonoses; and

- To determine rules for exchanging animals and products of animal origin.

Albania is a member of IOE and fulfils its member state obligations and takes part regularly in IOE meetings. Albania keeps in contact and maintains regular relations with the IOE through routine exchanges of veterinary information.

Albania follows the instructions and recommendation of the IOE as set out in the International Code of IOE through the Strategy for Veterinary Measures on the Control of Animal Disease.

The UN Food Assistance Organization (FAO) is the biggest specialised agency acting in the field of agriculture, forestry and service and rural development. FAO is an inter-governmental organization which works to reduce poverty and starvation by developing agriculture and improving food systems.

Among FAO's priorities are the promotion of the steady development for agriculture and rural areas, strategies for increasing food production, food provision and keeping and administering natural resources.

Albania has been a member of FAO since 1970 as well as a member of the European Commission of the Epizootic.

CHAPTER 5

Coordinating Structure

In order to coordinate, support and manage the implementation of the IBM Strategy and Action Plan, a coordinating structure will be created. This coordinating structure will gather representatives with decision-making authority from institutions directly involved in border management.

The coordinating structure will have a Steering Committee, chaired by the Minister of Interior, and will be composed of, as a minimum, a Deputy Minister of Interior, Deputy Minister of Finance, Deputy Minister of Foreign Affairs, Deputy Minister of Agriculture, Food and Consumer Protection, the Deputy Minister of European Integration and one representative of the Department of Strategy and Donor Coordination close to the Council of Ministers.

Members of this structure will be represented by ministries and agencies involved in border management, such as:

- General Director ACS
- Director of BMP
- Director of Animal and Plant Protection Directorate
- Director of Consumer Protection Directorate
- Directorate of Consular Policies (MoFA)
- National Coordinator for Albania - IBM Strategy
- Director of Primary Health Care
- Any other institution as required.

The coordinating structure will create working groups and as necessary sub-working groups based on needs required for Action Plan implementation. The Steering Committee will define the composition of work groups/sub working groups as well as their tasks.

The main tasks of the coordinating structure are to:

- Follow up activities carried out within the framework of implementing the IBM Strategy and Action Plan;
- Analyse border procedures of operating agencies in order to initiate necessary changes with a view towards harmonisation with EU good practices;
- Evaluate implementation and decide on steps to be taken;

- Perform any gap and needs analysis in the field of IBM and decide on necessary actions as a result of these studies;
- Solve problems regarding border traffic;
- Organise joint actions among agencies operating at the border; and
- Strengthen cooperation among border operating agencies, central bodies and local public administration.

Additionally, it will be necessary for the coordinating structure to constantly monitor IBM Strategy and Action plan implementation, regularly revise the IBM Strategy and Action Plan and develop specific solutions that inevitably will arise during coordination. It is recommended the IBM Strategy and Action Plan be reviewed and revised annually and updated whenever necessary.

Budgetary commitments

Undoubtedly, the budget issue is one of the main factors that will ensure implementation of the IBM Strategy and Action Plan. Considering that the four main border agencies involved in IBM (Border Police, Customs, Veterinary and Phyto-sanitary services) it is clear that some budgetary commitments from the RoA are necessary.

All listed agencies are financed by the budget of Republic of Albania and they have their own budgets as approved by Parliament at the beginning of the each fiscal year. In many cases border agencies are facing financial problems due to unclear division of budget lines or because budgets are not spent for anticipated purposes.

IBM requires cooperation of all agencies and at different levels. It is recognized that once IBM will be implemented some expenses will increase and some will decrease. Increases of expenses will most likely be a consequence of additional commitments and obligations deriving from the IBM Strategy. On the other hand, some expenses will be reduced (common use of equipment, joint task forces, common infrastructure, etc.) and they may be reallocated for other purposes or where shortfalls are identified. In any case, the budget foreseen for IBM should not be used for any other purposes unless GoA or authorized ministry decide otherwise.

In order to establish an IBM budget the GoA must prioritize activities in the area of IBM and set up a specific budget line that will provide enough funds for IBM only. The most convenient way is to establish an IBM budget line at the national level and break it down to the budget sub-lines for each ministry taking part in IBM.

Likewise, each ministry shall have a separate budget for IBM activities, providing funds to respective internal agencies. The IBM budget line should be separated from the common budget that is allocated to each ministry on a regular basis and in a regular work plan.

Furthermore, spending the IBM budget should be coordinated and agreed among by all agencies. For this purpose, one of the IBM inter-ministerial coordination committee's tasks should be the responsibility on the use of the IBM budget line (approval, allocation and monitoring).

Without having transparent and precisely defined budget commitments it will be difficult not only to implement the IBM strategy and Action plan but also to ensure professional work by all agencies.

CHAPTER 6

Accountability, monitoring and evaluation

Coordinating structure through its instruments (Steering Committee, various working and sub-working groups) will have responsibility on the monitoring the process of the implementation of the IBM Strategy and its Action plan. The tasks of the coordinating structures are defined in the Strategy and it will constantly monitor their implementation.

Priority: Legal and regulatory framework

Main Indicator: Drafts reviewed, approved, and implemented.

Priority: Management and organization

Main Indicator: Organigrams prepared and implemented in accordance with the changes of the legislation.

Priority: Procedures

Main Indicator: SOPs drafted provide for comprehensive, standardized and unified procedures to rule the functioning of border agencies.

Priority: Human resources and training

Main Indicator: Selection criteria and relevant procedures for appointment drafted and used by border agencies. Educational system provides an adequate, professional training based on common curriculum for basic and continuous training.

Priority: Communication and information exchange

Main Indicator: The vertical and horizontal communication system among border agencies promotes the exchange of information including risk analysis.

Priority : Infrastructure and equipment

Main Indicator: Border agencies are provided with the appropriate infrastructure and equipment.

CHAPTER 7

Cooperation and Coordination of the three IBM pillars

Based upon the IBM concept this chapter provides for clarification regarding all agencies that have competencies at the border relating to the three levels of cooperation: intra-service, interagency and international.

The final goal of having an IBM system can be reached only through full implementation of relevant tasks and performance of services.

Intra-service cooperation

Intra-service cooperation within every agency operating at the border includes an intra-service cooperation strategy within the four main agencies operating at the border: BMP, ACS, Phyto-sanitary and Veterinary inspection.

Intra-service cooperation refers to cooperation between state administrative bodies and responsible agencies for different tasks vertically between the central, regional and local level, as well as horizontally between different BCPs and inland control points.

This cooperation is realized through a clear allocation of responsibilities and a rapid exchange of information at all levels.

Intra-service cooperation is ensured through two main elements:

- Standard procedures for the activity of the service and exchange of information
- A technology with appropriate equipment facilitating the above-mentioned activity.

Border and Migration Police

i. Current Situation

Even though the BMP has made some progress in recent years, the current level performance not up to required standards. This is primarily because the BMP

structure has never been permitted to directly command and control BMP resources. Currently, Regional State Police Directorates are responsible for the management of all human, material and financial resources, to include BMP resources. Frequent structural changes, personnel transfers and the lack of a personnel selection process have significantly contributed to poor operational performance by the BMP.

In addition to the structural difficulties outlined above, logistical and financial support has not been provided at the required level and in many cases equipment provided has not been at the required quantity. Structural difficulties have also contributed to the lack of accurate and timely information required to run a modern border policing service.

ii. Legal and regulatory framework

The legal framework on intra-service cooperation for the BMP consists of the Law on State Police, Law “On guarding and controlling the State border”, Law “On State Border”, etc., as well as a series of bylaws and regulations. A detailed list of these legal acts is attached as Annex 2 of this IBM Strategy.

Assessments from different international organizations in the legal area have shown a number of gaps and inconsistencies in the legislation that regulates the activity of border policing in Albania. Therefore, there is a need to gradually change and/or amend a number of laws as well as to draft new laws consistent with the EU Acquis to address these gaps.

One of the laws that is necessary to be revised is the Law on State Police. As the main law governing the activity of the entire ASP it is important for this law to be redrafted so that it allows for increased BMP autonomy. The redrafting of Law on State Police has reached the final comment phase.

The following additional laws should be revised in order to better comply with EU Acquis requirements as well as for adherence to the concept of civilian command and control of border policing resources:

- Law on Foreigners
- Law on State Border
- Law on Guarding and Controlling the State Border
- Law on Asylum
- Law on Coast Guard

Likewise, sub legal acts and bilateral agreements should be reviewed and changed accordingly. International conventions should be reviewed and others should be signed and ratified as required.

The Law on State Police does not have an article on intra-service cooperation; however, separate provisions in bylaws, orders and instructions of the Minister, General Director, and Director of BMP attempt to address this issue. In order to ensure effectiveness of the BMP there is a need to adapt and continuously update the abovementioned acts.

The above mentioned bylaws, orders, and instructions should mainly focus on enhancing intra-service cooperation at the central, regional and local level. Specifically, it is necessary to update internal orders to regulate cooperation, exchange of information, joint operations, training and use of infrastructure and equipment. All these documents should regulate the relations and cooperative procedures among ASP structures.

Currently, the BMP has been focusing their cooperation with other structures of the ASP in the following areas:

- Exchange of information and data on illegal cross-border activities;
- Organization of joint measures for the prevention and suppression of cross border criminality; and
- Organization of joint police operations.

The BMPD will further develop legal and regulatory framework for a more efficient exchange of data and information. Data protection as well as the administration of information shall be regulated through relevant laws and instructions.

iii. Management and organization

The current structure of the BMP does not ensure proper management of the human, financial and logistical resources as well as the required cooperation within it and with other structures of the ASP.

It is important to stress that there is no direct chain of command from the BMP Directorate to regional BMP structures. As a result of this type of organisation, communication of orders and information does not officially take place from central to regional and local level structures and visa versa.

Within the framework of reorganization of the ASP, the BMP is being restructured as well. The need to reorganise the BMP into an operationally efficient structure originates from gaps observed in previous assessment carried out by the BMPD in 2005, from

relevant requirements of the EU that should be fulfilled by a border management system, from requirements deriving from the EU IBM Guidelines for the Western Balkan, obligations coming from the Ohrid Regional Conference "On Border Security and Management" and from objectives required under the NATO partnership in the field of border security.

The assessment of BMP Directorate – 2005 recommended restructuring the BMP in compliance with the following basic objectives and priorities:

- Strengthening the management system by abolishing the dualistic chain of command and control;
- BMP should have power to manage own resources;
- Inclusion of the scope and content of BMP autonomy in the revised ASP Law.

The new structure of Border and migration Police will be composed of three levels. For reasons provided above, these levels do not follow the levels and organisation of other police structures. The levels are:

- Central level: will be Border and Migration Department;
- Regional level: will be Regional Directorate of Border and Migration Police; and
- Local level: will be a Border and Migration Police Station.

In general, improvements in management/leadership are one of the essential objectives that the BMP should achieve.

During this process a clear determination of BMP responsibilities as well as those of other structures of BMP and job descriptions for BMP officers was considered.

This also requires improvements to the current planning system from the central level to the local one, in order to achieve better operational results. Implementation of functional tasks shall require issuance of new instructions both within the ASP and the BMP.

Within the framework of BMP restructuring, a special administration directorate will be established in order to handle personnel, training, logistic and budget issues. This system will be extended to BMP Regional Directorates with the purpose of enabling them to manage human resources on their own.

Restructuring also includes the creation of a risk analysis sector at the central level, subordinated to the Director of BMP Department.

Currently, there is no single budget line for the BMP in the annual financial plan within the General Directorate of the ASP. Apart from salary and some operational service funds the current ASP annual budget has been very limited in covering the needs of the BMP. Additionally, only small amounts of funding has been provided within the state budget for investment, equipment, and the maintenance of equipment

It is recommended that a separate budget line for BMP be established within the General Directorate of the ASP budget. BMP shall present proposals for the annual financial plan. A structure shall be established within BMP to manage its budget.

iv. Procedures

Currently procedures carried out at the border by the BMP are based upon assorted laws, bylaws, orders and instructions, many of which are neither current and/or not in compliance with the EU/Schengen practices.

As part of the restructuring of the ASP in general and BMP in particular, after a more clear division of responsibilities for different agencies operating at the border will be accomplished, simpler procedures at the BCPs will be drafted based upon an analysis of the current situation. This will improve BMP results at the BCPs and at the same time facilitate the free movement of persons and commerce.

Procedures on border control and surveillance and on treatment of foreigners must be reviewed and adapted to EU requirements. A manual of Standard Operating Procedures (SOPs) for the BMP should be drafted and regularly updated. This will provide for the necessary guidance to carry out tasks in an efficient, unified and professional manner at all levels and improve the cooperation within the BMP and between the BMP and other ASP structures, thus avoiding duplication of tasks.

v. Human resources and training

The BMP Directorate does not manage human resources and training of BMP personnel. The current situation is not in compliance with Schengen standards and does not support the IBM concept.

Currently, no training to enhance cooperation within BMP and between BMP and other structures of the ASP exists.

The Police Academy is the responsible institution for recruiting, training and retraining of ASP personnel, including BMP. Training on border policing issues is performed in a very limited number of classes (8 hours) during a three month period of basic police training. This

training is mainly theoretical. Apart from this, the Police Academy does not provide specialized or in-service training for BMP officers.

The reorganisation of the ASP and BMP in particular, aims at correcting the above mentioned gaps, by turning the Police Academy into the main source of basic training and refreshing training for all officers. It is foreseen that BMP officers will receive additional specialised training in accordance with EU requirements after the completion of basic training. After being assigned duties BMP will receive refreshing training in order to reach a higher level of professionalism.

Training programs for BMP consistent with EU requirements have been drafted and delivered for approval to the Police Academy.

It is recommended that any future Police Academy training mechanism coordinate annual training plans with the new BMP structure. The training plans should be developed taking into consideration cooperation between BMP and other ASP structures.

Currently, BMP resources are managed and controlled by the Regional Directorates of the ASP. Basic personnel of BMP are appointed and transferred by ASP Regional Directors of the Regional Directorates. Regional Directors also recommend to the General Director of ASP the transfer of middle rank officers of BMP. The uncontrolled transfer of personnel within or out of the organisational structure of the BMP exacerbates existing difficulties due to the dualistic chain of command and control.

Reorganisation of ASP and that of BMP will provide the BMP more autonomy in managing human resources. This will include BMP Stations, BMP Regional Directorates and a BMP Department. A special administration directorate will be established in central level, which will focus on human resources and training. This new structure will allow the BMP to manage manpower and prepare job descriptions for every position and also prepare relevant job assessment criteria, in compliance with EU standards.

After completion of basic police training, no selection criteria are used in appointing BMP personnel. One of the main recommendations is the establishment of selection criteria for BMP personnel.

vi. Communication and exchange of information

Because of the organizational structure of the ASP, information passes through the Regional Directorates of ASP to the General Directorate. As a consequence, there is no sustainable flow of information to the Directorate of BMP. Furthermore, the above-mentioned

structure hinders direct horizontal and vertical communication within BMP.

Implementation of the new organizational structure of the ASP and usage of the extra capacities of IT shall create better conditions for communication within BMP and between BMP and other structures of ASP. The above-mentioned improvements, together with ASP service orders and instructions within BMP should create proper conditions for personnel to be responsible for collection, distribution and follow-up of information related to the fight against cross-border crime.

vii. IT systems

The current analysis of BMP IT needs noted that some BCPs are equipped at a satisfactory level, but much remains to be done. In general, it is necessary to have a faster system for the transmission of data between BCPs.

Measures should also be established to enable internet communication with internal and international agencies for the purpose of exchanging and verifying information.

After the first stage of TIMS implementation, 10 BCPs are now registering all persons and vehicles entering and exiting Albania. The system is connected with the ASP and Interpol database and enables BMP to perform controls of wanted persons and stolen vehicles entering and exiting Albania. It also provides the possibility to assist in identifying potential victims of trafficking.

The BCIS is expected to be fully operational in all BCPs within the next several years. This shall enable the recording of all vehicles and persons entering and exiting Albania through BCPs. The information collected from the BCIS shall be an excellent risk analysis tool.

Apart from TIMS and BCIS a Resource Management Information System (RMIS) is being developed to manage data related to personnel and all resources and equipment of the ASP, including the BMP.

Following the gradual implementation of TIMS, communication and reporting procedures shall become standardized and shall be available to authorized personnel.

The new structure of BMP provides for the establishment of regional operations centres of BMP connected to the central operations centre.

It is recommended that TIMS and BCIS be implemented and maintained as planned.

BMP should be equipped with IT and encrypted communication equipment in order to guarantee fast and

secure communication and transmission of orders and instructions.

viii. Infrastructure and equipment

As a result of the assistance provided by the international community in Albania, infrastructure related to the BMP has improved. Nevertheless, there is still a lot to be done. According to a study of infrastructure needs of the BMP, 65% of SOG facilities are in poor condition and in need of repair. Only 35% of the above mentioned facilities have been improved so far through state funding. There are no premises at the disposal of Stations of Naval Vessels (SNV). Premises of BCPs have been assessed: 50% of them and their general structures were considered to be "good", whereas the other half were classified as substandard. Additionally, office space for BMP personnel is considered limited because currently it is shared with other organisations.

The majority of the existing premises used by the BMP do not facilitate cooperation. Any construction of new premises, changes to existing premises, or reallocation of facilities should take cooperation into account. Cooperation involving facilities should be supported through the issuance of service orders.

In recent years, international donors provided the BMP with a considerable amount of equipment. 25 BCP have been provided with document examination equipment and the necessary training for operation. Additionally, equipment for vehicle inspection and border control, border surveillance (thermal cameras, night vision binoculars, etc.), mobile border checkpoints, and border patrolling (4X4) vehicles have been provided.

Although a great deal of equipment is now available for green border surveillance, the BMP still lack modern equipment for maritime surveillance. Existing equipment is old and does not meet the needs for maritime border surveillance. It is envisioned that the EU CARDS Program will provide a resolution for this equipment need.

BMP equipment is not directly under the control BMP Directorate. This is due to the relationship between the BMP Directorate and Regional Police Directorates. As a result, BMP equipment cannot be fully used for border control and surveillance purposes. A restructured ASP and BMP foresees the establishment of a special directorate in the BMP, in order to provide a solution for proper use of equipment. In the meantime, it will be necessary to ensure the proper maintenance for existing equipment.

Any future equipment needs analysis should take into account the available equipment from other structures of the ASP available at the border. Any common usage of

ASP/BMP equipment should be established through the issuance of service orders.

Customs Service

i. Legal and Regulatory Framework

The activity of the ACS ensures the protection of the interests of the RoA related to imports, exports and transit of goods (despite the transport means) concerning international deliveries, crossing BCPs and free movement of goods, people and their luggage. The legal framework for collaboration within the ACS derives from the Customs Code and the Implementing Provisions, MoUs with other sectors of the State Administration, regulations for the Civil Service, internal regulations of respective sectors as well as orders and instructions from the Minister of Finance and the General Director of Customs.

The current Albanian Customs Code was drafted in compliance with EU requirements. Nevertheless, more work is being done to update it to comply with newly introduced EU customs legislation.

The ACS is attempting to improve collaboration within the service in the central, regional and local levels. There is a need to prepare internal orders to standardise and regulate collaboration forms, exchange information, conduct training, and use equipment and infrastructure. All of these documents / orders must regulate relations and formalize procedures for collaboration at all levels and between all structures of the ACS.

ii. Management and Organisation

The ACS is a civil structure within the MoF which exercises its activity in compliance with the legislation of the RoA.

The completion of the new structure and internal regulations are part of the objectives to improve ACS management and organisation.

Taking into account the necessary infrastructure and human resources it is an objective of the ACS Administration to accelerate the processing of goods through the state border. Thus, it is necessary to ensure that resources, equipment and proper experts for the usage of this equipment are programmed on the basis of management plans.

Salaries and pensions of the ACS are financed by the state budget. Every year, according to the legislation in force for the state administration an investment plan is approved. Gaps in the law on public procurement and other laws in this area have produced poor results. The

ACS may use for investments and other operational expenses only 2% of the revenue collected for the state budget.

Currently there is no funding from agencies or foreign programs.

iii. Procedures

Competencies and procedures of the ACS are regulated by the Customs Code and associated Implementing Provisions. However, in order to improve efficiency and uniformity in implementing (procedures) there are orders and instructions issued by the Customs General Director.

Simplification and standardization of Customs procedures at customs control points is necessary in order to resolve problems related to trade facilitation. Facilitation of trade through simplified procedures is a regional problem as well. It is also a consequence of the role any customs system plays in the collection revenue.

Simplification of procedures in order to increase efficiency and effectiveness is one of the objectives of ACS. In order to accomplish this, a risk analysis system will be used as a basis for decision-making in order to selectively implement control measures.

Standardization in the implementation of ACS procedures will require the issuance of guidelines. In this regard, guidelines have been drafted and delivered to Customs Branches.

In addition to the development of guidelines for use under normal circumstances, emergency plans for extraordinary situations that endanger human life and health are necessary.

iv. Human Resources and Training

Effective border control can only be accomplished through the implementation of a good investment plan related to the improvement of infrastructure and all necessary resources, especially a well trained staff. Through continuous education and training of the existing staff and recruitment of specialist in respective fields, the ACS should be able to permanently maintain a cadre of well trained specialists.

The development of a good investment plan is the responsibility of the Directorate of Investments and Logistics as well as the Directorate of Personnel Training and Administration.

New transparent personnel recruitment methods have been drafted with the assistance of the local EU CAFAO-

Albania Mission. They are now part of the Customs Code together with the criteria and the requirements candidates must fulfil as employees. A bonus system has been introduced to motivate staff and appraise work results. Continuous review of this system is necessary.

Several training initiatives have been introduced in different fields of the ASC. What should be changed is the planning of these training initiatives so they are based on current service needs.

Training is scheduled for ACS employees related to client communications and the Customs Code of Ethics. Currently, there is no training delivered to encourage collaboration within the ACS and between other structures of the MoF. There is a need to develop new initiatives in this area.

In general, it is necessary to create a better working environment which tries to motivate employees and encourage team work. It is necessary to improve tasks, job descriptions and establish clear responsibilities according to objective criteria.

v. Communication and Exchange of Information

Communication is both written and verbal. The first steps have been taken towards electronic communication. Nevertheless, it is necessary to formalise this type of communication. The communication is done in a horizontal way among sectors of the same level. In this type of communication the current practice of sending electronic message copies to direct supervisors has provided satisfactory results. Naturally, vertical communication is regulated by obligations of the employees or sectors stemming from current regulations. Vertical communication is not at the same level as horizontal. In order to improve, it is necessary to develop regulations for the sectors in particular but also ACS in general.

The above situation applies to information exchange as well. It is necessary to create conditions that encourage the periodic sharing of information with the Information Directorate and the Risk Analysis Sector. Until now this has been regulated by internal orders. Nevertheless, exchange could become more efficient by improving regulations of the Customs Directorate General Sectors as well as those of the Regional Directorates to include Customs Houses.

vi. Infrastructure and Equipment

Most of the existing facilities of the BMP do not facilitate collaboration and this should be taken into consideration when constructing new premises. Also, it is necessary to review the infrastructure not only at BCPs but also at the

General Directorate of Customs and Regional Directorates.

There is a need to draft a realistic investment plan in order to ensure that proper infrastructure and equipment are available, whenever necessary. These plans should be drafted for the BCPs, for ACS infrastructure to include break rooms and designated parking areas.

As regards the ASYCUDA++ system, among the objectives to be accomplished are establishing effective risk profiles and automatic selection of deliveries.

Phytosanitary Inspectorate

i. Current Situation

The PSS is currently in the process of reorganization. The general objective of the PSS is to improve cooperation between the structures of the PSS in the horizontal and vertical plan by fulfilling the needs of this service (i.e., offices, necessary inspection areas, standardizing procedures, equipment, staff training, etc.) in all levels (central, regional and BCP). This will enable a faster and efficient control, taking preliminary measures to prevent entry and spread of harmful organisms for plant and plant products and to eliminate unnecessary obstacles in their circulation in the national and international market.

ii. Legal and regulatory framework

The basic legal framework, Law no. 9362, dated 24.03.2005 "On the service of Plant Protection" Decision of Council of Ministers no. 72, dated 06.02.2001 "On the approval of the regulation of products for plant protection" were drafted using a legislative model from several developed EU countries and respectively Directive 29/2000 EC, Directive 91/414 EC. This legislation determined the organizational structure as well as the duties and main technical responsibilities of PSS structures at all levels.

The Law "On Plant Protection Service" does not have special articles for intra-service cooperation, but there are some bylaws that regulate cooperation issues.

In order to implement the requirements of this legislation it is indispensable to update it and complement it with relevant detailed bylaws mandating necessary cooperation in the three levels related to communication and exchange of information in PSS activity.

iii. Management and organization

Based upon the Law “On Plant Protection service”; this service is headed by the Minister and composed of: the Directorate of Plant Protection and Institute of Plant Protection. The Directorate of Plant Protection is the competent authority that drafts the legal and sub-legal acts for plant protection and controls their enforcement in cooperation with the structures of plant protection at the regional level (Chief inspectors, inspector, and laboratory for plant protection) and in border inspection posts (inspectors) which are subordinated to the regional directorates of agriculture, food and consumer protection. PS capacities currently do not meet the requirements of the Albanian legislation in effect as well as international standards.

EU experts have assessed the structure of the official service responsible for plant health (quarantine) within the framework of the CARDS 2001 program. Based on the analysis conducted they prepared recommendations for the future organization of the PS inspection service and its working area, which have been used as guidelines in defining strategic goals. One of the main strategic goals is the reorganization of the PS service and the establishment of a more efficient administrative and management system, which will enable the PS inspection service to perform efficient health control over the plants and plant products according to EU standards. It is important to clearly determine the responsibilities of the PS inspection service and other services that perform duties in the plant health control area.

Furthermore, the area of responsibility of inspection service should be expanded. For this reason it is necessary to increase capacity with the view not only to perform health control of plants and plant products in the international commerce, but also to conduct PS inspections of special kinds of plants and plant products in the internal market.

Currently, the PS control service is present at 14 BCPs. Based on the plant traffic information, plant products and other factors present at BCPs, it is necessary to re-categorize BCPs. According to the law, the import, export and transit through the territory of the RoA of plants and plant products and other objects is accomplished at the BCPs where the phyto-sanitary quarantine inspectorate is present so shipments can be submitted to inspection. In BCPs where this service is not present, it is necessary to prepare memorandums of understanding with the ACS.

iv. Procedures

The general procedures related to plant health, plant products and other objects of inspection performed by PS inspectors are regulated through bylaws. Based on these bylaws, SOPs for the PS control shall be drafted in order to improve all forms of cooperation. It is necessary

to prepare and deliver manuals with SOPs to the inspectors in all levels.

In order to realize a fast and qualitative PS control it is necessary to implement standardized and clear procedures. For this purpose, apart from the review and update of existing legal norms for the procedures, inspectors' manuals should be drafted in order to describe the detailed procedures for PS inspection based upon EU recommendations. The CARDS 2003 Program plans to draft these manuals with detailed descriptions for all the PS inspection procedures. Apart from drafting the manuals, implementation of the procedures can not be realised without creating the necessary capacities for the Plant Protection Service.

These manuals shall ensure that PS inspectors control plant health in a more uniform and accurate way.

v. Human resources and training

Currently, there is no official training program for the inspectors of the PSS. Nevertheless, the PS directorate organizes periodic meetings with the regional inspectors and specialists of the Plant Protection Institute where experiences are exchanged and PS situations are discussed.

Regarding the qualification of the phytosanitary inspectors related to the performance of controls on plants and plant products in the internal and international market, it is necessary to implement a regular training system in accordance with determined plans and programs. The objective is the development of a train the trainers program during which a certain number of inspectors shall be qualified to train the other inspectors of the PS unit. Training manuals should be drafted in order to ensure quality and uniformity in performing duties. Any training developed should include information on the responsibilities within the agency and those related to other agencies.

vi. Communication and exchange of information

Communication within the PS service follows the organizational structure of this service and is based on the bylaws and instructions issued by the Ministry. Communication between the central and regional level is realised mainly via telephone through the office of the Director of the Regional Directorate of Food, Agriculture, and Consumer Protection, but this communication is absent between the structures of the PSS in regional and local level (BCP). Exchange of periodic information is realized mainly via mail. This level of communication and exchange of information can not ensure an efficient cooperation within the service.

Lack of communication equipment and especially of the technology of information represents an obstacle to fast and efficient communication, or information exchange between border inspection posts, Ministry and other relevant services in the plant protection field.

Ensuring appropriate equipment for offices in currently under implementation within the framework of the project "Equipment for phytosanitary service" under CARDS 2001. This should significantly improve communication and exchange of information between all relevant subjects.

Currently, there is no IT system for the PSS. As a result, there is a need to analyse the organizational needs related to IT. This analysis should take into account other IT systems used by other agencies operating at the border. Following an analysis, the necessary equipment should be provided. This will enable a fast and efficient exchange of information among all levels of the service. Appropriate computer programs and data bases capable of collecting and processing all PSS data should be developed.

Equipment with IT is foreseen within the above-mentioned project. Harmonization of communication rules and exchange of information within EU standards and their description in the manuals for phytosanitary inspectors is necessary. Regular meetings of all service personnel as well as regular meetings for phytosanitary inspectors shall improve communication.

Apart from ensuring IT equipment, development plans for IT systems shall enable fast and efficient exchange of information between all service subjects. Appropriate computer programs (software) shall be developed, as well as databases that shall facilitate collection and processing of all data related to PS service.

It is also necessary to harmonize rules for communication and exchange of information to EU standards and their description in manuals for PS inspectors. Regular meetings of all service personnel as well as regular meetings in the future for PS inspectors will improve communication.

vii. Infrastructure and Equipment

The majority of existing premises of the PSS do not facilitate cooperation and construction of new premises should take this into account. Ensuring appropriate equipment starting from the office where this equipment should be placed will significantly improve communication and exchange of information among all relevant subjects.

The BCPs that have the highest volumes of traffic should be subject to investments for the improvement and

strengthening of PS inspection capability in compliance with EU standards.

Veterinary Inspectorate

i. Current Situation

The current situation of the border veterinary service and inspectorate, despite recent updates is still not yet at the required standard because its structure has never been well organised between the Ministry of Food, Agriculture and Consumer Protection and Regional Directorates. Regional directorates are responsible for the management of human, material and financial resources. Frequent structural changes and lack of a formalized personnel selection system create many disadvantages for the veterinary inspectorate and service.

Logistics and financial support has been inadequate resulting in ineffective service. Exchange of information is not timely and in many instances incomplete. This is because the current organization has many obstacles that delay providing and transmitting information. The results achieved by the veterinary inspectorate and service in its efforts to protect the consumer and animals have not been appropriately taken into account to date.

ii. Legal and Regulatory Framework

Based on the law "On Veterinary Service and Inspectorate" no. 9308, dated 04.11.2004, as well as on bylaws, regulations, ministerial orders and BCP manuals, the Veterinary Directorate in the Ministry of Food Agriculture and Consumer Protection is the central authority that is responsible for the veterinary activity throughout the country.

In the above mentioned law no specific article exists to regulate directly intra-service cooperation. Nevertheless, intra-service cooperation is regulated through regulations which describe everyday activities as well as actions that should be undertaken in specific cases in central, regional and local level. Apart from these there are orders and instructions of the Minister which describe actions that should be undertaken, where horizontal and vertical cooperation is included.

In order to ensure internal cooperation and coordination of the Veterinary service it is necessary to adopt and implement new regulations and to issue new orders and instructions.

Meeting standards and following EU recommendations to include those deriving from the IBM Guidelines for Western Balkans is necessary to create a detailed legal framework. Currently, work to amend the law "On

veterinary service and inspectorate” has started. It is necessary to issue relevant bylaws in compliance with the changes made to this law.

Existing international veterinary agreements should be reviewed, signed and new agreements ratified as necessary.

iii. Management and organization

Service and Border Veterinary Inspection is a part of the State Veterinary Service and Inspection. It is organized as a unit in the Veterinary Directorate within the Ministry of Agriculture, Food and Consumer Protection. At a regional level the veterinary chief-inspectors are within the Regional Directorates of Agriculture, Food and Consumer Protection and have the border veterinary inspector subordinated to them.

It is important to mention that there is no direct command and control from the veterinary Directorate of the Ministry of Food, Agriculture and Consumer Protection over the Regional Inspection structures of the BCPs. For this reason, information and orders do not go directly from the structure at a central level to the regional and local ones.

The current structure of the veterinary inspectorate does not ensure proper management of human, financial and logistical resources within the service and with other structures of the veterinary service and inspectorate. Ministry of Food, Agriculture and Consumer Protection currently is under a process of restructuring in three levels: central, regional and local. In the veterinary Directorate within the Ministry of Food, Agriculture and Consumer Protection, a special unit responsible for the organization and management of the border veterinary inspection should be created.

Part of this process shall be the clear definition of its responsibilities and those of other structures of border veterinary inspection. All orders, instructions and inspection regulations that will determine cooperation within the border veterinary inspectorate with other structures shall be reviewed. Special attention shall be paid to management, flow of information and risk analysis.

Foreign experts' assessments recommend restructuring of the Border Veterinary Inspectorate and Service in full compliance with the fundamental priorities as follows:

- Strengthening the management system by doing away with extra chains of command and overlapping competencies;
- The Veterinary Directorate within the Ministry of Agriculture Food and Consumer Protection with the unit of the border veterinary inspectorate

should have the authority to manage its own resources.

The above two points should be reflected in any amendments to articles of the law “On veterinary service and inspectorate” which are contradictory to EU recommendations and IBM Guidelines.

One of the fundamental objectives that should be reached from the border veterinary service and inspectorate is the improvement of management and leadership as a separate structure.

It is envisaged that the future Border veterinary inspectorate and control in its new structure will be comprised of three levels:

- Central level – Border Unit Veterinary Directorate in the Ministry of Food, Agriculture and Consumer Protection;
- Regional level - Veterinary Sector in the Directorate of Food, Agriculture and Consumer Protection; and
- Local level –Veterinary Inspectorate at the BCP.

Currently, the budget for the border veterinary inspectorate is a joint one for the whole veterinary service and inspectorate in the Ministry of Food, Agriculture and Consumer Protection. It also serves the needs of the Regional Directorates of Food, Agriculture and Consumer protection.

The organization and allocation of the budget, legal gaps and necessary procedures for the efficient allocation of it, exacerbates the lack of appropriate financing for the veterinary inspectorate at all three levels and negatively affects its development.

Within this framework, a review shall be undertaken on the manner and use of budget resources in order to ensure restructuring and continued development of the veterinary inspectorate. This will be supported by drafting acts and regulations that shall ensure distribution and efficient use of the budget. Detailed financial plans for the management of the budget and new financial resources shall be established to enable reorganization and implementation as well as human resources training and infrastructure development.

iv. Procedures

Currently, the procedures employed at the borders by the border veterinary inspectorate are based on legal acts, bylaws, orders, instructions and inspection manual of the BCP, which require continuous updating in compliance with the EU recommendations.

The day to day activities have shown gaps in the cooperation procedures in the three levels of the organization. In this framework procedures shall be prepared and regulations and other bylaws shall be drafted in order to improve cooperation. These shall take into account the new structure of the veterinary service.

Once the responsibilities of different agencies operating at the border shall be divided, more simplified procedures of the border veterinary inspectorate should be drafted based upon an analysis of the current situation. This would improve the results of the border veterinary inspectorate at the BCP and at the same time facilitate the free movement of people and goods.

Border veterinary control and inspection procedures should be reviewed for consistency and compliance with EU requirements. A manual should be prepared and updated with standard procedures for the border veterinary inspectorate. This would give personnel at all levels the necessary instructions to perform their duties in a unified and professional manner.

v. Human resources and training

The Border veterinary inspection and service exercises duties provided for by law in 25 BCPs. 29 inspectors are working permanently not including inspectors engaged part time upon request.

Human resources and training of the border veterinary inspectorate is not managed by the veterinary Directorate close to the Ministry of Food, Agriculture and Consumer Protection. The current situation is not in compliance with EU requirements and does not support the IBM concept. The uncontrolled movement of personnel worsens the present problem because of the dual subordination issue.

The Veterinary Directorate within the Ministry of Food, Agriculture and Consumer Protection should be responsible for the recruitment, training and retraining of personnel who conduct border veterinary inspections. One of the main recommendations is establishing and enforcing selection criteria for veterinary inspectors at BCPs.

At the Regional Directorate of Food, Agriculture and Consumer Protection no training has been carried out and no selection criteria to appoint personnel to the BCPs in use. In the past, some international organizations have provided small amounts of specific training on topics related to border veterinary inspection topics.

The structures, programs and training practices that would enable a continuous updating of knowledge of the veterinary inspectors serving at BCPs are missing.

Training should be organised by the Veterinary Directorate close to the Ministry of Food, Agriculture and Consumer Protection, to include basic and specialized retraining in compliance with EU requirements. Once duties are assigned, the veterinary inspectors should receive refresher training in order to maintain a high scale of professionalism.

The recruitment of the personnel should be realized based on the law "On civil servants" in order to avoid inappropriate transfers of border inspectors.

During the planned reorganization process it is necessary to manage human resources. This requires improvements to the current planning system from the central level to the local one in order to achieve better results.

This new structure shall manage the personnel and will prepare job descriptions for every position and relevant criteria for work appraisal, in compliance with EU standards. This should also include the responsible structure for the border veterinary inspectorate at regional level.

Within the framework of the restructuring of the border veterinary control and inspectorate, the Veterinary Directorate within the Ministry of Food, Agriculture and Consumer Protection, will organize a personnel selection process, training and logistical support and better administration of the budget.

vi. Communication and exchange of information

Currently, the border veterinary inspectorate does not possess a communication and information system which would enable communication and vertical and horizontal exchange of information. Regarding the monitoring of transit cargo, the information system should enable the border inspection post in entrance to warn the border inspection post at exit.

Parallel structures and lack of equipment worsens the situation within the BCPs, between BCPs, other structures of veterinary service and inspection, and other agencies operating at the border.

Border veterinary inspection posts in a midterm period should have access to an information technology network and intranet. There is also a need to create a central level database to store information related to: border inspection posts, EU and other countries warning system information, and legislation, etc. This advanced system should be able to support the use of the TRACES information system.

A database at the central level should be created that contains information received related to: border

inspection posts, EU and other countries warning system information, legislation etc., until TRACES system is introduced.

Any long-term plan and implementation of TRACES system should be introduced as it enables the management of electronic documents both vertically and horizontally in an easy and reliable way, thus ensuring updated data as a basis for decision-making.

It is important that the veterinary directorate creates guidelines or manuals for communication and exchange of information among structures.

Currently, there is no electronic communication system between the structures of veterinary inspection.

In a midterm period a common network of technology of information shall be established. All BIPs shall have access to this system and to an intranet. This system shall be compatible for the future use of the TRACES system.

vii. Infrastructure and equipment

The condition of infrastructure for veterinary personnel at BCPs has improved recently. However, improvements have been minimal. Currently, no BCPs in Albania have adequate facilities for the performance of veterinary inspection according to existing veterinary legislation and EU requirements. They do not create conditions for intra-service cooperation and interagency cooperation.

This situation is expected to improve in the future within the framework of other programs aiming in a second phase to improve working conditions meeting EU requirements. The state budget must support the development of the border veterinary infrastructure.

Currently, border veterinary inspection equipment is lacking. The veterinary directorate does not directly control the infrastructure and equipment which are subject to Regional Directorates of Agriculture authority. This situation has brought about huge gaps in border veterinary inspection. The responsible unit for the management and organization of veterinary inspection will ensure direct control of the infrastructure and equipment and shall determine the means of cooperation for the common use of infrastructure and equipment. Meanwhile, this structure shall ensure continuous maintenance of all infrastructure and available equipment.

Inter-agency cooperation

There is a need for improved cooperation between ASP structures and other authorities with responsibilities at the state border. Currently, cooperation among agencies involved in border management is not at the required level and must be improved at central, regional, and local levels.

In order to improve the efficiency of border procedures, existing interagency agreements must be reviewed for compliance with the EU standards. New agreements must be developed, approved and implemented. All agreements must clearly determine and formalise competencies and fields of operational responsibility at the border.

Legal and Regulatory framework

Based on existing legislation, inter-agency cooperation is nominally regulated through laws relating to individual agencies. Legal mechanisms containing cooperation modalities currently do not exist. It is recommended that a basic legal framework related to interagency cooperation be developed so that clear definition of respective tasks and competencies of individual agencies are provided.

In order to carry out the above recommendation it is necessary to analyze and harmonise laws, subsidiary laws and agreements with EU requirements, aiming to ensure facilitation of cooperation among agencies at all levels, unification of control at the borders and including at least, the following issues:

- Clear allocation of responsibilities;
- Simplification and harmonisation of procedures;
- Joint activities and controls;
- Information and data exchange;
- Joint use of premises and equipment;
- Joint training activities;
- Joint contingency and emergency plans; and
- Handling confiscated goods.

The goal of any legal and regulatory framework must be to clearly define the competencies and principles of cooperation among different state agencies, directly and indirectly involved in border management in order to avoid uncertainty, confusion, or conflict.

Management and Organisation

For the purpose of implementing this IBM Strategy and Action Plan a coordinating body must be set up to monitor and facilitate cooperation among agencies responsible for border management.

The aim of the coordinating body involved in border management should be to improve communication among the participating agencies, and to ensure coordination in terms of the development of new activities and infrastructure, making use of synergies in the framework of a common strategy towards the management of national borders. The coordinating body must have clear terms of reference and be of a sufficiently senior level to allow for proper decision making authority.

Concrete tasks of the coordinating body could, among other things, include the following:

- Ensure that agencies organise regular meetings at central, regional and local levels with the aim to solve problems, provide mutual assistance for the accomplishment of tasks and carrying out joint actions;
- Ensure that risk analyses structures of agencies responsible for border management exchange information and data of mutual interest in compliance with laws and subsidiary laws on data protection; and
- Ensure that a categorisation of Border Crossing Points is based on criteria agreed with state agencies and neighbouring countries. This categorization should be based upon the actual situation, a future prognosis as well as EU requirements.

Finally, organisational changes within one service should take into consideration any impact upon other agencies.

Procedures

Once the development of an appropriate legal framework is established (for a proper IBM system), all authorities involved in border issues need to cooperate closely at all levels by following clear procedures. All activities related to this issue shall be based on a thorough analysis of current procedures and processing times.

Standardisation and unification of procedures is carried out in accordance with the competencies provided for by law and categorisation of BCPs. Thus a manual should be prepared to describe procedures and order of actions in accordance to the nature of the BCP, green and blue border and establishment of mobile joint groups.

The coordinating body should take responsibility for coordinating the activities of agencies involved in IBM, both in central and local level. The coordinating body should also follow up on any ongoing coordination.

Joint actions, based on risk analysis, should be organised and implemented, with the aim of achieving results in the fight against cross-border crime and illegal activities. Information obtained from risk analysis systems could serve as a basis for selective controls.

Joint emergency plans should be drafted and continuously updated (on all forms of terrorism, epidemics, etc.). Additionally, in order to support joint plans, adequately trained staff should be made available to respond in time and with proper efficiency to extraordinary situations.

The proper conditions to achieve qualitative controls and implementation of respective agency regulations must be established.

Human Resources and Training

Sufficient human resources must be provided in order to achieve the goals outlined in this strategy. Relevant agencies should organise training activities based on IBM concepts. Reciprocal and joint training should be provided by all services to establish a sound basis for general knowledge about the border and to ensure mutual support.

Communication and Exchange of Information

A regular exchange of information (to include day to day cooperation at BCPs) is essential to effectively carry out the respective tasks related to border management.

Success of agencies operating at the borders shall depend on the quality and quantity of information exchanged and on the way this information is analyzed. All agencies involved will determine the information due to be exchanged, modality of exchange and time. In addition to regular meetings, every other form of information exchange among agencies must be encouraged. All exchanged data/information among agencies must be compliant with the legislation on data protection and with international obligations.

The above may be accomplished through the establishment of contact points, informal contacts and regular briefings/meetings at all levels. All agencies should publish requirements and restrictions relating to crossing the border legally. Information relating to border crossing requirements should always be available to the public.

IT Systems

Currently, there is no information system to enable communication among agencies involved in border management. As a consequence, every agency possesses its own system of internal communication. All efforts should be done to integrate current systems and those systems due to be built in the future, so as to achieve an efficient and less expensive exchange. All necessary measures must be taken for the protection of IT systems.

The ASP has an internal communication system called TIMS that includes a component BCIS (Border Control Information System). BCIS is installed in 10 Border Crossing Points in Albania and will be extended in the other BCPs. It is connected to the centre and enables collection of data on people and vehicles. It is also connected to sectors of vehicle registration and licensing in the Ministry of Transports, as well as to the INTERPOL database.

The ACS possesses an internal communication system called ASYCUDA++ that is installed in 12 Customs locations. This system is connected to General Directorate of Customs, where data collection and processing is carried out. So far, there are 4 risk profiles in this system.

Currently, veterinary and phytosanitary services do not possess any internal communication system. Information collection is carried out through forms and verbal communication. Within the framework of CARDS Program 2003, creation of a communication system for these two services is under development.

Infrastructure and Equipment

BCPs must be built and equipped in accordance with EU standards to facilitate border traffic flows and proper checks. Prior to designation of new buildings in the BCP, or reconstruction of the existing ones, the coordinating body consults all agencies involved in the border control. There should be adequate and standardised facilities for the activity of all agencies working at the BCPs in accordance with EU requirements. Furthermore, it is necessary to define standards and enable common use of technical equipment while carrying out border checks.

Besides common use of technical equipment, agencies aim at a common use of defined premises, with the purpose of improving efficiency and reducing costs.

Agencies should request joint inland control points and make the necessary equipment available to support these inland points.

Most of the roads leading to the BCPs are in poor conditions. Lack of financial resources is the main reason for the poor development of border infrastructure

in Albania. Most of the existing infrastructure relating to facilitating transportation does not meet EU requirements (e.g., separation of traffic, division of border-check areas, placing of signs in the BCPs, etc.).

Cooperation in the field of visa, asylum and migration

Cooperation in the field of visa, asylum and migration is one of the areas where cooperation might be as various as it is important. The BMP are required to take part in all of them, though with different tasks and responsibilities. However, in principle, Albanian authorities that are sharing responsibilities in the area of visa, asylum and migration are recommended to implement, as much as possible, the so-called Four Tiers System (concerning activities in third countries, international border cooperation, measures at external borders and further activities inside the territory of the Schengen states and between Schengen states, of course only those applicable and limited to the Albanian local realities – as Albania is not yet a member of the Schengen agreement) as described in the Schengen Manual on External Border Control, Removal and Readmission.

From the border security standpoint, visa policy, asylum and migration issues are important mechanisms to control different flows and kinds of migration, being legal or illegal, and should be considered as a comprehensive issue that includes several activities. All institutions involved shall harmonize their policy with other institutions and they shall cooperate and inform each other to the greatest possible extent.

A harmonized approach and common mechanism may contribute significantly in order to prevent illegal migration, to control legal migration and stay of foreigners in the country. This can be primarily achieved through the adoption of the new Law on Foreigners and its implementing acts.

Consistent with striving to meet the requirements of the EU Acquis, regular meetings of all competent authorities at the local, regional, national and international level are needed in order to coordinate joint tasks and solve common problems in the area of visa, migration and asylum.

Where necessary readmission agreements should be concluded; those in existence analysed and if required, harmonised with EU recommendations.

Procedures on cooperation between competent authorities in the field of visa, asylum and migration should be agreed upon; in doing so, EU good practices should be taken into account. Again, the procedures of

individual agencies should be reviewed and harmonised with each other to ensure maximum efficiency.

BMP officers at the local level need to become familiar with the relevant regulations and procedures in the field of visa, migration and asylum, especially with the Common Manual regarding cooperation in the field of visa, asylum and migration, the Schengen Catalogues⁴ and the Roadmap for Integrated Asylum, Migration and Visa Management.⁵

Based upon international and national legislation, relevant data should be collected on a national level and exchanged on a national and international level for high quality risk analysis and early warning in the field of visa, asylum and migration.

An operative early warning system should be established. Such an early warning system should transmit appropriate information without delay.

All institutions involved in visa, asylum, and migration shall develop harmonized policies and implement standard operating procedures in support of these policies.

i. Cooperation between Ministry of Interior and Ministry of Foreign Affairs on Visa

The National visa policy is one of the mechanisms to handle migration and where the BMP play an important role in its implementation.

As far as the development of the visa policy is concerned, efforts are underway by the Consular Directorate in the Ministry of Foreign Affairs (MoFA) for establishing a centralized IT network and a database that would facilitate the work of the Albanian Consular Offices abroad. At present, there is no centralized system and all relevant information is exchanged via E-mail on a one to one basis.

Since July 1, 2003, the Consular Directorate in MFA as well as all Albanian Consular Offices abroad apply the visa-stickers, which replaced the visa stamp system.

The GoA has liberalised its visa regime for the new EU member states, as well as Turkey and Malaysia.

Regarding the visa regime between Albania and Western Balkan countries, the principle of reciprocity is applied with the exception of Croatia and Montenegro

whose citizens do not need a visa to enter Albania whereas Albanian citizens do need a visa to enter Croatia. Similarly, citizens of Serbia and Bosnia and Herzegovina are not required a visa to enter the RoA during the summer season.

Foreigners needing a visa to enter Albania may acquire visas at any BCP.

The main responsibility regarding visa policy lies with the MoFA, therefore intensive cooperation is needed between two ministries, namely between the Consulate Department (MoFA) and the BMP (Mol). In this case, the role of BMP is more of a consultation nature, thus BMP shall check their records and communicate findings to the diplomatic/consular representatives.

The above mentioned improvements to pre-entry controls should facilitate procedures on the border as well as minimize the number of visas issued by MoFA to persons that might be later refused entry on the border.

It is recommended that all Albanian Consular Staff are adequately trained in the issuance of visas to foreigners applying to enter into Albania.

It is recommended that all Albanian Embassies/ Consulates be equipped with appropriate, compatible and secure technology in order to issue visas in a timely manner and identify false documents. A visa database should also be established.

BMP Officers should have access to electronic versions of travel document manuals that provide samples of accepted documents for entry (or in which a visa could be affixed).

It is recommended to improve the existing national visa regime to make it more compatible with EU/Schengen Acquis.

It is also recommended to prohibit the issuance of visas at the BCP in general, but to still allow the issuance of short validity in exceptional, well defined cases (mostly humanitarian). Special training is required for BMP personnel in order to ensure the accuracy of their decisions in this regard.

ii. Inter-agency cooperation on asylum

Although it is very seldom that BMP officials are dealing with the asylum seekers, in many instances BMP personnel make first contact with potential asylum seekers. Therefore, at present in Albania, it is very likely that BMP officers are in direct contact with asylum seekers, especially in the border areas or at BCP.

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⁴ Schengen Catalogues on issuing visas; Frontiers + Removal and Readmission.

⁵ Roadmap for Integrated Asylum, Migration and Visa Management in the Western Balkans. Working document on practical and concrete implementation of the EU acquis and best practices in the Member States.

BMP is responsible for the initial identification of asylum seekers, issuing temporary residency permits for asylum seekers and residency permits for persons who have been granted asylum.

Adequate training for the BMP officers regarding the reception of asylum seekers is needed. This training should take into account the UNHCR "Checklist for the training of officials receiving asylum seekers" (See Roadmap for Integrated Asylum, Migration and Visa Management in the Western Balkans).

Ports, borders, transit zones, or other in-country locations approached by persons wishing to lodge application for asylum, should adequately meet basic needs and preserve the dignity, privacy, and safety of the asylum-seekers as well as family unity. Therefore, adequate shelter is needed directly at BCP or at reasonable distances. Where none exist, a handover of the asylum seeker to the police or another organisation which is able to provide shelter needs to take place.

In cases when asylum is not granted a removal order is issued. BMP take all necessary measures to execute this order.

During the implementation of the asylum procedures, BMPD closely cooperates with the Directorate for Refugees located within the Mol.

While mentioning the issues listed in the previous paragraphs, it is obvious that certain procedures have to be coordinated between relevant institutions and although BMP is not the sole agency responsible for asylum seekers, the treatment of potential asylum seekers shall be established. Furthermore, BMP should be advised by respective institutions regarding the exact procedures that have to be respected when a person is identified as an asylum seeker and how and when to hand them over to officials or organizations/institutions responsible for asylum seekers.

Issues surrounding requests for asylum are covered under the National Action Plan on Asylum. This Plan broadly outlines responsible structures and procedures to handle asylum requests. As stated above, the BMP have a limited role in handling asylum requests. For the purposes of this Strategy, a Minister of Interior instruction dated June 12, 2006 regarding the pre-screening process and the role of the BMP in this process.

iii. Inter-agency cooperation on migration

Control of foreigners is one of the essential tasks of the BMP. As far as migration is concerned, BMP activities are defined in the Law on Foreigners, which is currently under revision.

In this regard, BMP cooperate with both their national and international counterparts. Currently, BMP cooperate closely with the Mol, MoFA, MoLSA and the State Intelligence Service. Among international counterparts, cooperation and exchange of information related to migration flows is, at present, satisfactory with IOM and UNHCR; however, there is still room for improvement. Albania has concluded readmission agreements with the EU and other European countries, while readmission agreements with countries of origin need to be signed. Protocols related to these readmission agreements need to be improved or developed. See recommendations under Chapter for International Cooperation/Legal and Regulatory Framework. Training and coordination issues are addressed under Chapter: BMP Intra-Service Cooperation /Sections on Procedures, Training and Information Exchange.

It suggested that an electronic database for foreigners be established as well as specific procedures. It is further suggested that this database be integrated with Mol, MFA, MoLSAEO and other relevant structures' databases. The purpose of this database is to better identify foreigners residing in Albania and take appropriate measures to ensure legitimacy of their status.

Cooperation in the field of maritime control

Currently, several Albanian agencies are assigned responsibility for control and surveillance of the Albanian maritime border: BMP, Harbor Masters and Department of Ships and Ports Security (MPWTT), ACS, and the Albanian Coast Guard. All are involved to varying degrees in control or surveillance. The BMP, Harbors Masters and the ACS all come under civilian control while the Albanian Coast Guard is under a military authority.

After a review was conducted, it was determined that the Albanian Coast Guard which is currently under the military authority as part of the Albanian Navy has been given numerous border control responsibilities and even judicial police powers, which according to commitments made at the Ohrid Border Security Conference should only be performed by civilian authorities.

Another issue that has to be addressed is lack of cooperation in the field of maritime control. Cooperation among agencies carrying out duties in the respective area, due to various reasons is lacking and could be improved.

In order to address the civilian control issue and to enhance cooperation in the field of maritime control the Head of the EC Delegation in Tirana recommended the creation of an Inter-Ministerial Working Group.

The Prime Minister of Albania signed an order for the creation of an Inter-Ministerial Working Group designed to address the Coast Guard issue and civilian control as well as cooperation in the field of maritime control. This working group has met on several occasions and has proposed amendments to the Law on the Coast Guard as well as for the creation of a Joint Maritime Operations Centre.

It is recommended that this working group continue to meet and present recommended changes to basic legislation as well as proposals for the creation of the operations centre mentioned above.

International Cooperation

In the framework of this strategy the term “International Cooperation” refers to:

- Local operational cooperation between officials on both sides of the border;
- Operational cooperation among border regions;
- Formal bi-lateral cooperation between neighbouring countries; and
- Multinational cooperation focusing on border management issues.

International cooperation among agencies operating at the borders, either at central, or at regional and local level, is very important and also an effective tool to increase efficiency in the border management field. In order to create appropriate working mechanisms for information exchange, joint investigations, contacts points, liaison officers, etc., agencies operating at the borders need to carry out these activities through joint agreements and regular meetings.

Personnel of agencies operating at the borders involved in international cooperation should be professionally trained, possess communication skills and adequate language knowledge. Technical equipment, especially IT must be compatible with the technology used by other border agencies.

Criteria used to the prioritisation of BCPs should be negotiated not only with the concerned border agencies, but with neighbouring countries including harmonization of work and daily practice in BCPs.

International cooperation also includes exchange of information, exchange of personnel and joint training activities. Wherever possible, agencies operating at the borders should agree on joint use of facilities and equipment.

Good relations with neighboring countries and other European countries constitute a priority of the Albanian government. Albania is member of several international and regional organizations involved in border management. A number of agreements are in force between Albanian border agencies and their cross-border counterparts. Agreements should be reviewed and amended from time to time and also new agreements should be drafted. Heads of agencies operating at the border should maintain regular contact with respective cross-border colleagues. These contacts should be formalised and foreseen in mutual agreements.

Border and Migration Police

i. Legal and regulatory framework

Albania has concluded a number of international agreements that represent the legal framework for international cooperation, readmission, opening of BCPs, facilitating local border traffic, cross-border cooperation and fighting against cross-border crime.

Albania has signed bilateral agreements with all the neighbouring countries:

- Agreements with Montenegro on cross-border police cooperation; fight against crime; procedures of road and railway traffic; border traffic; and opening of BCPs;
- Agreements with UNMIK (Kosovo) on border cooperation; on opening of BCPs; and police cooperation;
- Agreements with FYROM on border traffic; small border traffic; solution of incidents; and maintenance of border signs;
- Agreement with Greece on police cooperation; on joint patrolling at sea; on maintenance of border signs; and on opening of new BCPs; and
- Albania has readmission agreements with Italy, Switzerland, Germany, Hungary, Romania, Bulgaria, Croatia, Great Britain, etc., and lately Albania has a general readmission agreement with the EU countries.

ii. Management and organization

Activity and working methodology of MoI agency structures involved in information collection and processing should be fitted to the operational needs of international police cooperation.

Information exchange procedures should be in compliance with EU standards and good practices of other countries.

Internal regulations on the functioning of border services should contain and reflect international standards of information exchange, while considering safety measures and the aim to improve time of reaction.

Liaison officers in neighbouring countries and other countries should initiate and support efforts for exchange of mutual information.

The organization and performance of joint patrolling services along the green and blue border should be started to ensure a more efficient use of police forces and equipment so that a higher effectiveness in border control may be realized. Joint patrols should be extended and institutionalised based on mutual experiences of this kind.

The BMP should draft joint plans for emergency situations and natural disasters with neighbouring countries.

In cases (based upon a risk analysis) when a neighbouring country is facing similar problems and as a consequence is interested in joint actions; meetings can be organised to discuss planning and implementing these actions.

iii. Procedures

Border controls should be accelerated by establishing one stop principle controls with neighbouring countries wherever possible.

iv. Human Resources and Training

Potential candidates for the BMP must be selected, in order to allow professionalism and skillfulness at the required levels, as a precondition of having a positive effect on cross-border and international cooperation.

Joint training should be determined through standard curricula in order to ensure a high level of professionalism and awareness on the importance of international cooperation.

Furthermore, special manuals for field training on cross-border and international cooperation and exchange of information should be drafted; referring to EU good practices. Introduction of language courses and joint training activities with other countries will further facilitate cross-border cooperation. Representatives of border agencies shall continue to participate and contribute to international conferences and forums.

v. Communication and information exchange

Regarding information exchange, meetings with counterpart agencies at the regional level should take place.

Such meetings will facilitate implementation of agreements and will increase cross-border cooperation. The BMP should enable data exchange of risk analysis information with neighbouring countries and introduce an early warning system, in order to anticipate and effectively fight new forms of crime and illegal immigration. Currently, Albania has liaison officers in the SECI Centre in Bucharest, as well as in Italy, Greece, and Turkey and with UNMIK. The need to assign additional liaison officers with other countries should be taken into consideration.

Wherever exchange of information is based on personal contacts this should be institutionalised.

Airline operators should provide advanced passengers information (API) electronically.

Connection with international systems of exchange of information should be established.

Where these connections currently exist they should be strengthened especially in the case of the ASF, INTERPOLs automatic research unit, databases of stolen travel documents and databases of stolen vehicles.

vi. IT Systems

In order to facilitate a direct exchange of information between neighbouring BCPs, special telephone communication systems, which are currently non-existent, should be installed. This type of communication system will improve information exchange with the neighbouring countries and also help to better manage situations occurring at the BCPs. This will also contribute to a reduction of communication costs, since direct lines will avoid communication through national telecom operators in the international network of the neighbouring country and also will increase network stability and its safety. Use of Internet telephone applications should also be explored. A definition of the type of information to be exchanged at the BCP and assignment of persons involved is indispensable. Data protection measures should always be taken into consideration.

vii. Infrastructure and Equipment

While planning the construction of new BCPs, the possibility of building joint facilities with neighbouring countries must be considered. It would be advisable that

facilities in the BCP be according to the EU standards and should be defined through joint agreements.

Customs

Putting an emphasis to international cooperation in the field of Customs will contribute towards the improvement of the ACS system, strengthen competition of the national economy, and will provide a precondition for a sound business environment.

i. Legal and regulatory framework

Recognizing the existence of a number of agreements with other administrations which provide for a legal basis to the international cooperation, negotiations must be undertaken to conclude agreements with customs administrations of strategic importance, in order to strengthen the basis for international cooperation.

The EC is intensifying efforts in the fight against fiscal evasion and is trying to ensure that all customs administrations of Member States work together as one, primarily to make sure that all taxes on imported goods into the European territory are fully collected. Therefore, it is necessary that the ACS, following EU recommendations, carry out amendments to legislation to promote operational capacities and protocols and the creation of “clearance” practices on ACS procedures.

The fight against fiscal evasion requires specialised investigators, but their success depends on an adequate legal framework and adequate resources for implementation.

ii. Management and Organisation

Intensification of cooperation with the EU and other international organisations dealing with international trade and customs cooperation is an objective that ensures quick and qualitative exchange of necessary information, especially regarding risk analysis. Another goal of this intensified cooperation is the efficient coordination of joint operations to prevent any form of illegal trade and other forms of cross-border crime in order to protect the financial interests and the security of the RoA and the external EU border. This coordination promotes operational capacities, similar to those of the EU Member States.

Participation in international operations organized by customs administrations, WCO, SECI Center and other organisations keeps the ACS up to date on trends regarding customs offences and other aspects of illegal actions all contributing to a more efficient implementation

of ACS control. At the same time, it improves contacts between the ACS and other customs administrations.

iii. Procedures

Border controls should be accelerated by establishing one stop principle controls with neighbouring countries wherever possible. In light of future membership of Albania to the EU, it is necessary to emphasize the importance of a closer cooperation with customs administrations of EU countries, as well as with third countries in order to facilitate border crossings and fight against criminal activity.

iv. Human Resources and Training

Participation in joint training activities and workshops sponsored by the WCO, regional organizations in the customs field as well as with other enforcement agencies is a constant objective of ACS.

v. Communication and Information Exchange

At BCPs, direct contact with neighbouring customs administrations and other agencies with competencies at the border should be intensified thus achieving a better quality of information exchange as well as fostering a more rapid flow of goods and passengers.

Information on international trade, information on customs procedures, risk analyses, and other activities in BCPs are easily accessible to ACS personnel through internet links on existing sites of other customs administrations. Additional information can also be, accessed via networks related to the customs field and to the international transit network, etc.

Increase communication and Information exchange would also be a benefit for both freight forwarders and customs administrations in other countries since information on international forwarders would be easily accessible and clearances would thus be performed more rapidly. Customs administrations in other countries would not need to be directly contacted in instances where only basic information is required. It would be useful to exchange Internet links with customs administrations of other countries and also with current international systems in the customs field to gain insight into existing databases for relevant information.

Promotion of regional initiatives in every field of customs service, but especially in the field of information exchange in the form of data or experiences, creation of regional risk criteria, establishing customs control practices and by the stimulation of “clearance” practice

would constitute a very good basis for Western Balkans integration.

Phytosanitary Inspection

Improvement of working capacity and working conditions of the PS Inspection Service is sought according to EU standards. The purpose is to improve plant health control and plant product controls according to EU standards, both in international and domestic commerce.

i. Legal and Regulatory Framework

International cooperation is provided for in the law “On plant protection service”. Recently in the field of plant protection cooperation agreements have been signed with Kosovo, FYROM, Croatia and Bulgaria. Other cooperation agreements signed before the 1990s’ exist, but they are in need of review.

Bilateral agreements should be concluded between border phytosanitary services by including practical issues related to BCPs.

ii. Management and Organization

Cooperation with EU and neighbouring countries related to plant health should be intensified, by ensuring a fast exchange of necessary information, especially related to risk analysis. Another goal is efficient coordination of controls and joint operations aiming at preventing the entry and spread of harmful organisms for plants and plant products.

In order to achieve regional cooperation and coordination among the Western Balkan countries and their neighbours, a regional IBM platform should be established.

iii. Procedures

Procedures for the PS inspection regarding international and cross-border cooperation should take into account European good practices. A manual on international cooperation activities will be developed.

iv. Human Resources and Training

Albanian PS inspectors should have the possibility to take part in international seminars/EU seminars or to receive training on practical procedures/working methods of EU PS inspectors.

Joint training events, workshops and exchange programmes are a good way to learn about other PS inspection services and their border administration, tasks, powers and executive practices.

The introduction of language training for PS inspectors would be useful.

v. Communication and Information Exchange

Lack of communication equipment and especially of IT equipment represents a barrier to the rapid and effective communication or information exchange between border inspection posts, the Ministry or other relevant services with neighbouring countries or EU member states.

It is necessary to ensure access to specific databases; for example, conventions, agreements, international or regional organizations, EU and other countries legislation, standards, condition of harmful organisms and document samples, which are necessary for BCPs operations.

vi. IT Systems

PS services need IT equipment and internet access to exchange information with other countries. The system should be compatible with the systems used by Albania’s international counterparts and should be upgraded as needed.

Veterinary Inspectorate

i. Legal and Regulatory Frame

The main objective is to harmonise the legal and regulatory framework regarding cross-border procedures, based on EU legislation. At the same time, veterinary legislation should be adopted to enlarge the current legal basis for international cooperation.

Agreements with neighbouring countries on veterinary issues are regulated by agreements between institutions and counterpart structures, where technical procedures and mutual obligations for their implementation are defined. Currently, the Veterinary Service of RoA has signed agreements with the following bordering countries:

- Kosovo
 - Agreement between Republic of Albania and United Nations ad interim Mission in Kosovo (Representing temporary Institutions of the self-government of Kosovo) Ministry of Agriculture, Forests and Rural Development “On

Cooperation in the Field of Public Veterinary Health", of 30.10.2003.

- Serbia and Montenegro
 - Request from Republic of Albania for the revision of agreement with Serbia-Montenegro on "Agreement in the Field of Plant Protection and Veterinary Medicine"
- FYROM
 - Agreement between Republic of Albania and Government of Macedonia "On Cooperation in the Veterinary Field", of 23.04.1998.

Within the framework of IBM development, it is necessary to review these agreements in connection with new agreements with bordering neighboring countries like Greece and Italy.

ii. Management and Organisation

Another main objective is to harmonise the border veterinary inspection framework with that of neighbouring countries, with the aim of facilitating information exchange and cross-border cooperation. To this end, the status of border inspection posts, on both sides of the border should be coordinated in respect to capacity and category of veterinary border inspection.

iii. Procedures

Procedures of border veterinary inspection regarding international cooperation and cross-border activities are being adapted to EU legislation and good practices.

Cross-border cooperation is facilitated by agreements with neighboring countries and will be further facilitated with the increase of the number of agreements and introduction of standardized procedures.

iv. Human Resources and Training

Training activities on international cooperation and cross-border activities should be organised according within a pre-defined program, and organised by the Central Veterinary Competent Authority in cooperation with counterpart agencies. Training of veterinary inspectors in the BCPs must include procedures regarding cross-border cooperation, information systems, foreign language, etc. Training should be

based on a training manual, according to the requirements of EU legislation and include a module of joint training with the counterparts in the neighboring countries. The need for adequate language training should also be taken into account. The final objective is to ensure that human resources are professionally capable and available at every level as required by national and international cooperation.

v. Communication and Information Exchange

Opened and active communication should be established in all levels between Border Veterinary Inspection Service and neighbouring country services. Meetings will be planned periodically in order to identify international contact points to facilitate efficient communication on risks regarding public and animal health, and changes in legislation and the organisation of Border Veterinary Service.

Information and recommendations should be exchanged on legislation, risks, warning systems with the EU and international organizations (i.e., World Animal Health Organization, OIE and FAO, etc.

vi. IT Systems

Currently, work to provide access for the main veterinary inspection posts to a common high technology information network and intranet is in progress.

In order to ensure fast access to information, a modern and standardized system of equipment should be installed, which will allow access to international databases. Any IT system should enable the use of TRACES at a later stage.

vii. Infrastructure and Equipment

Infrastructure and equipment facilitate cooperation among neighboring countries by allowing an equal regime of border veterinary inspection on both sides of the border. In particular, capacity and categories of BCPs should be harmonized. Facilities and veterinary border inspection posts should meet EU requirements regarding their size and functions. Where there is lack of facilities, temporary room/space must be established, for instance in the form of containers for border veterinary inspection taking into account EU-requirements. The sharing of BIP facilities should be envisaged in cases where it would be beneficial.

CHAPTER 8

Resources required for Integrated Border Management

IBM by its nature and complexity requires appropriate resources in order to achieve optimal results and enable professional work of all agencies that are engaged and integrated in the area of the border security. In principle, resources required for IBM shall not be disseminated or separated but they have to be allocated and coordinated according to the priorities and recommendations established by the IBM Strategy and Action plan. One of the basic requirements is that at the national level inter-ministerial coordination instruments shall be established with clear responsibility and authority to allocate all resources needed to run IBM in a proper manner. Without having clear and responsible resource management IBM can not be carried out and underestimating the latter can hinder implementation of the IBM national concept.

When considering requirements for IBM the following shall be taken into consideration:

- Human resources
- Technical resources
- Infrastructural and financial resources

National resources

All agencies that are involved in border security and are taking part of IBM have their human, technical and infrastructural-financial resources primarily within the national resources framework. This is supposed to be the main source that provides them with an adequate input to perform their activities as required. However, this is not always the case at present since in general national resources are rather small and rigid. Despite progress made over the past decade resource management is still obsolete and does not adequately provide support to state agencies. The development of national resources, in particular for IBM, must reflect border service needs.

Human resources

Human resource management has been identified as one of the common weaknesses within all border security agencies. Selection of personnel with unclear selection requirements, unsatisfactory training and incomprehensive deployments/transfers of personnel, to mention only a few, are areas that need to be addressed in the future. As mentioned in the previous chapters' human resources are one of the main factors that are to be taken into consideration as far as IBM concept implementation is concerned.

In order to address the above mentioned concerns all border security agencies shall cooperate and coordinate activities related to human resources and in particular:

- To select proper personnel based on transparent and sound selection process with clear criteria
- Joint training curriculum and joint training activities
- Joint training centre
- Joint advanced trainings
- Joint periodical professional performance test
- Transparent appraisal and career system

Once that selection and training of the personnel is correctly accomplished, the management of IBM agencies shall be able to plan, organize, motivate and control human resource management system across all pillars of IBM (intra-service, inter-agency and international).

Technical resources

Once again, all border security agencies in Albania are inadequately supplied with technical resources; although some positive steps forward have been taken with international support and limited funds from the national budget. Equipping all border agencies with adequate technical resources requires significant financial resources which are very limited. Limited fiscal resources are further stretched because border agencies define technical needs individually and do not make unified acquisitions.

Since one of advantages of IBM is the common use of technical equipment, limited financial resources can be mitigated through the formalized purchasing and use of equipment.

It is also important that the purchase of technical equipment be coordinated among border agencies in order to avoid duplicate purchases and ensure compatibility.

Furthermore, coordinated and common acquisition of technical equipment requires joint user training.

The coordinating structure shall have an important role to play regarding technical resource needs and will address these kinds of issues through the relevant working groups created for this purpose.

Infrastructure and financial resources

Adequate infrastructure, especially at BCPs, is critical. Since infrastructure requires the largest portion funding, border agencies have to determine and allocate their respective financial share into infrastructure investments. In comparison with the situation regarding infrastructure at present (where ownership is vague) the latter shall be clearly identified. The agency that will be responsible to maintaining the infrastructure in the future shall be identified.

Respective state institutions operating at the border should allocate adequate funds to upgrade or renovate border infrastructure from the national budget foreseen for IBM and not from border security agencies separately.

The common use and maintenance of infrastructure as well as other related issues should be regulated through respective MoUs.

External donor resources

Presently, there are a number of international organizations involved in IBM. Without strict and open coordination external donor resources will not bring about a common approach to IBM.

The most convenient and meaningful option for full coordination of international assistance is to delegate decision making authority to the IBM coordinating structure. This structure can ensure complementarity, avoid duplication and effectively exploit internal and external resources.

Human resources

In this area external donors may play an important role. Since IBM is based on approximation of working methodology, legislation, equipment, exchange of information with similar agencies abroad, it is necessary that to a certain extent human resources input should come from external resources as well.

The importance of harmonization of training systems of border security agencies with EU standards and best practices may be coordinated with external resources, either for one agency or all of them at once (i.e., joint training).

External donors may have a distinctive role to play as far as human resource management is concerned by providing needed managerial skills for agency leaders in the area of IBM. In particular, external donors may provide best practice, advice and lessons learned from the countries that have developed their IBM system recently.

Technical resources

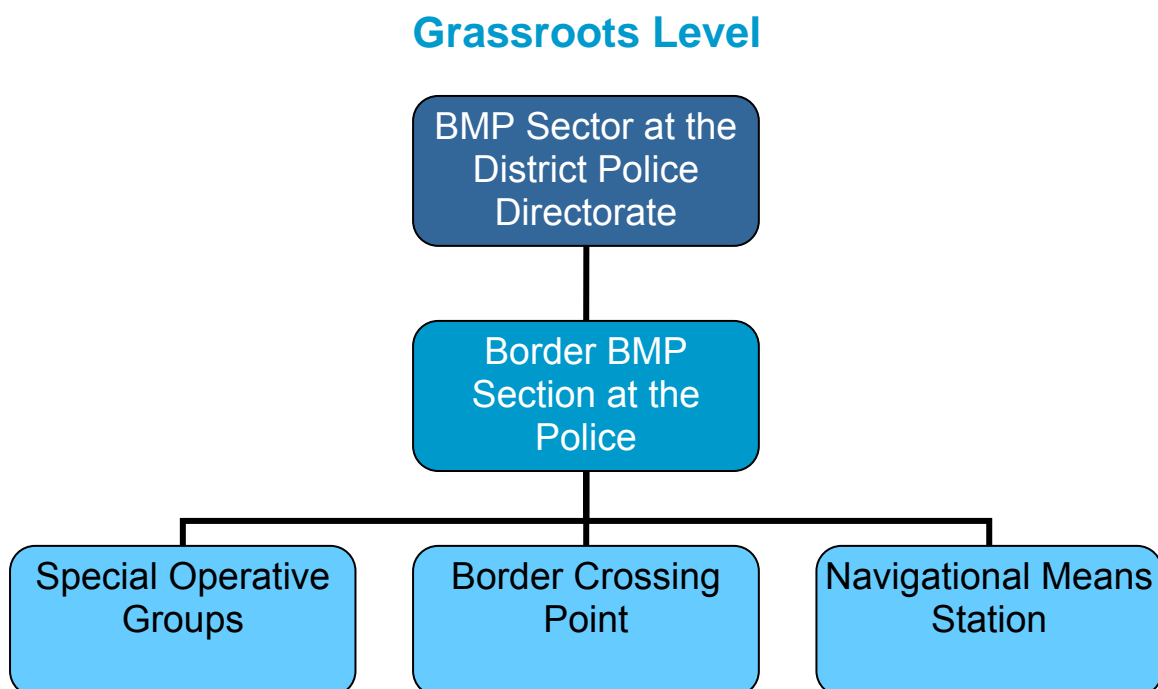
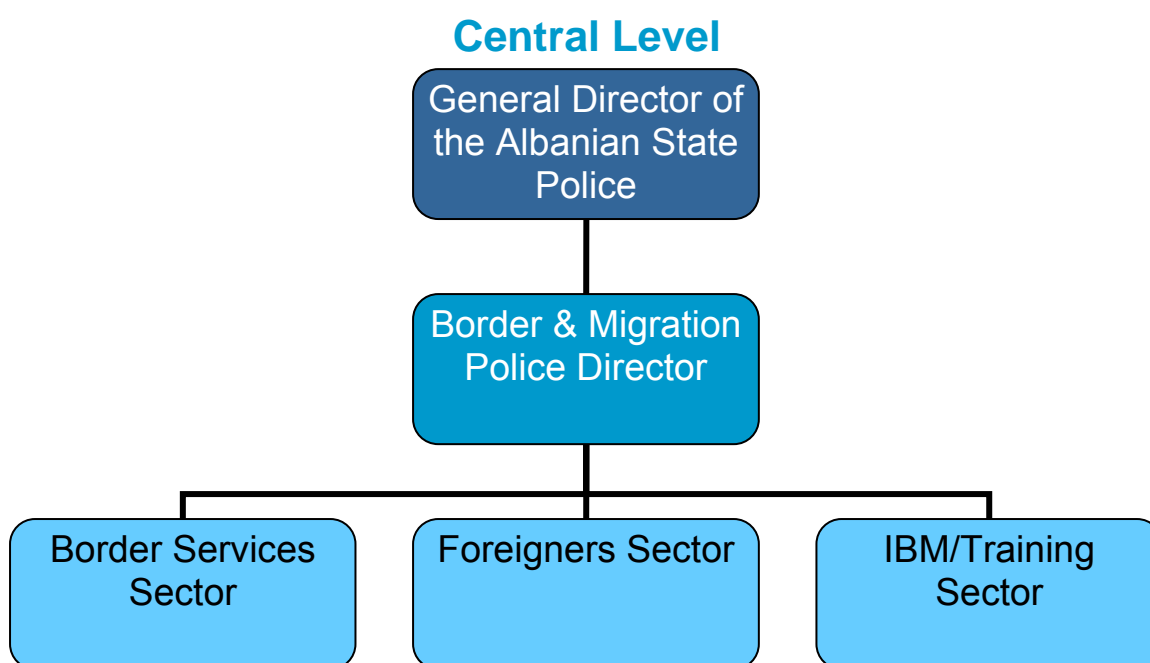
Over the last eight years the main source of technical assistance relating to the Albanian border has come from external donors. Considering the high amount of resources invested in Albania for all border agencies, it is clear that prompt coordination among border agencies is more than required. The coordinating structure should take on a greater role of responsibility in the management of technical resources.

Financial resources

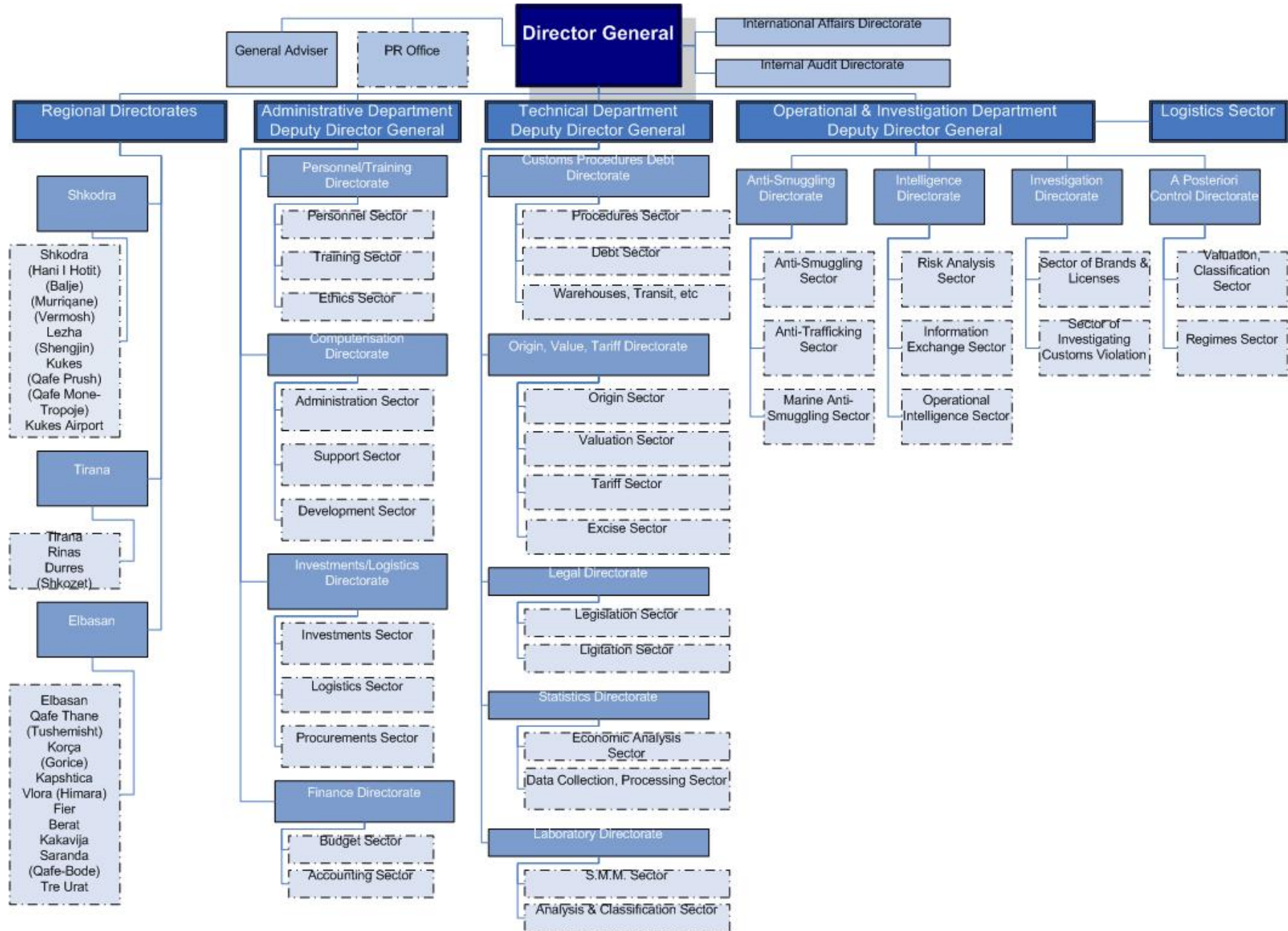
Direct financial assistance has rarely been provided and is therefore not discussed further under this section.

ANNEXES

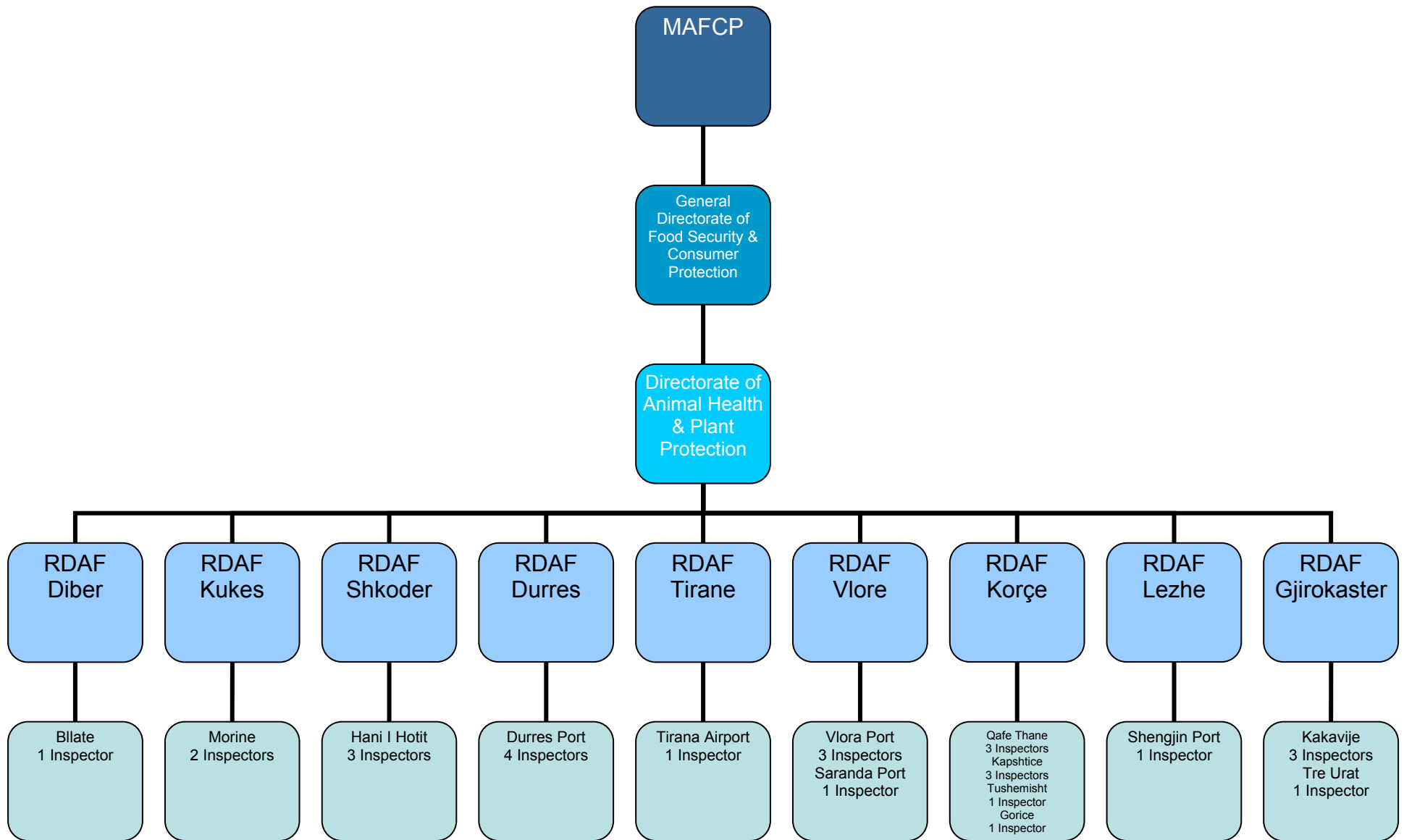
Organigramme of Border & Migration Police



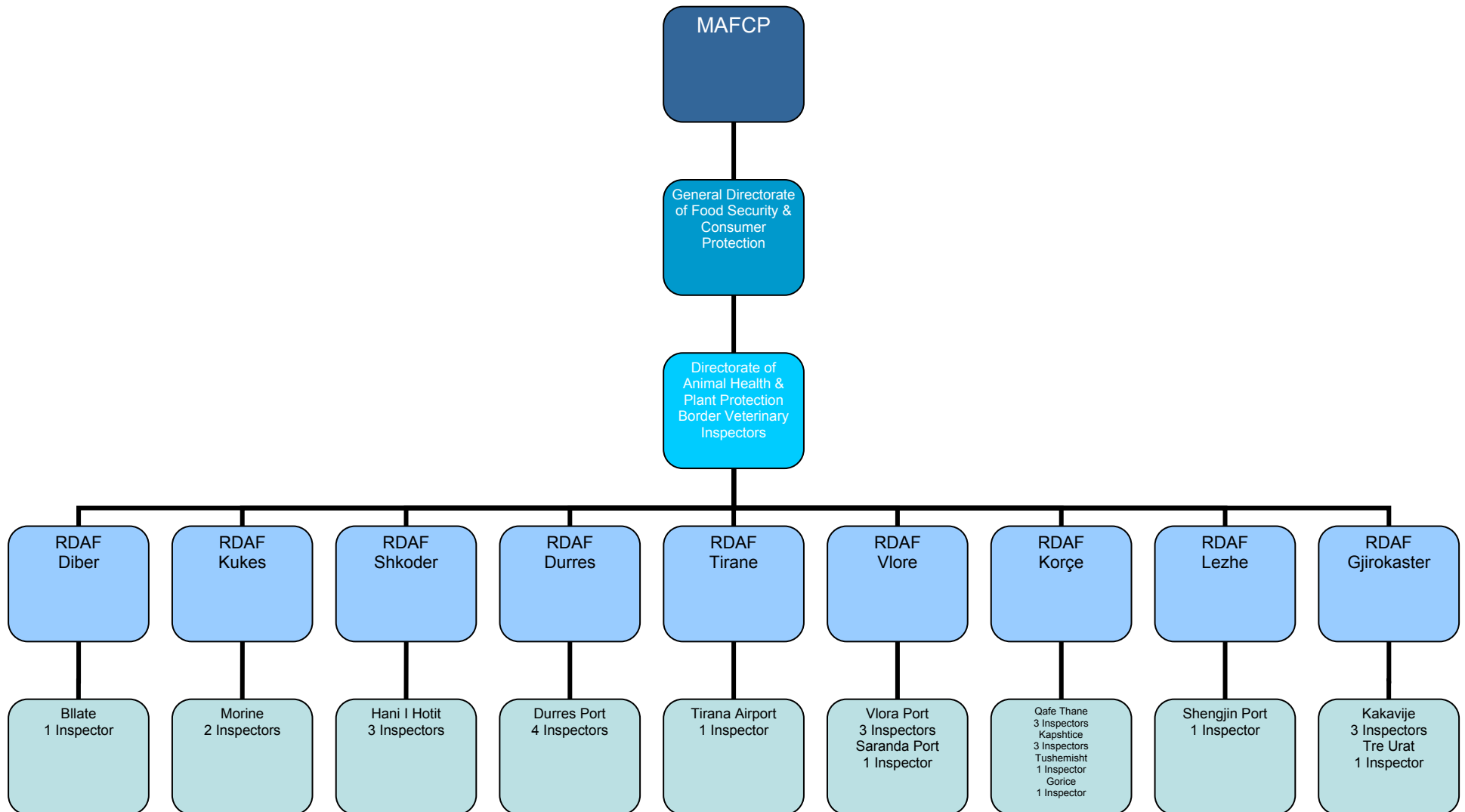
Organigramme of Albanian Customs Service



Organigramme of Phyto-Sanitary Service



Organigramme of Veterinary Service



IBM ACTION PLAN

BORDER AND MIGRATION POLICE – INTRASERVICE COOPERATION

Legal and Regulatory Framework

OBJECTIVE 1:

Ensure through the new Law on ASP that the BMP is organized and functions as required by EU standards.

INDICATORS:

Adoption of new Law on ASP

CURRENT SITUATION:

The current ASP Law does not provide for the vertical line of command and control for BMP. It does not provide for exclusive resources for BMP or the possibility to directly manage resources. Revisions to the ASP Law address these issues. Currently, the ASP is revising all policies and procedures. Once this is completed, the BMP will establish a working group to develop specific policies and procedures relating to BMP communication, cooperation, exchange of information, joint operations, training and use of infrastructure and equipment.

REQUIREMENTS AND GOOD PRACTICES:

BMP should be a specialised, unified, well-trained and fully professional. Additionally, a centralised organization should be established so that supervision and instructions for border control can be achieved effectively.

PROPOSED ACTIONS

1. Draft amendments and develop new legislation as necessary
2. Draft regulations and internal orders related to BMP communication, cooperation, exchange of information, joint operations, training and use of infrastructure and equipment.

INTERESTED PARTIES

ASP, ASP Law working group, BMP, International organizations assisting ASP

ACTION 1

Draft amendments and develop new legislation as necessary.

ACTIVITIES

1. Prepare draft amendments.
2. Hand them over to the MoI Legal Directorate and other departments for comments.
3. Prepare final draft and forward it to Legal Directorate for consideration and further actions.

PRIORITY High
EXPECTED RESULTS New legislation is in place. indicators Drafts prepared and accepted.
RESPONSIBLE AGENCY BMP
INVOLVED ACTORS BMP
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Draft of the legal framework for BMP
DURATION 1 year
PROPOSED TIMELINE July 2007
LINKS
ACTION 2 Draft regulations and internal orders related to BMP communication, cooperation, exchange of information, joint operations, training and use of infrastructure and equipment
ACTIVITIES 1. Prepare draft regulations and internal orders. 2. Hand them over to the MoI Legal Directorate and other departments for comments. 3. Obtain approval from relevant authority. 4. Produce and deliver regulations and orders
PRIORITY High
EXPECTED RESULTS Necessary regulations and internal orders exist.
INDICATORS Drafts prepared and approved.
RESPONSIBLE AGENCY

BMP
INVOLVED ACTORS
BMP
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: 900 euros-costs provided for by the budget line for printing and publications Benefits: Appropriate legal framework for BMP services
DURATION
1 year
PROPOSED TIMELINE
First half of 2008
LINKS
OBJECTIVE 2:
To develop a new law on state border control based on EU/Schengen requirements
INDICATORS
Development, adoption and implementation of a new law
CURRENT SITUATION:
The current laws in the field of border control are not in full compliance with the EU Acquis
REQUIREMENTS AND GOOD PRACTICES:
A clear legal framework based on the EC/Schengen requirements in the area of border management is needed.
PROPOSED ACTION
Develop a new law in the field of border control
INTERESTED PARTIES
Interagency legal working group, ASP/BMP working group, International organizations assisting ASP
ACTION
Develop a new law in the field of border control.
ACTIVITIES
1. Establish a working group 2. Conduct a gap analysis of the legislation in the field of border control taking into consideration the gap analysis conducted by PAMECA in 2005. 3. Prepare draft legislation and forward it for consideration to the Interministerial IBM committee
PRIORITY
High

EXPECTED RESULTS
Clear agency responsibilities and more effective operational performance of BMP
INDICATORS
Draft law has been reviewed by the IBM Interministerial Committee and forwarded to the Ministry of Interior
RESPONSIBLE AGENCY
Ministry of Interior ASP/BMP
INVOLVED ACTORS
All ministries represented at the IBM Interministerial Committe
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: Administrative costs Benefits: Establish a legal framework for border control and surveillance
DURATION
1 year
PROPOSED TIMELINE
January 2007
LINKS
Management and Organization
OBJECTIVE 1:
To restructure BMP within the ASP by ensuring the vertical line of command and control, performance of risk analysis and investigation as well as management of its human, material and financial resources.
INDICATORS:
Implementation of the new structure as submitted to the working group on the restructuring of ASP
CURRENT SITUATION:
Currently, a dualistic line of command and control exists between the BMP Directorate and Regional ASP Directorates. BMP does not manage its own human, material and financial resources.
REQUIREMENTS AND GOOD PRACTICES:
BMP should be specialised, unified well-trained and fully professional. Additionally, a centralised organization should be established so that supervision and instructions for border control can be achieved effectively.
PROPOSED ACTIONS
1. To prepare and submit for approval the new BMP organizational structure 2. Prepare annual financial plans.

3.To implement the new structure.
INTERESTED PARTIES Working group, Ministry of Interior, ASP/BMP, International organizations assisting the ASP
ACTION 1 To prepare and submit for approval the new BMP organizational structure.
ACTIVITIES 1. To assess the effectiveness of the existing structure and to address gaps and shortcomings. 2. Establish a working group for the restructuring of BMP. 3. Prepare the new organizational structure and forward it for approval.
PRIORITY High
EXPECTED RESULTS The legal grounds for the reorganization of BMP are established.
INDICATORS Draft structure prepared and submitted for approval.
RESPONSIBLE AGENCY ASP/BMP
INVOLVED ACTORS Working group, Ministry of Interior, ASP/BMP, International organizations assisting the ASP
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: To have a BMP structure in compliance with EU requirements for IBM.
DURATION 1 year
PROPOSED TIMELINE January 2007
LINKS
ACTION 2 Prepare annual financial plans.
ACTIVITIES 1. To assess financial needs for the coming year. 2. Prepare annual plan.

3. Forward it for approval.
PRIORITY High
EXPECTED RESULTS Annual financial plan exists.
INDICATORS Needs identified. Plan drafted and approved.
RESPONSIBLE AGENCY ASP/BMP
INVOLVED ACTORS Ministry of Interior, ASP/BMP
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: An independent budget fulfills the needs of BMP
DURATION Continuous
PROPOSED TIMELINE June every year
LINKS
ACTION 3 To implement the new structure.
ACTIVITIES 1. To create the infrastructure in terms of human resources in compliance with the organigram 2. To create infrastructure in terms of premises 3. To create infrastructure in terms of equipment 4. Reorganise the BMP according to the new structure
PRIORITY High
EXPECTED RESULTS BMP performance efficiency and effectiveness increased.
INDICATORS New structure is implemented.

RESPONSIBLE AGENCY
ASP/BMP
INVOLVED ACTORS
Council of Ministers, Ministry of Interior, ASP/BMP, International organizations assisting the ASP.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: Salaries: 7000 euros/person Equipment: 240 euros/person Benefits: The new structure created and provided with proper infrastructure and equipment
DURATION
1 year
PROPOSED TIMELINE
June 2007
LINKS
OBJECTIVE 2:
Ensure the development and implementation of anti-corruption measures within the newly formed BMP.
INDICATORS:
Implementation of the anti-corruption measures.
CURRENT SITUATION:
Currently, BMP personnel are exposed to the phenomenon of corruption. There exists a national anti corruption strategy. The legal framework to fight corruption exists as well. BMP personnel are legally bound to fight corruption.
REQUIREMENTS AND GOOD PRACTICES:
BMP management shall create conditions to fight corruption in compliance with legislation, strategy and best experiences.
PROPOSED ACTIONS
To identify causes and factors that affect the corruption of BMP personnel. To take measures to fight corruption , annually review and adapt anti-corruption measures as necessary.
INTERESTED PARTIES
Anti Corruption unit within the Council of Ministers, Ministry of Interior, ASP/BMP, Internal Control Service, private sector, public, media, institutions in the justice field
ACTION 1
To identify causes and factors that affect the corruption of BMP personnel.
ACTIVITIES
1. To analyse current corruption cases.

<p>2. To study how BMP applied procedures could leave room for corruption.</p> <p>3. To assess the legal gaps that hinder the fight against corruption.</p>
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Appropriate measures to fight corruption taken.</p>
<p>INDICATORS</p> <p>Analyses and studies prepared.</p>
<p>RESPONSIBLE AGENCY</p> <p>ASP/BMP</p>
<p>INVOLVED ACTORS</p> <p>Anti Corruption unit within the Council of Ministers, Ministry of Interior, ASP/BMP, Internal Control Service, private sector, public, media, justice field institutions.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency BMP</p> <p>Costs: Administrative costs</p> <p>Benefits: To minimize corruption cases within BMP and to increase public confidence for the Police.</p>
<p>DURATION</p> <p>6 months</p>
<p>PROPOSED TIMELINE</p> <p>January of each year</p>
<p>LINKS</p>
<p>ACTION 2</p> <p>To take measures to fight corruption , annually review and adapt/adopt anti-corruption measures as necessary.</p>
<p>ACTIVITIES</p> <p>1. To complete the necessary legal framework based on the gaps identified</p> <p>2. To draft standard operating procedures (SOPs) to regulate BMP activity at all levels</p> <p>3. To take the necessary disciplinary measures against personnel who are involved in corruption cases.</p> <p>4. To create mechanisms for public information related to the legal rights and duties regarding borders activities.</p> <p>5. To create a mechanism to denounce corruption</p> <p>6. Annually review and adapt anti-corruption measures as necessary.</p>
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Corruption significantly reduced.</p>

INDICATORS
Number of corruption cases decreased
RESPONSIBLE AGENCY
ASP/BMP
INVOLVED ACTORS
Anti Corruption unit within the Council of Ministers, Ministry of Interior, ASP/BMP, Internal Control Service, private sector, public, media, justice field institutions.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: Administrative costs Benefits: To minimize corruption cases within BMP and to increase public confidence for the Police.
DURATION
Continuous
PROPOSED TIMELINE
January of each year
LINKS
Procedures, Intra-service Cooperation
Procedures
OBJECTIVE 1:
To develop and implement internal SOPs for operations, personnel, training, finance and logistics matters consistent with EU requirements and TIMS/RMIS implementation.
INDICATORS:
Approved internal SOPs for BMP. Processing time at BCPs decreases.
CURRENT SITUATION:
There is a collection of miscellaneous orders and directives which attempt to clarify and regulate BMP duties. However, these orders and directives are not structured and do not outline the level of detail necessary to carry out the responsibilities of the BMP.
REQUIREMENTS AND GOOD PRACTICES:
Systemic, comprehensive and flexible controls which are applied consistently in all BCPs, green and blue borders.
PROPOSED ACTION
Develop and implement border control SOPs.
INTERESTED PARTIES
ASP, BMP, inter-agency working group on border procedures, IOs assisting BMP, private agencies operating at the border
ACTION

Develop and implement border control SOPs.
ACTIVITIES 1. Establish a sub-working group on SOPs 2. Collect and analyze existing orders, directives, instructions and procedures. 3. Identify areas in need of SOPs. 4. Draft SOPs 5. Submit final drafts for approval 6. Implement SOPs.
PRIORITY High
EXPECTED RESULTS SOPs exist for BCPs, green and blue borders. Responsibilities and duties are clarified.
INDICATORS SOPs drafted and approved. BCP processing time decreased.
RESPONSIBLE AGENCY ASP/BMP
INVOLVED ACTORS ASP, BMP, inter-agency working group on border procedures, sub-working group on SOPs, IOs assisting BMP, private agencies operating at the border
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: BMP works with defined and unified SOPs in compliance with EU requirements on IBM
DURATION 1 year
PROPOSED TIMELINE January 2008
LINKS
Human resources and training
OBJECTIVE 1: To create a training sector within the Police Academy to provide specialised training at basic and management level of BMP in accordance with the soon-to-be-approved border police curriculum.
INDICATORS: BMP curricula approved.

Specialized border police training structure established at the Police Academy
<p>CURRENT SITUATION:</p> <p>The Police Academy is responsible for the recruitment, training and development of all ASP officers. Currently there is no formal specialized BMP training structure at the Police Academy. In addition to that no training to enhance cooperation within the BMP and between the BMP and other structures of the ASP exist. BMP curricula and training programs have been provided to the Police Academy for review within the framework of the CARDS Twinning Project in 2005. Recommendations have been forwarded to General Director of ASP and Police Academy for consideration and approval.</p> <p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>All BMP personnel shall receive basic police training at the Police Academy. Additionally, personnel assigned to the BMP shall receive specialized border police training in accordance with EU curricula, already provided to the Academy through CARDS Twinning Project. The training plans should be drafted to promote cooperation within BMP and cooperation and coordination between BMP and other ASP structures. Training in the languages of the neighboring countries and English is essential.</p>
<p>PROPOSED ACTION</p> <p>Approval of training curriculum and establishment of specialized border police training structure at the Police Academy.</p>
<p>INTERESTED PARTIES</p> <p>ASP, BMP, Police Academy</p>
<p>ACTION</p> <p>Approval of training curriculum and establishment of specialized border police training structure at the Police Academy.</p>
<p>ACTIVITIES</p> <p>Approval of training curriculum . In consultation with the Police Academy seek to establish a specialized BMP training structure; staff and equip this structure.</p>
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Well trained professional staff of BMP.</p>
<p>INDICATORS</p> <p>Curriculum and specialized BMP training structure within the Police Academy approved.</p>
<p>RESPONSIBLE AGENCY</p> <p>ASP/BMP and Police Academy</p>
<p>INVOLVED ACTORS</p> <p>ASP/BMP and Police Academy</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: BMP and Police Academy Costs: 120.000 EUR Benefits: BMP shall have a training center in compliance with EU standards</p>
<p>DURATION</p> <p>6 months</p>

PROPOSED TIMELINE
June 2008
LINKS
OBJECTIVE 2:
To identify training needs and prepare annual training programs in consultation with the Police Academy
INDICATORS:
Training needs analysis conducted. Annual training programs approved.
CURRENT SITUATION:
A comprehensive BMP training needs analysis is not regularly conducted. Annual training programs are not adjusted to border policing needs. Training is currently provided on an ad-hoc basis.
REQUIREMENTS AND GOOD PRACTICES:
A training needs analysis should be conducted annually and delivery of training should be conducted on the basis of the analysis.
PROPOSED ACTIONS
<ol style="list-style-type: none"> 1. Conduct needs analysis for specialised and general training in consultation with Police Academy. 2. Develop new training programs or adjust existing training programs on the basis of training needs analysis for specialized BMP topics.
INTERESTED PARTIES
ASP, BMP, Police Academy
ACTION 1
Conduct needs analysis for specialised and general training in consultation with Police Academy.
ACTIVITIES
<ol style="list-style-type: none"> 1. A joint group composed of Police Academy and BMP officers will conduct a training needs analysis. 2. Submit analysis for approval.
PRIORITY
High
EXPECTED RESULTS
Training needs analysis conducted and approved.
INDICATORS
BMP training needs analysed.
RESPONSIBLE AGENCY
ASP/BMP and Police Academy
INVOLVED ACTORS
ASP/BMP and Police Academy

COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP and Police Academy Costs: Administrative costs Benefits: Increase cooperation with BMP in identifying needs of BMP for specialized and general training in compliance with EU requirements
DURATION 6 months
PROPOSED TIMELINE September of each year
LINKS
ACTION 2 Develop new training programs or adjust existing training programs on the basis of training needs analysis for specialized BMP topics.
ACTIVITIES 1. The joint group of the Police Academy and the BMP shall develop new training programs or improve existing ones, based on training needs analysis for specialized BMP topics (yearly). 2. Submit programs (basic, mid and management level) for approval. 3. Develop an annual training schedule. 4. Implementation of training programs.
PRIORITY High
EXPECTED RESULTS Training standardization based on current needs and annual training schedule.
INDICATORS BMP training programs and annual schedule are prepared.
RESPONSIBLE AGENCY ASP/BMP and Police Academy
INVOLVED ACTORS ASP/BMP and Police Academy
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP and Police Academy Costs: 580.000 euro Benefits: BMP is continuously provided with training
DURATION On going

PROPOSED TIMELINE
January 2009
LINKS
OBJECTIVE 3:
To set clear selection and transferral criteria for the personnel serving in the BMP and develop human resource requirements for personnel advancement
INDICATORS:
Standardized selection and transferral criteria are developed and approved. Human resource requirements for career advancement are developed and approved.
CURRENT SITUATION:
Basic selection criteria to enter the ASP exist. However, no clearly defined criteria exist for selection and career advancement in the BMP.
REQUIREMENTS AND GOOD PRACTICES:
Effective border control requires adequate numbers and professionally trained staff capable of performing risk analysis/investigations and communicating with their cross-border counterparts. The highest level of selection criteria should be established in order to ensure effective border control.
PROPOSED ACTION
Determine selection, transferral and career advancement criteria within BMP and implement human resource management in accordance with these criteria.
INTERESTED PARTIES
ASP, BMP, Police Academy, ASP Policy Group
ACTION
Determine selection, transferral and career advancement criteria within BMP and implement human resource management in accordance with these criteria.
ACTIVITIES
1. Collect and analyze basic selection and career advancement criteria from other countries. Analyze EU and Schengen requirements for these topics. 2. Develop basic selection and career advancement criteria for the Albanian BMP and submit for approval. 3. Develop job descriptions for all positions within the BMP.
PRIORITY
High
EXPECTED RESULTS
Increased quality of BMP staff due to higher selection criteria. Clear lines of career progression within the BMP should lead to higher retention rate within the BMP. Merit based promotions will be facilitated.
INDICATORS
Selection criteria approved. Career advancement criteria approved. Job descriptions developed.
RESPONSIBLE AGENCY
ASP/BMP

INVOLVED ACTORS
ASP/BMP and Police Academy
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: Administrative costs Benefits: The structure of BMP is more solid.
DURATION
6 months
PROPOSED TIMELINE
April 2008
LINKS
Communication and Exchange of Information
OBJECTIVE 1:
To improve vertical and horizontal communication (quality and quantity)and exchange of information for risk analysis within the structure of BMP and with other structures of ASP.
INDICATORS:
SOPs for communication and risk analysis developed, approved and implemented.
CURRENT SITUATION:
Current structure of BMP does not permit communication exchange and information exchange to be at the required level. This inhibits BMP efficiency in providing border services.
REQUIREMENTS AND GOOD PRACTICES:
Ensure that a two-way information exchange (secured) is established at the central, regional and local levels. Ensure the establishment of risk analysis structures within the BMP to process and analyze information both within the BMP and with other ASP structures.
PROPOSED ACTIONS
1. Develop and implement SOPs related to communication and information exchange. 2. Develop and implement SOPs related to risk analysis.
INTERESTED PARTIES
ASP, BMP
ACTION 1
Develop and implement SOPs related to communication and information exchange.
ACTIVITIES
1. Develop SOPs related to communication and information exchange. 2. Approve SOPs related to communication and information exchange. 3. Implement SOPs related to communication and information exchange.

PRIORITY High
EXPECTED RESULTS Information exchange and communication in compliance with required standards.
INDICATORS Standards are approved. SOPs are approved and implemented.
RESPONSIBLE AGENCY ASP/BMP
INVOLVED ACTORS ASP/BMP
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 800 euro (Costs provided for by the relevant budget line for printing and publications) Benefits: BMP communication and information exchange based on SOPs
DURATION 6 months
PROPOSED TIMELINE January 2009
LINKS
ACTION 2 Develop and implement SOPs related to risk analysis
ACTIVITIES 1. Develop SOPs related to risk analysis 2. Approve SOPs related to risk analysis. 3. Implement SOPs related to risk analysis.
PRIORITY High
EXPECTED RESULTS Risk analysis in compliance with required standards.
INDICATORS Standards are approved. SOPs are approved and implemented.

RESPONSIBLE AGENCY
ASP/BMP
INVOLVED ACTORS
ASP/BMP
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: See Action 1 Benefits: See action 1
DURATION
6 months
PROPOSED TIMELINE
January 2009
LINKS
OBJECTIVE 2:
To continuously develop and fully implement BCIS/TIMS and RMIS and any future systems in order to improve communication and exchange of information.
INDICATORS:
Development and implementation of TIMS and RMIS in accordance with ongoing and planned projects.
CURRENT SITUATION:
Communication and information exchange has improved in recent years with the introduction of BCIS/TIMS. After the initial implementation phase of TIMS, 10 BCPs are already registering all persons and vehicles entering and exiting Albania. This system is connected to ASP criminal databases and Interpol. Additionally, RMIS is under development and will begin implementation within the next year.
REQUIREMENTS AND GOOD PRACTICES:
Ensure that two-way information exchange (secured) is established at the central, regional and local levels. Information collected by BCIS will be used by BMP in risk analysis while information collected by RMIS will contribute to better resource management.
PROPOSED ACTION
Fully implement TIMS/RMIS, regularly analyse existing systems and adapt them to changing needs
INTERESTED PARTIES
ASP, BMP, TIMS/RMIS Project teams
ACTION
Fully implement TIMS/RMIS, regularly analyse existing systems and adapt them to changing needs
ACTIVITIES
1. Continue with the implementation of TIMS/RMIS . 2. To regularly analyse existing systems and adapt them to changing needs

PRIORITY
High
EXPECTED RESULTS
Better integration and standardization of TIMS/RMIS within BMP.
INDICATORS
Full implementation of TIMS/RMIS.
RESPONSIBLE AGENCY
ASP/BMP
INVOLVED ACTORS
ASP, BMP, TIMS/RMIS Project teams
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP and ASP Costs: TIMS is an ASP system and after 2009 all maintenance costs shall be borne by the ASP Benefits: BMP exchanges information in time
DURATION
Ongoing
PROPOSED TIMELINE
Ongoing
LINKS
Infrastructure and Equipment
OBJECTIVE 1:
To ensure proper infrastructure and its maintenance.
INDICATORS:
Adequate infrastructure is available and meets EU standards.
CURRENT SITUATION:
Current infrastructure available to BMP is not adequate nor in compliance with EU standards.
REQUIREMENTS AND GOOD PRACTICES:
Appropriate infrastructure to carry out border control needs to be available.
PROPOSED ACTION
Develop infrastructure in compliance with EU requirements.

INTERESTED PARTIES
ASP, BMP
ACTION
Develop infrastructure in compliance with EU requirements.
ACTIVITIES
<ol style="list-style-type: none"> 1. Establish working group on infrastructure and equipment. 2. Assess existing infrastructure needs at central, regional and local level, by consulting assessments conducted. 3. Determine priorities and develop recommendations. 4. Develop investment plan and forward it for approval. 5. Implement plan.
PRIORITY
High
EXPECTED RESULTS
Infrastructure in compliance with required standards.
INDICATORS
<p>Needs identified.</p> <p>Investment plan drafted, approved and implemented.</p>
RESPONSIBLE AGENCY
ASP/BMP, Working Group on infrastructure and equipment
INVOLVED ACTORS
Mol, MoF, ASP/BMP, International Organizations assisting BMP
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: ASP</p> <p>Costs: 7,7 million euros</p> <p>Benefits: BMP is provided with proper infrastructure</p>
DURATION
Continuous
PROPOSED TIMELINE
Ongoing
LINKS
OBJECTIVE 2:
To ensure proper equipment is acquired, distributed according to a distribution plan, properly used and maintained.
INDICATORS:

Equipment is available and meets EU standards. Distribution plan for equipment exists and is adhered to.
CURRENT SITUATION <p>Recently, BMP has been provided with equipment to carry out their duties. However, additional equipment is needed especially for maritime border control.</p>
REQUIREMENTS AND GOOD PRACTICES: <p>Appropriate equipment to carry out border control needs to be available. Equipment should be appropriate to border circumstances.</p>
PROPOSED ACTION <p>Acquire appropriate equipment for BMP.</p>
INTERESTED PARTIES <p>ASP, BMP</p>
ACTION <p>Acquire appropriate equipment for BMP.</p>
ACTIVITIES <ol style="list-style-type: none"> 1. Assess existing equipment needs and maintenance at central, regional and local level, by consulting assessments conducted. 2. Determine priorities and develop recommendations. 3. Develop investment plan and a distribution plan and forward for approval. 4. Implement plans.
PRIORITY <p>High</p>
EXPECTED RESULTS <p>Appropriate equipment for BMP acquired.</p>
<p>Indicators Needs identified. Investment plan approved and implemented.</p>
RESPONSIBLE AGENCY <p>ASP/BMP, Working Group on Infrastructure and Equipment.</p>
INVOLVED ACTORS <p>MoI, MoF, ASP/BMP, International Organizations assisting BMP</p>
COSTS AND BENEFITS FROM MAIN ACTORS <p>Agency: BMP Costs: 2 mio euro Benefits: BMP provided with proper equipment</p>
DURATION <p>Continuous</p>
PROPOSED TIMELINE

Ongoing
LINKS
CUSTOMS – INTRASERVICE COOPERATION
Legal and Regulatory Framework
OBJECTIVE 1 Continuously analyze and assess the existing legal framework for the ACS and make amendments or compose new laws/bylaws according to needs and EU requirements.
INDICATORS Existing legal framework and existing agreements have been analysed and assessed. Drafts for amendments have been prepared or new laws have been composed according to EU needs and requests.
CURRENT SITUATION A review of the ACS legal framework has not been carried out according to a prepared plan; reviews are conducted only for specific cases.
REQUIREMENTS AND GOOD PRACTICES A review of the legal framework must be accomplished on a regular basis according to amendments required by EU as well as conditions specific to the needs of Albania.
PROPOSED ACTION Analyze and assess the existing legal framework according to EU requirements and specific needs of Albania; prepare recommendations for amendments.
INTERESTED PARTIES Legal Directorate of ACS, Inter-ministerial Committee of IBM, other interested parties
ACTION Analyze and assess the existing legal framework according to EU requirements and specific needs of Albania; prepare recommendations for amendments.
ACTIVITIES 1. The legal working sub-group must rank (according to priority) all ACS related laws/bylaws and prepare a plan for their re-assessment 2. Conduct a gap analysis comparing ACS laws to EU requirements. 3. Prepare amendments and compose laws/bylaws according to required needs and forward for adoption.
PRIORITY High
EXPECTED RESULTS Regularly improved legal and regulating framework
INDICATORS Working group established, gap analysis conducted, recommendations forwarded for adoption.
RESPONSIBLE AGENCY The ACS legal sub-group

INVOLVED ACTORS
The ACS legal sub -group in, Inter ministerial Committee and other interested parties
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ASC Costs: 100.000 euro Benefits: Analysis and assessment of the legal framework
DURATION
Continuous
PROPOSED TIMELINE
First quartet of 2008
LINK
Objectives of Legal and Regulatory Framework
OBJECTIVE 2
Prepare internal orders to standardise and regulate forms of collaboration, exchange information, conduct training and use equipment and infrastructure.
INDICATORS
Internal orders prepared and approved.
CURRENT SITUATION
Internal orders in this field are not standardised.
REQUIREMENTS AND GOOD PRACTICES
Collaboration, exchange of information, training and equipment use and infrastructure should be adequately regulated.
PROPOSED ACTION
Perform analyses and assessment of existing internal orders in this field and draft new orders as required.
INTERESTED PARTIES
Ministry of Finance/ACS.
ACTION
Perform analyses and assessment of existing internal orders in this field and draft new orders as required.
ACTIVITIES
1. Analyze existing internal orders and identify gaps. 2. Draft internal orders as required.
PRIORITY
Medium

EXPECTED RESULTS
Internal orders exist for all relevant fields.
INDICATORS
Existing internal orders analyzed and gaps identified. Additional internal orders drafted as required.
RESPONSIBLE AGENCY
MoF/ACS
INVOLVED ACTORS
MoF/ACS
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ASC Costs: 70.000 euro Benefits: Assessment of internal orders and draft of new orders
DURATION
Continuous
PROPOSED TIMELINE
First quarter of 2008
LINKS
Objective: Legal and Regulatory Framework- Objective 1
Management and Organization
OBJECTIVE 1
Improve management of ACS through the development of long-term management plans as well as regular and periodic meetings within each sector of ACS.
INDICATORS
Managers at all levels meet regularly, exchange information and address issues of mutual concern.
CURRENT SITUATION
Formalized meetings involving management of all sectors do not take place on a regular basis
REQUIREMENTS AND GOOD PRACTICES
Gaps in management control are more easily identified when the management of all sectors meets on a regular basis.
PROPOSED ACTION
1. Development of long-term management plans. 2. Preparation and implementation of meeting plan.

INTERESTED PARTIES
MoF/ACS
ACTION 1
Development of long-term management plan.
ACTIVITIES
1. Draft a long-term management plan based on strategic analysis of current and future needs. 2. Implement long-term management plan.
PRIORITY
High
EXPECTED RESULTS
Improved cooperation among all ACS sectors.
INDICATORS
Plan drafted. Plan approved. Plan implemented.
RESPONSIBLE AGENCY
MoF/ACS
INVOLVED ACTORS
MoF/ACS
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ASC Costs: 400.000 euro Benefits: Development of long term plans
DURATION
Continuous
PROPOSED TIMELINE
January 2008
LINKS
ACTION 2
Preparation and implementation of meeting plan.
ACTIVITIES
1. To set up a sub-working group consisting of senior ACS managers. 2. To identify necessary meeting topics (such as sector budgets, human resources, training, staff development) and how each ASC sector can contribute to the plan, etc. 3. To plan regular meetings at senior management and middle management level 4. Approval and implementation of meeting plan.

PRIORITY High
EXPECTED RESULTS Improved cooperation among all ACS sectors.
INDICATORS Plan drafted. Plan approved. Plan implemented.
RESPONSIBLE AGENCY MoF/ACS
INVOLVED ACTORS MoF/ACS
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASC Costs: 150.000 euro Benefits: Meetings take place regularly
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS
OBJECTIVE 2: Restructuring of ACS must be completed to guarantee a vertical line of control at all levels of activity.
INDICATORS: New ASC structure of in accordance with EU standards is approved and implemented.
CURRENT SITUATION Presently, a vertical line of control at all levels of activity exists except at the regional ACS level. Regional ACS levels operate independently and have little formal contact with the ACS Directorate. A new ACS structure has been forwarded to the Council of Ministers for approval.
REQUIREMENTS AND GOOD PRACTICES ACS activity and control must be in accordance with EU standards.
PROPOSED ACTION New ACS organizational structure in accordance with EU requirements.
INTERESTED PARTIES MoF/ACS

ACTION
New ACS organizational structure to be in accordance with EU requirements.
activities Implement new structure upon approval.
PRIORITY
High
EXPECTED RESULTS
Reconstruction and reorganization of ACS in accordance with EU standards.
INDICATORS
The restructuring and reorganization draft is approved.
RESPONSIBLE AGENCY
MoF/ACS
INVOLVED ACTORS
MoF/ACS
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 20.000 euro Benefits: structure and hierarchy in compliance with EU requirements
DURATION
Ongoing
PROPOSED TIMELINE
First quarter of 2008
LINKS
OBJECTIVE 3:
To ensure the development and implementation of anti-corruption measures with ACS.
INDICATORS:
Implementation of anti-corruption measures.
CURRENT SITUATION
Presently, ACS staff are exposed to the corruption phenomenon. A national anti-corruption strategy exists as well as a suitable legal framework. ACS is bound by law to fight corruption. Currently, ACS is developing an anti-corruption strategy specific to their needs.
REQUIREMENTS AND GOOD PRACTICES
ACS Directors must create the environment to fight corruption in accordance with legislation, strategy and good practices.

PROPOSED ACTION
Develop an anti-corruption strategy for ACS and take measures to fight corruption according to the strategy.
INTERESTED PARTIES
MoF/ACS
ACTION
Develop an anti-corruption strategy for ACS and take measures to fight corruption according to the strategy.
ACTIVITIES
<ol style="list-style-type: none"> 1. Analyse the recorded cases of corruption. 2. Study the procedures undertaken by ACS during the fulfilment of their responsibilities which permit opportunities for corruption. 3. Study the legal gaps that permit corruption. 4. Complete the development of an anti-corruption strategy according to EU standards to include requirements for amending the legal framework, developing SOPs, selecting personnel based on the established criteria and setting up corruption reporting mechanisms 5. Implement anti-corruption strategy.
PRIORITY
High
EXPECTED RESULTS
Corruption reduced.
INDICATORS
Analyses completed and strategy drafted.
RESPONSIBLE AGENCY
ASC
INVOLVED ACTORS
Anti-corruption unit within Council of Ministers, ACS
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: ACS</p> <p>Costs: 300.000 euro</p> <p>Benefits: Cases of corruption minimized and public confidence in ACS increased</p>
DURATION
Ongoing
PROPOSED TIMELINE
Ongoing
LINKS

Procedures

OBJECTIVE 1

To draft internal SOPs for operations, personnel, training, finance and logistics matters consistent with EU requirements.

INDICATORS

Internal SOPs approved.

CURRENT SITUATION

There is a collection of miscellaneous orders and directives which attempt to clarify and regulate ACS duties. However, these orders and directives are not structured and do not outline the level of detail necessary to carry out ACS responsibilities.

There is a yearly Customs Operational Plan but Departments / Directorates / Sectors do not have their own plans.

REQUIREMENTS AND GOOD PRACTICES

Systemic, comprehensive and flexible SOPs should be developed for all BCPs, Customs Houses and blue borders.

PROPOSED ACTION

Develop inland and border control Standard Operational Procedures.

INTERESTED PARTIES

Inland and Border Customs, Inter-agency working group on border procedures, private agencies operating at the border

ACTION

Develop border and inland control SOPs.

ACTIVITIES

1. Establish a working group on SOPs
2. Collect and analyze existing orders, directives, instructions and procedures.
3. Identify areas in need of SOPs.
4. Draft SOPs to include normal and emergency situations.
5. Submit final drafts for approval
6. Train personnel on new SOPs.
7. Implement SOPs.

PRIORITY

High

EXPECTED RESULTS

Processing time at BCPs and Customs Houses decreased. Increase in the detection of crime and underpayments of Customs duties.

INDICATORS

SOPs approved. Border and inland control is carried out uniformly in all BCPs, Customs Houses and blue borders.
Responsibilities and duties are made clear.

RESPONSIBLE AGENCY

ACS

INVOLVED ACTORS
ACS, inter-agency working group on border procedures, private agencies operating at the border
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 100.000 euros Benefits: Improvement of quality of service offered by ACS and trade facilitated
DURATION
1 year
PROPOSED TIMELINE
Ongoing
LINKS

Human Resources and Training

OBJECTIVE 1
To identify training needs and prepare annual training programs.
INDICATORS
Training needs analysis conducted. Annual training programs approved.
CURRENT SITUATION
A comprehensive ACS training needs analysis is not regularly conducted. Training is currently provided on an ad-hoc basis. There is no training delivered to encourage collaboration within the ACS and between other structures of the MoF.
REQUIREMENTS AND GOOD PRACTICES
A training needs analysis should be conducted annually and delivery of training should be conducted on the basis of the analysis.
PROPOSED ACTIONS
1. Conduct an annual training needs analysis. 2. Develop and implement new training programs or adjust existing training programs on the basis of training needs analysis for specialized ACS topics.
INTERESTED PARTIES
ACS/Personnel Directorate
ACTION 1
Conduct an annual training needs analysis.

ACTIVITIES 1. Training sector and Departaments will conduct the analysis 2. Submit it for approval.
PRIORITY High
EXPECTED RESULTS ACS training needs analysis conducted.
INDICATORS Analysis submitted for approval.
RESPONSIBLE AGENCY ACS/Personnel Directorate
INVOLVED ACTORS ACS/Personnel Directorate
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 100.000 euros Benefits: Training needs analyzed and taken into account for further trainings
DURATION 6 months
PROPOSED TIMELINE February 2008
LINKS Objective 1, Action 2
ACTION 2 Develop and implement new training programs or adjust existing training programmes on the basis of training needs analysis for specialized ACS topics.
ACTIVITIES 1. The ACS Training Sector and Departments shall develop new training programmes or improve existing ones, based on training needs analysis for specialized ACS topics (yearly). 2. Submit programmes (basic, mid and senior management level) for approval. 3. Implement programs.
PRIORITY High
EXPECTED RESULTS ACS personnel receives standardized training according to needs.

INDICATORS
ACS training programs are prepared and implemented.
RESPONSIBLE AGENCY
ACS/Personnel Directorate
INVOLVED ACTORS
ACS/Personnel Directorate
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 200.000 euros Benefits: Training and qualification of personnel based on new programmes
DURATION
Continuous
PROPOSED TIMELINE
Ongoing
LINKS
OBJECTIVE 2
To set clear criteria for ACS personnel recruitment and career development.
INDICATORS
Standardized selection criteria are developed and approved. Human resource requirements for career development are identified and approved
CURRENT SITUATION
Basic selection criteria to enter the ACS exist. However, no clearly defined criteria exist for selection and career development in the ACS. The termination of contracts is not sufficiently regulated.
REQUIREMENTS AND GOOD PRACTICES
Effective Customs control requires adequate numbers and professionally trained staff capable of performing risk analysis/investigations and communicating with their cross-border counterparts. The highest level of selection criteria should be established in order to ensure effective Customs control.
PROPOSED ACTION
Determine clear selection and career development criteria and approve and implement them.
INTERESTED PARTIES
ACS/Personnel Directorate
ACTION
Determine selection and career development criteria and approve and implement them.

ACTIVITIES 1. Collect and analyze basic selection and career development criteria from other countries. Analyze EU requirements for these topics. 2. Develop basic selection and career development criteria for the ACS and submit for approval. 3. Implement selection and career development criteria.
PRIORITY High
EXPECTED RESULTS Increased quality of ACS staff due to higher selection criteria. Clear lines of career development within the ACS exist. Merit based promotions facilitated.
INDICATORS Selection criteria approved. Career development criteria approved.
RESPONSIBLE AGENCY ACS/Personnel Directorate
INVOLVED ACTORS ACS/Personnel Directorate
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 100.000 euros Benefits: Qualified personnel deployed in Customs service.
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS
Communication and Information Exchange
OBJECTIVE 1: The existing lines of communication that operate at all levels must guarantee that all information related to ACS activity will be exchanged between Directorates and Sectors.
INDICATORS A regulation for communication and exchange of information within ACS is developed.
CURRENT SITUATION: Communication and information exchange is formalized and institutionalized but is not at the appropriate level. Additionally, no policy exists within the ACS for joint use of IT and other communication systems.

REQUIREMENTS AND GOOD PRACTICES
Communication within the ACS needs to be a high priority. Information needs to be shared within ACS. The exact nature of the information and the means of exchange needs to be identified and regulated. There must be a more efficient exchange of information. Necessary measures must be taken for the protection of IT systems and information exchanges.
PROPOSED ACTIONS
1. Identification of current gaps and development and implementation of appropriate means of communication within ACS. 2. Ensure the integration of current and future IT systems within ACS that operate at the border in order to permit mutual access and information sharing as necessary.
INTERESTED PARTIES
ACS/IT Directorate
ACTION 1
Identification of current gaps and development and implementation of appropriate means of communication within ACS.
ACTIVITIES
1. To identify gaps and define topics for information exchange and make proposals for improvement. 2. Develop a regulation for communication and exchange of information within ACS. 3. Implementation of regulation.
PRIORITY
High
EXPECTED RESULTS
Appropriate ways of communication at all levels within ACS are identified and accepted. Information exchanged accordingly.
INDICATORS
Proposals drafted. Proposals approved.
RESPONSIBLE AGENCY
ACS/IT Directorate
INVOLVED ACTORS
ACS/IT Directorate
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 50.000 euros Benefits: Efficient exchange of information improves commercial transaction.
DURATION
6 months
PROPOSED TIMELINE:
June 2008
LINKS

Management and Organization Procedures
ACTION 2 Ensure the integration of current and future IT systems within ACS that operate at the border in order to permit mutual access and information sharing as necessary
ACTIVITIES 1. To assess the possibilities to better integrate current and future IT systems. 2. To define means, methods and specific data and level of access of information through IT systems within ACS. 3. To draft the regulation. 4. To approve regulation.
PRIORITY Medium
EXPECTED RESULTS Information exchanged through an integrated IT system.
INDICATORS Regulation is drafted and approved.
RESPONSIBLE AGENCY ACS/IT Directorate
INVOLVED ACTORS ACS/IT Directorate
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASC Costs: 230.000 euro Benefits: Exchange of information with other institution.
DURATION 6 months
PROPOSED TIMELINE. June 2008
LINKS
OBJECTIVE 2: Ensure that information relevant to ACS border procedures is made available to the general public.
INDICATORS Website includes information relevant to ACS border procedures. Relevant notices displayed at BCPs.
CURRENT SITUATION:

The information available to the public regarding the customs border procedures is inadequate. In many instances this information is not timely and contradictory.
REQUIREMENTS AND GOOD PRACTICES Ensure the dissemination of information to operators in order to avoid unnecessary delays. For example, a website could update and regularly inform the public on Customs procedures, laws and operating hours.
PROPOSED ACTION Identify gaps in the communication with the public and to develop a public relation policy.
INTERESTED PARTIES ACS/Procedures Directorate.
ACTION Identify gaps in the communication with the public and to develop a public relation policy.
ACTIVITIES 1. Conduct an analysis of the current situation and identify gaps. 2. To develop a communication and information exchange policy in which will be included the methodology, timeline, priorities, etc. 3. Approval of policy. 4. To implement the policy. 5. To periodically review and update this policy.
PRIORITY Medium
EXPECTED RESULTS The general public is better informed about ACS activities and procedures.
INDICATORS The policy is developed.
RESPONSIBLE AGENCY ACS/Public Relations, IT Departments.
INVOLVED ACTORS ACS/ Public Relations, IT Departments.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 50.000 euro Benefits: ASC is a more transparent service
DURATION 6 months
PROPOSED TIMELINE June 2008

LINKS
Infrastructure, Equipment and IT
OBJECTIVE 1 To have a suitable and adequately maintained infrastructure for the implementation of ACS responsibilities.
INDICATORS Infrastructure upgraded in accordance with ACS investment plan.
CURRENT SITUATION ACS investments and infrastructure need improvement in order to facilitate implementation of ACS responsibilities.
REQUIREMENTS AND GOOD PRACTICES An adequate infrastructure is necessary for the performance of all required border controls.
PROPOSED ACTION To ensure that infrastructure facilitates the implementation of ACS procedures in accordance with EU requirements.
INTERESTED PARTIES ACS
ACTION To ensure that infrastructure facilitates the implementation of ACS procedures in accordance with EU requirements.
ACTIVITIES 1. To assess the needs of the infrastructure at all levels using information from recent studies and reports. 2. To define priorities and to develop recommendations. 3. To develop investment plan and to forward for approval. 4. To implement the plan.
PRIORITY Medium
EXPECTED RESULTS Infrastructure in accordance with the required standards.
INDICATORS Needs are identified. Investment plan is approved and implemented.
RESPONSIBLE AGENCY ACS, Investments Department
INVOLVED ACTORS

ACS, Investments Department and supporting International Organisations.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 1.000.000 euro Benefits: ACS infrastructure in compliance with EU requirements
DURATION Ongoing
PROPOSED TIMELINE July 2008
LINKS
OBJECTIVE 2 To acquire the appropriate equipment and to ensure that this is suitably maintained.
INDICATORS The equipment is in accordance with EU standards.
CURRENT SITUATION Recently, ACS have acquired new equipment but still requires further additions in order to more effectively control the border. Not all equipment is adequately maintained or used to its maximum extent.
REQUIREMENTS AND GOOD PRACTICES The equipment must be used effectively to ensure border controls in compliance with EU standards.
PROPOSED ACTION To ensure ACS has the necessary equipment and maintains and uses existing equipment.
INTERESTED PARTIES ACS
ACTION To ensure ACS has the necessary equipment and maintains and uses existing equipment.
ACTIVITIES 1. To assess the needs for equipment and maintenance at all levels. 2. To define priorities and develop recommendations. 3. To develop an investment and management plan and forward it for approval. 4. To implement the plan.
PRIORITY Medium
EXPECTED RESULTS

ACS effectively uses the necessary equipment.
INDICATORS The needs are indentified. The investment and management plan is approved and implemented.
RESPONSIBLE AGENCY ACS
INVOLVED ACTORS ACS and supporting International Organisations.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 2.000.000 euro Benefits: ACS has an infrastructure in compliance with EU requirements
DURATION Ongoing
PROPOSED TIMELINE July 2008
LINKS
OBJECTIVE 3 To install and improve IT systems in each level of the ACS.
INDICATORS IT systems installed at each level of the ACS.
CURRENT SITUATION ASYCUDA++ allows real time exchange of information but more systems are required for use in training, procedures, management information systems etc. The establishing of effective risk profiles and the automatic selection of deliveries within ASYCUDA++ is still necessary.
REQUIREMENTS AND GOOD PRACTICES To securely store, exchange and effectively use necessary information at all levels within the ACS.
PROPOSED ACTION To install necessary IT systems at each level within ACS and improve the current network.
INTERESTED PARTIES ACS/IT Department
ACTION To install necessary IT systems at each level within ACS and improve the current network.
ACTIVITIES

1. To evaluate current situation and make recommendations for improvement. 2. To forward recommendations to General Director for approval. 3. To implement approved recommendations.
PRIORITY Medium
EXPECTED RESULTS Modern secure IT systems installed at each level within the ACS.
INDICATORS Recommendations are completed. Recommendations are approved and implemented.
RESPONSIBLE AGENCY ACS/IT Department
INVOLVED ACTORS ACS/IT Department and assisting International Organisations.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 900.000 euro Benefits: Real time information exchange and a faster service provided
DURATION Ongoing
PROPOSED TIMELINE July 2008
LINKS
PHYTOSANITARY INSPECTION SERVICE – INTRASERVICE COOPERATION
Legal and Regulatory Framework
OBJECTIVE : To ensure that the national plant protection law is in line with EU Acquis and standards.
INDICATORS: Plant Protection Law is amended and adopted.
CURRENT SITUATION: Plant Protection legislation is not fully in line with EU standards, but a harmonisation with EU Aquis has already started.

REQUIREMENTS AND GOOD PRACTICES: A single national central Plant Protection authority should be responsible for the implementation of the Plant Protection legislation. A plant passport system should be established at the date of Albania joining the EU.
PROPOSED ACTIONS 1. To amend the Plant Protection Law . 2. Draft the amendments and bylaws according to the harmonized Plant Protection Law.
INTERESTED PARTIES The working group for Plant Protection Law, international experts that are assisting. Ministry of Agriculture, Food and Consumer Protection
ACTION 1 To amend the Plant Protection Law
ACTIVITIES 1. To consult and to submit the drafted articles to national and international experts for their opinion. 2. Finalised draft submitted for approval.
PRIORITY High
EXPECTED RESULTS The necessary legal foundation for the harmonization with EU standards is established.
INDICATORS The amended law takes into consideration EU requests and also the needs of BCPs.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection.
INVOLVED ACTORS Ministry of Agriculture, Food and Consumer Protection, and other interested parties
COSTS AND BENEFITS FROM MAIN ACTORS Agency: PPS Costs: No costs Benefits: Legislation that leaves room to draft regulations in conformity with EU standards
DURATION Ongoing
PROPOSED TIMELINE December 2007
LINKS

ACTION 2	
Draft the amendments and bylaws according to the harmonized Plant Protection Law.	
ACTIVITIES	
1. To draft amendments and bylaws 2. To consult and to show the drafted amendments and bylaws to national and international experts for their opinion. 3. Finalised draft submitted for approval.	
PRIORITY	
High	
EXPECTED RESULTS	
Full implementation of the law. Better phytosanitary inspections. Bylaws are implemented.	
INDICATORS	
Bylaws amended or developed and approved.	
RESPONSIBLE AGENCY	
Ministry of Agriculture, Food and Consumer Protection.	
INVOLVED ACTORS	
Ministry of Agriculture, Food and Consumer Protection, other interested parties, and international experts	
COSTS AND BENEFITS FROM MAIN ACTORS	
Agency: PPS Costs: 2000 euro Benefits: Regulation in compliance with EU standards	
DURATION	
Ongoing	
PROPOSED TIMELINE	
Till the end of 2008	
LINKS	
Management and Organization	
OBJECTIVE:	
An efficient administrative and management system is in place to increase the level of phyto-sanitary control, risk analyses and the direct management of human and material resources.	
INDICATORS:	
Audit group established. Organisational structure of the phytosanitary service revised.	

<p>CURRENT SITUATION:</p> <p>Currently, a system of quarantine phyto-sanitary control exists; however, it is not fully in line with EU standards.</p> <p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>An efficient administrative sytem should be in place to fulfill all demands of phytosanitary control</p>
<p>PROPOSED ACTIONS</p> <p>1. To prepare and to submit for approval the organizational structure of phytosanitary service and phytosanitary inspection at BCPs. 2. Establish an Internal audit group to control the efficiency of phytosanitary service</p>
<p>INTERESTED PARTIES</p> <p>Ministry of Agriculture, Food and Consummator Protection, and experts.</p>
<p>ACTION 1</p> <p>To prepare and to submit for approval the organizational structure of phytosanitary service and phytosanitary inspection at BCPs.</p>
<p>ACTIVITIES</p> <p>Experts prepare a new organisational structure for phytosanitary service and phytosanitary inspection at BCPs based upon BCP size. Organisational plan is sent for approval</p>
<p>PRIORITY</p> <p>High</p>
<p>EXCEPTED RESULTS</p> <p>Efficient organisation of phytosanitary service</p>
<p>INDICATORS</p> <p>New organisational structure of Phytosanitary Service drafted, approved and implemented.</p>
<p>RESPONSIBLE AGENCY</p> <p>General Directorate of Food Security and Consumer Protection (Plant Protection Sector)</p>
<p>INVOLVED ACTORS</p> <p>Ministry of Agriculture, Food and Consummator Protection and international experts</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: PPS Costs: 4000 euro Benefits: Organization structure efficient for quarantine control</p>
<p>DURATION</p> <p>Ongoing</p>
<p>PROPOSED TIMELINE</p> <p>End of 2008</p>

LINKS
ACTION 2 Establish an Internal audit group to control the efficiency of phytosanitary service
ACTIVITIES 1. Head of Plant Protection Service nominates members for an internal audit group 2. Draft Guidelines for Audits 3. Audit Training of nominated persons (done by international experts)
PRIORITY High
EXCEPTED RESULT Efficient organisation of phytosanitary service Internal Audits in place
INDICATORS Internal Audit Group is established Guidelines "Audit" are approved
RESPONSIBLE AGENCY Plant Protection sector
INVOLVED ACTORS Ministry of Agriculture, Food and Consummator Protection and international experts.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: PPS Costs: 10.000 euro Benefits: Standard guidelines, trained staff
DURATION 3 months
PROPOSED TIMELINE October – December 2008
LINKS
Procedures
OBJECTIVE: Establish standard procedures for quarantine phyto-sanitary control in accordance with EU requirements.

INDICATORS: Standard procedures for phyto-sanitary service control are approved
CURRENT SITUATION: The phytosanitary quarantine inspection is regulated by a Council of Ministers Decision. However, this decision is not detailed enough to fully implement the phyto-sanitary responsibility at BCPs. There are no manuals for inspectors.
REQUIREMENTS AND GOOD PRACTICES: A standardised phytosanitary control should be implemented at all BCPs using approved manuals. The EU Vademecum should be taken into account.
PROPOSED ACTION To develop standard procedures for phyto-sanitary controls, drafting a manual and training of personnel.
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection and experts Other state agencies involved in border management, Inter-ministerial sub-working group on border procedures, and private agencies operating at the border.
ACTION To develop standard procedures for phyto-sanitary controls, drafting of a manual and training of personnel.
ACTIVITIES 1. To set up a working group for the development of standard procedures. 2. To analyze all bylaws in force and review existing guidelines and procedures. 3. To identify areas which need standard procedures. 4. To develop standard procedures 5. Draft a manual on standardised procedures. 6. To hand over the draft-documents for approval. 7. Distribution of manual and training of staff on standard procedures.
PRIORITY High
EXPECTED RESULTS Phytosanitary quarantine control is performed in a standardised way in all BCPs. The responsibilities and tasks of phytosanitary inspectors are clearly described in manuals.
INDICATORS Approval of manual for standard procedures. Decrease of the time of phytosanitary inspection procedures in BCP while ensuring the correct application of phytosanitary regulations.
RESPONSIBLE AGENCY General Directorate of Food Security and Consumer Protection (Plant Protection Sector) with all phytosanitary inspections at BCPs
INVOLVED ACTORS General Directorate of Food Security and Consumer Protection (Plant Protection Sector), all phytosanitary inspections at BCPs, inter-ministerial working on border procedures, other state agencies involved in border management, private agencies that work in border.

COSTS AND BENEFITS FROM MAIN ACTORS Agency: PPS Costs: 15.000 euro Benefits: Annexes of quarantine regulations in compliance with EU requirements
DURATION 1 year
PROPOSED TIMELINE January 2009
LINKS
<h2 style="text-align: center;">Human Resources and Training</h2>
OBJECTIVE 1: A system of regular training and also specialized training is implemented
INDICATORS: Approval of a training programme for phyto-sanitary service An organisational structure for training of phyto-sanitary inspectors is established.
CURRENT SITUATION: According to the law the Plant Protection Institute is responsible for training of all the employees of quarantine phyto-sanitary inspection. Currently, no regular training programme exists. The Plant Protection Institute comes under the authority of the Ministry of Education (Agricultural University) per a decision of Council of Ministers. As a result, responsibility for developing and implementation of training programs is unclear.
REQUIREMENTS AND GOOD PRACTICES: The phytosanitary inspectors at BCPs must be specialized, well trained and professional. All phyto-sanitary inspectors will be trained regularly. Additionally appointed inspectors in BCPs will receive specialized training for quarantine border control, in accordance with EU curricula. A regular training programme must be drafted and the responsibility for training implementation must be assigned to the General Directorate of Food Security and Consumer Protection (Plant Protection Sector)
PROPOSED ACTIONS To set up an organisational structure for training for phyto-sanitary inspectors and develop a regular training programme
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection
ACTION To set up an organisational structure for training for phyto-sanitary inspectors and develop a regular training programme.
ACTIVITIES 1. Head of Plant Protection Sector, General Directorate of Food Security and Consumer Protection, sets up a working group for drafting an organisational structure for training. 2. To identify gaps and needs in the structure of training and to give the responsibility of training to one Ministry.

<p>3. Draft organisational structure and training programme.</p> <p>4. To approve the organisational structure and training programme.</p> <p>5. Trainers are nominated</p> <p>6. "Train the trainers programme" is in place</p> <p>7. Training of the inspectors</p>
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Well-trained and professional staff in phytosanitary service.</p>
<p>INDICATORS</p> <p>Approval of organisational structure for training</p> <p>Training programme is implemented</p>
<p>RESPONSIBLE AGENCY</p> <p>General Directorate of Food Security and Consumer Protection (Plant Protection Sector), phytosanitary services at BCPs, Ministry of Education (Agricultural University)</p>
<p>INVOLVED ACTORS</p> <p>Plant Protection sector in Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: PPS</p> <p>Costs: 10.000 euro</p> <p>Benefits: Specialist capable to perform quarantine control in compliance with standards</p>
<p>DURATION</p> <p>1 year</p>
<p>PROPOSED TIMELINE</p> <p>January 2009</p>
<p>LINKS</p>
<p>OBJECTIVE 2:</p> <p>Clear criteria for personnel selection working in phytosanitary service exist.</p>
<p>INDICATORS:</p> <p>Standardized criteria for the selection for personnel developed and approved.</p>
<p>CURRENT SITUATION:</p> <p>Basic criteria for selection of phytosanitary inspectors exist.</p>
<p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>Standardized criteria for the recruitment of phytosanitary inspectors ensure an effective phytosanitary service.</p>

PROPOSED ACTION
To define standardized criteria for the selection and career advancement of phytosanitary inspectors
INTERESTED PARTIES
Plant Protection sector in Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)
ACTION
To define standardized criteria for the selection and career advancement of phytosanitary inspectors
ACTIVITIES
<ol style="list-style-type: none"> 1. Set up a working group in order to define standardized criteria for the selection and career advancement of phytosanitary inspectors 2. To analyze the criteria in other countries and also analyze the EU requirements for these topics. 3. Define standardized criteria for the selection and career advancement of phytosanitary inspectors and to submit for approval and subsequent implementation.
PRIORITY
High
EXPECTED RESULTS
The quality and motivation of phytosanitary inspectors increases as a result of the standardized criteria for the selection and career advancement of phytosanitary inspectors .
INDICATORS
Standardized criteria approved and applied for the selection of new personnel.
RESPONSIBLE AGENCY
Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)
INVOLVED ACTORS
Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University), international experts
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: PPS Costs: 1000 euro Benefits: Specialized personnel in plant protection field
DURATION
6 months
PROPOSED TIMELINE
November 2008
LINKS
Communication and Information Exchange
OBJECTIVE:

Vertical and horizontal communication and information exchange within the structures of phytosanitary service is established
INDICATORS: Ways of vertically and horizontally communication and information exchange within the structures of phytosanitary service are in place
CURRENT SITUATION: The current structure and methods of information exchange within the phytosanitary service doesn't allow the necessary exchange of information; obstructing the efficiency of phytosanitary service.
REQUIREMENTS AND GOOD PRACTICES: Safe vertical and horizontal communication and information exchange within the structures of phytosanitary service needs to be in place. Risk analysis should be performed and information based on risk analysis has to be exchanged vertically and horizontally.
PROPOSED ACTIONS Drafting guidelines for vertical and horizontal communication and information exchange within the structures of phytosanitary service Perform risk analysis.
INTERESTED PARTIES. Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)
ACTION 1 Drafting guidelines for vertical and horizontal communication and information exchange within the structures of phytosanitary service
ACTIVITIES 1. To set up a working group for drafting guidelines for vertically and horizontally communication and information exchange within the structures of phytosanitary service 2. To identify gaps and needs 3. To draft guidelines for vertically and horizontally communication and information exchange within the structures of phytosanitary service 4. Approval and implementation of guidelines.
PRIORITY High
EXPECTED RESULTS Information exchange takes place on horizontal and vertical level.
INDICATORS Standards of vertically and horizontally communication and information exchange within the structures of phytosanitary service are approved and implemented
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)
INVOLVED ACTORS Ministry of Agriculture, Food and Consummator Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University), international experts
COSTS AND BENEFITS FROM MAIN ACTORS Agency: PPS Costs: 15.000 euro Benefits: Fast information exchange between BCPs and central service of plant protection

DURATION
6 months after finalizing "Equipment – CARDS" procedure
PROPOSED TIMELINE
January 2009
LINKS
ACTION 2
Perform risk analysis.
ACTIVITIES
<ol style="list-style-type: none"> 1. To set up a working group for the development of a risk analysis structure. 2. To identify gaps and needs 3. To develop risk analysis according to required standards. 4. Approval and implementation of risk analysis system.
PRIORITY
High
EXPECTED RESULTS
Risk analysis takes place.
INDICATORS
Working group established. Gaps and needs identified. Risk analysis structure developed and approved.
RESPONSIBLE AGENCY
Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University)
INVOLVED ACTORS
Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, Ministry of Education (Agricultural University), international experts
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: PPS Costs: 20.000 euro Benefits: Prompt performance of risk analysis
DURATION
6 months after finalizing "Equipment – CARDS" procedure
PROPOSED TIMELINE
Ongoing
LINKS

Infrastructure and Equipment

OBJECTIVE:

Necessary infrastructure and equipment is provided.

INDICATORS:

Adequate office equipment is available for vertically and horizontally communication and information exchange within the structures of phytosanitary service
Adequate infrastructure and equipment is provided for correct application of phytosanitary regulations.
Infrastructure and equipment is in accordance with EU standards.

CURRENT SITUATION:

Current infrastructure and equipment at BCPs is not sufficient for properly carrying out phytosanitary tasks and not in accordance with EU standards.

REQUIREMENTS AND GOOD PRACTICES:

To ensure the necessary infrastructure and equipment for phytosanitary control.
Equipment of BCPs is in accordance with the Commission Directive 98/22/EC

PROPOSED ACTION

To develop the infrastructure and procure equipment in accordance with EU standards.

INTERESTED PARTIES

Ministry of Agriculture, Food and Consummator Protection, phytosanitary inspectors at BCPs, Regional Directorates of Agriculture, Food and Consumer Protection, Ministry of Education (Agricultural University), Ministry of Finance

ACTION

To develop the infrastructure and procure equipment in accordance with EU standards.

ACTIVITIES

1. To evaluate the gaps and needs of the current infrastructures and equipment for phytosanitary service also by reviewing previous studies.
2. To appoint the priority BCPs and to draft recommendations.
3. To develop investment plan and to submit for approval.
4. To implement the plan.

PRIORITY

High

EXPECTED RESULTS

Infrastructure and equipment in accordance with required standards.

INDICATORS

Needs are identified.
Plan of investments approved and implemented.

RESPONSIBLE AGENCY

Ministry of Agriculture, Food and Consummator Protection, phytosanitary inspectors at BCPs, Regional Directorates of Agriculture, Food and Consumer Protection, Ministry of Education (Agricultural University), Ministry of Finance

INVOLVED ACTORS	
Ministry of Agriculture, Food and Consummator Protection, phytosanitary inspectors at BCPs, Regional Directorates of Agriculture, Food and Consumer Protection, Ministry of Education (Agricultural University), Ministry of Finance, international experts	
COSTS AND BENEFITS FROM MAIN ACTORS	
Agency: PPS Costs: 33.000 euro Benefits: Proper infrastructure for performance of quarantine control	
DURATION	
5 years	
PROPOSED TIMELINE	
January 2008	
LINKS	
VETERINARY BORDER INSPECTORATE – INTRASERVICE COOPERATION	
Legal and Regulatory Framework	
OBJECTIVE:	
Amending the law “On Veterinary Inspectorate and Border Inspection” in accordance with EU standards.	
INDICATORS:	
Adoption of the law “On Veterinary Inspectorate and Border Inspection”.	
CURRENT SITUATION:	
The law “On Veterinary Inspectorate and Border Inspection” is not based upon EU standards and should be amended to meet EU-requirements.	
REQUIREMENTS AND GOOD PRACTICES:	
Council Directives 97/78/EC and 91/496/EC and the Commission Decisions and Regulations based on them form the basis of the EU legal framework and good practices for the veterinary border inspection regime and division of responsibilities in the EU.	
PROPOSED ACTION	
Amend the law “On Veterinary Inspectorate and Border Inspection”.	
INTERESTED PARTIES	
Working group for amending the law with domestic experts assisting. Ministry of Agriculture, Food and Consumer Protection, Veterinary Service.	
ACTION	
Amend the law “On Veterinary Inspectorate and Border Inspection”.	
ACTIVITIES	

<ol style="list-style-type: none"> 1. Minister of Agriculture, Food and Consumer Protection establishes a working group 2. Working group compares the legislation concerning the Veterinary Border Inspection Service with EU legislation and sends draft amendments for laws and bylaws for approval. 3. Experts provide suggestions changes to law. 4. Proposal is sent to the relevant authority for approval. 5. Legislation adopted by Parliament.
PRIORITY High
EXPECTED RESULTS Final draft with relevant changes to the legislation concerning the Veterinary Border Inspection Service will be approved in Parliament. Legislation based on EU standards concerning the Veterinary Border Inspection Service is implemented.
INDICATORS Final draft with relevant changes for legislation concerning the Veterinary Border Inspection is approved by the Parliament.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection
INVOLVED ACTORS Ministry of Agriculture, Food and Consumer Protection and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: No costs Benefits: Legislation in compliance with EU standards
DURATION 12 months
PROPOSED TIMELINE Ongoing
LINKS
<h2>Management and Organization</h2>
OBJECTIVE 1: To establish a division of responsibilities of border and inland veterinarians resulting in re-organisation of the Veterinary Border Inspection regime.
INDICATORS: The division of tasks of inland and border veterinaries is established in practice.
CURRENT SITUATION: Currently, Border Veterinary Inspection exists but it is not based on EU standards (managing and administration system).

REQUIREMENTS AND GOOD PRACTICES :
Managing and administration system must be in line with EU requirements and EU good practices.
PROPOSED ACTION
To prepare, approve and implement management and administrative structures from central to local level of the Veterinary Border Directorate and establish a division of responsibilities of border and inland veterinarians resulting in a re-organisation of the Veterinary Border Inspection regime.
INTERESTED PARTIES
Ministry of Agriculture, Food and Consumer Protection and relevant experts.
ACTION
To prepare, approve and manage and administrative structure from central to local level of Veterinary Border Directorate and establish a division of responsibilities of border and inland veterinarians resulting in a re-organisation of the Veterinary Border Inspection regime.
ACTIVITIES
<ol style="list-style-type: none"> 1. To set up a working group. 2. To evaluate how effective the existing structure is and to identify the gaps. 3. Elaboration of recommendations in order to improve organisation including management and administration of the Veterinary Border Inspectorate. 4. Seek approval for recommendations. 5. To implement the recommendations.
PRIORITY
High
EXPECTED RESULTS
An efficient organizational structure is established along with improved administrative and management systems.
INDICATORS:
Recommendations for an efficient organizational structure as well as improved administrative and management systems are developed and sent for approval. Recommendations are approved
RESPONSIBLE AGENCY
Agency of border veterinary inspections.
INVOLVED ACTORS
Working group, Ministry of Agriculture, Food and Consumer Protection, experts.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: VS Costs: 13.000 euro Benefits: Approximation with EU structures
DURATION
1 year
PROPOSED TIMELINE
January 2007

LINKS
OBJECTIVE 2: To select BCPs to be upgraded to future EU BIPs based on a priority list. To make plans on how to cover the interim period before EU accession.
INDICATORS: BCPs to be upgraded to future EU BIPs have been listed. Plans how to cover the interim period are approved.
CURRENT SITUATION The BCPs for the upgrading to EU BiPs have not been selected. No plans for the interim period before EU accession exist.
REQUIREMENTS AND GOOD PRACTICES BCPs should be in line with EU standards. The veterinary service should only be present at prioritised BCPs.
PROPOSED ACTIONS 1. To select BCPs to be upgraded based on import flow, number of consignments to be checked and geographical situation. 2. The plans for covering the interim period are established taking into consideration that the consignments from EU member states will not be checked any more. This applies to airports, harbours as well as roads.
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection, Veterinary directorate.
ACTION 1 To select BCPs to be upgraded based on import flow, number of consignments to be checked and geographical situation and identify BCPs where veterinary service is not required.
ACTIVITIES: 1. Central Competent Veterinary Authority (CCVA) will analyse the BCPs working at this moment and their need for the future, and a list of future BIPs is drafted based on the analysis. 2. The list is sent for approval.
PRIORITY High
EXPECTED RESULTS Approved list of future BIPs is in place. The plan to cover the interim period is drafted and approved.
INDICATORS An approved list of future BIPs exists. The approved plan for interim period exists.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection (MAFCP), Veterinary Directorate, border veterinary inspectorate, Phyto-Sanitary Veterinary Inspectorate (PSVI).
INVOLVED ACTORS

MAFCP, Veterinary directorate, border veterinary inspectorate, PSVI.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 23.000 euro Benefits: Prepared plans for effective control of veterinary service
DURATION 6 months
PROPOSED TIMELINE October 2008
LINKS
ACTION 2 The plans for covering the interim period are established taking into consideration that the consignments from EU member states will not be checked any more. This applies to airports, harbours as well as roads.
ACTIVITIES: 1. CCVA will analyse the needs for BIPs during the interim period including infrastructure and staffing needed 2. CCVA will draft a plan based on the analysis. 3. Plan will be sent for approval and implementation.
PRIORITY High
EXPECTED RESULTS Selected BCPs are prioritized; efficiency of veterinary service is increased.
INDICATORS Needs analysis completed. Plan drafted.
RESPONSIBLE AGENCY MAFCP, Veterinary Directorate, border veterinary inspectorate, PSVI.
INVOLVED ACTORS MAFCP, Veterinary directorate, border veterinary inspectorate, PSVI.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 8000 euro Benefits: Prepared plans for effective control of veterinary service
DURATION 6 months

PROPOSED TIMELINE
December 2008
LINKS
Procedures
OBJECTIVE 1:
To fulfill the standard intra-service procedures for border veterinary inspectorate in accordance with EU standards.
INDICATORS:
The manual of intra-service procedures for border veterinary inspectorate in accordance with EU standards has been approved.
CURRENT SITUATION:
There already exists a border veterinary inspection manual which is not updated. Work has begun to update this manual. Also, the veterinary inspection in BCPs doesn't fulfill all EU requirements. This is primarily a result of gaps in infrastructure.
REQUIREMENTS AND GOOD PRACTICES:
Border veterinary inspectorate should have more influence in BCPs, as the authority that is responsible for this service
PROPOSED ACTION
To develop standard procedures according to EU requirements for veterinary inspection in BCPs and update the manual on procedures.
INTERESTED PARTIES
Veterinary Service, other border agencies, non-state actors.
ACTION
To develop standard procedures according to EU requirements for veterinary inspection in BCP and update the manual on procedures.
ACTIVITIES
<ol style="list-style-type: none"> 1. To set up the working group on standard operating procedures. 2. To collect and analyze orders, current guidelines, and existing procedures. 3. To identify the gaps which need standard procedures. 4. To develop standard procedures. 5. To send the draft-document for approval. 6. Update manual on procedures.
PRIORITY
High
EXPECTED RESULTS
<p>Veterinary inspection is performed based on EU standards in all BCPs.</p> <p>The responsibilities and tasks are clear.</p> <p>To decrease the time of control in BCP.</p>

INDICATORS: Completion of draft-manual. Approval and implementation of standard procedures.
RESPONSIBLE AGENCY MAFCP, Veterinary Directorate, veterinary inspectorate in BCP.
INVOLVED ACTORS MAFCP, Veterinary directorate, border veterinary inspectorate, inter-institutional working group regarding the procedures in border, international organizations that assist border veterinary inspectorate, private agencies that work at the border.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 8000 euro Benefits: Standard procedures for veterinary control in BCPs
DURATION 1 year
PROPOSED TIMELINE December 2008
LINKS
Human Resources and Training
OBJECTIVE 1: To establish training and and an annual training plan for border veterinary inspectorate in cooperation with the Veterinary Research Institute (VRI) that can provide specialized training.
INDICATORS: 1. Curriculum for veterinary inspection in BCPs approved. 2. Structure for specialized training for veterinary inspectors in BCPs is set up. 3. Annual training plan developed.
CURRENT SITUATION: Currently, a specialized training structure doesn't officially exist. Central competent veterinary authority in co-operation with Veterinary Research Institute is responsible for developing and training based on EU standards of the border veterinary inspectors.
REQUIREMENTS AND GOOD PRACTICES: All the border veterinary inspectorate staff need to receive specialized training based on EU standards.
PROPOSED ACTION To approve the training curricula and to set up a special structure for specialized training for all the veterinary inspectors that work at the BCPs.

INTERESTED PARTIES
Veterinary directorate in MAFCP, border veterinary inspectorate, VRI – Tirana
ACTION
To approve the existing general training curriculum and to set up a special structure for specialized training of all the veterinary inspectors that work at the BCPs.
ACTIVITIES
<ol style="list-style-type: none"> 1. Identify training needs and draft curriculum 2. To approve the training curriculum. 3. To establish a structure for specialized training for veterinary inspectors in BCPs, with relevant staff, use of equipment etc. 4. Develop annual training plan. 5. Implement trainings according to plan.
PRIORITY
High
EXPECTED RESULTS
Well trained and professional staff.
INDICATORS
Approval of curricula and structure for specialized training of the border veterinary inspectors is performed by CCVA.
RESPONSIBLE AGENCY
MAFCP, Veterinary directorate
INVOLVED ACTORS
MAFCP, Veterinary directorate, VRI-Tirana.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: VS</p> <p>Costs: 18.000 euro</p> <p>Benefits: Trained staff</p>
DURATION
6 months
PROPOSED TIMELINE
January 2009
LINKS
OBJECTIVE 2:
CCVA to define clear criteria for selection of the staff that work in BCPs and to manage human resources regarding personnel assignments.
INDICATORS:
Standardized criteria for selection developed, Requirements for career human resource development are approved

<p>CURRENT SITUATION:</p> <p>General criteria exist for selection and admission in BCPs. Anyway, there are no clear criteria for selection and career development of veterinary inspectors in BCPs.</p>
<p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>Effective control requires a considerable number of a qualified staff, able to perform risk analysis, control and communication with partners on the other side of the border. To ensure an efficient veterinary inspection service a high standards must be fulfilled based upon selection criteria. To enable effective checks BiPs must be constructed and equipped according to EU-legislation and the staff must be aware of EU rules.</p>
<p>PROPOSED ACTION</p> <p>CCVA to set up a working group establishing criteria and approving how to set up selection and career development.</p>
<p>INTERESTED PARTIES</p> <p>Veterinary directorate closes the MAFCP, border veterinary inspectorate, VRI.</p>
<p>ACTION</p> <p>CCVA to set up a working group establishing criteria and approving how to set up selection and career development.</p>
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. To collect and analyze basic selection criteria for career development in other countries. Analyze EU requirements on this issue. 2. To prepare the criteria for basic selection and career development for BCP and to submit for approval. 3. Use criteria for selection of future staff.
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>To increase the quality BCP's staff through the implementation of a high selection criteria. Clear progress line in career within BCP. Promotion based on professional merits is established.</p>
<p>INDICATORS</p> <p>Selection criteria approved. Admission criteria in professional career development approved.</p>
<p>RESPONSIBLE AGENCY</p> <p>Veterinary Directorate at MAFCP.</p>
<p>INVOLVED ACTORS</p> <p>Veterinary Directorate at MAFCP.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: VS Costs: 10.000 euro Benefits: Qualified staff to perform veterinary control at BCPs</p>
<p>DURATION</p> <p>12 months</p>

PROPOSED TIMELINE
November 2008
LINKS
Communication and Information Exchange
OBJECTIVE:
To improve vertical and horizontal communication and information exchange within the structure of veterinary inspectorate.
INDICATORS:
<ol style="list-style-type: none"> 1. Increased communication, vertically and horizontally both at central and at the level of BCPs based on information technology enabling rapid information exchange via intranet, internet and e-mail. 2. The quality and quantity of information within border veterinary inspectorate and with other veterinary service structures has increased.
CURRENT SITUATION:
Current infrastructure of BCP doesn't allow the communication and information exchange at the required level. This does not allow the BCP to perform an efficient service.
REQUIREMENTS AND GOOD PRACTICES:
<p>To guarantee information exchange (safe) at central, regional and local levels enabling rapid information exchange via intranet, internet and e-mail.</p> <p>To set up the structures for scientific based risk analysis at central level and for practical risk analysis within BCPs and to elaborate and analyze the information both centrally and within the BCP.</p>
PROPOSED ACTION
Approval of the new structure of the BIP organization including information exchange technology, access to TRACES and techniques of risk analyses.
INTERESTED PARTIES
GDFSCP, Local veterinary inspectorate, Border veterinary inspektoriat
ACTION
Approval of the new structure of GDFSCP including information exchange technology, access to TRACES and the techniques of the risk analyses.
ACTIVITIES
<ol style="list-style-type: none"> 1. Approval of the new structure. 2. To develop standard procedures in a manual regarding the communication and risk analysis at the central and local level 3. At BIPs provide information exchange technology, access to TRACES and the techniques of risk analysis
PRIORITY
High
EXCEPTED RESULTS
Vertical and horizontal communication and information exchange including risk analysis is according to EU standards and best practices take place. Access to TRACES exists.
INDICATORS
Manual is approved and the information exchange system based on IT technology is working.

RESPONSIBLE AGENCY
MAFCP, RDAF, border veterinary inspectorate.
INVOLVED ACTORS
MAFCP, RDAF, border veterinary inspectorate.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: VS Costs: 40.000 euro Benefits: Exchange of necessary information to face risks
DURATION
6 month
PROPOSED TIMELINE
December 2008
LINKS
Infrastructure and Equipment
OBJECTIVE:
To ensure the necessary infrastructure and equipment as well as equipment maintenance is provided.
INDICATORS:
Infrastructure in accordance with EU standards.
CURRENT SITUATION:
Current infrastructure of border veterinary inspection is not sufficient and in accordance with EU standards. Recently, the Border Veterinary Inspectorate started to receive necessary equipment to perform inspection. However, this equipment is not sufficient and is needed in greater quantity in order to ensure that border veterinary inspection is conducted in accordance with EU requirements.
REQUIREMENTS AND GOOD PRACTICES:
To ensure the necessary infrastructure for border veterinary inspection is provided.
PROPOSED ACTION
To develop infrastructure and equipment in accordance with EU standards, also taking into account the issue of maintenance.
INTERESTED PARTIES
MAFCP (Veterinary directorate)
ACTION
To develop the infrastructure and equipment in accordance with EU standards, also taking into account the issue of maintenance
ACTIVITES
1. To set up a working group.

2. To evaluate the needs of current infrastructure and equipment at the central, regional and local level by consulting previous studies. 3. To establish priorities and to develop the recommendations including a functional maintenance system. 4. To develop an investment plan and to submit it for approval. 5. To implement the plan.
PRIORITY High
EXPECTED RESULTS Infrastructure and equipment are in accordance with required standards and properly maintained.
INDICATORS Needs are identified. Investments plan is approved and implemented.
RESPONSIBLE AGENCY MAFCP, Veterinary Directorate
INVOLVED ACTORS MAFCP, MoI, MoF, International Organisations that support Border Veterinary Inspection.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 20.000 euro Benefits: Veterinary control in compliance with standards
DURATION Continuous
PROPOSED TIMELINE December 2008
LINKS

INTER – AGENCY COOPERATION BMP, ACS, PHYTO – SANITARY INSPECTION SERVICE, VETERINARY BORDER INSPECTORATE

Legal and Regulatory Framework

OBJECTIVE 1:

Harmonize the legal framework with EU requirements related to cooperation on all levels among border agencies.

INDICATORS: Legal amendments have been adopted consistent with EU requirements on cooperation in all levels.
CURRENT SITUATION Based on current legislation, inter agency cooperation is regulated up to a certain level by the laws of each agency, but there is no legal regulation containing specific cooperation modalities. Therefore, it is recommended to draft a legal framework relative to a close and sustainable cooperation among agencies at all levels.
REQUIREMENTS AND GOOD PRACTICES Cooperation and coordination of responsibilities of various agencies must be regulated by an official act. These agreements/acts must cover the whole spectrum of inter-agency cooperation (joint risk analysis, exchange of experience, training cooperation, investigation cooperation).
PROPOSED ACTIONS 1. Conduct a gap analysis of the existing legal and regulatory framework as compared to EU standards and prepare recommendations for amendments. 2. Draft necessary amendments and/or develop new legislation as necessary
INTERESTED PARTIES MoI, MoF, MAFCP, MoJ, Ministry of European Integration
ACTION 1 Conduct a gap analysis of the existing legal and regulatory framework as compared to EU standards and prepare recommendations for amendments.
ACTIVITIES 1. Inter -agency legal working group collects existing national and EU relevant legislation 2. Analyze it. 3. Prepare recommendations and forward them to the Inter-Ministerial Committee
PRIORITY High
EXPECTED RESULTS Approval by the Inter-Ministerial Committee of the prepared recommendations
INDICATORS Establishment of the legal sub-working group per order of Inter-Ministerial Committee. Necessary legislation is collected and analyzed and the recommendations are prepared and forwarded to the Inter-Ministerial Committee.
RESPONSIBLE AGENCY Inter-agency legal working group.
INVOLVED ACTORS BMP, Customs, phyto-vet service, interministerial committee, international involved actors.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Interministerial committee Costs: 50.000 euro Benefits: Legal framework harmonized according to EU requirements

DURATION
3 months for the first draft
PROPOSED TIMELINE
January 2008
LINKS
Objective
ACTION 2
Draft amendments and develop new legislation as necessary.
ACTIVITIES
<ol style="list-style-type: none"> 1. Prepare draft amendments. 2. Submit amendments to the legal departments/directorates of each agency involved and other involved actors for comments. 3. Prepare final draft and forward it to inter-ministerial committee for consideration and further actions.
PRIORITY
High
EXPECTED RESULTS
Drafts prepared by the inter-agency legal working group and accepted by the interministerial committee.
INDICATORS
Drafts prepared by the inter-agency legal working group and accepted by the interministerial committee.
RESPONSIBLE AGENCY
Interagency Legal working group.
INVOLVED ACTORS
BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee, international involved actors and non-state actors
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: Interministerial committee</p> <p>Costs: 80.000 euro</p> <p>Benefits: Legal framework harmonized according to EU requirements</p>
DURATION
6 months
PROPOSED TIMELINE:
Ongoing
LINKS
OBJECTIVE 2:

Approximate the national legislation for the cooperation with non-state actors with EU legislation.
INDICATORS: Laws adopted forwarded
CURRENT SITUATION Based on the current legislation, cooperation with non-state agencies is regulated up to a certain level by the laws of each agency, but there is no legal framework which includes cooperation modalities.
REQUIREMENTS AND GOOD PRACTICES Cooperation with non-state agencies should be more formalized, and this would be regulated in the legislation.
PROPOSED ACTIONS 1. Conduct a gap analysis of the existing legal and regulatory framework as compared to EU standards and prepare recommendations for amendments. 2. Draft necessary amendments and develop new legislation as necessary.
INTERESTED PARTIES Ministry of Interior, Ministry of Finance, MAFCP, MoJ, Ministry of Integration, other ministries as required, non-state actors
ACTION 1 Conduct a gap analysis of the existing legal and regulatory framework as compared to EU standards and prepare recommendations for amendments.
ACTIVITIES Inter -agency legal working group collects existing relevant national and EU legislation An analysis is conducted Prepare recommendations and forward them to the Inter-Ministerial Committee.
PRIORITY Medium
EXPECTED RESULTS Approval by the Inter-Ministerial Committee of the prepared recommendations
INDICATORS Necessary legislation is collected and analyzed. Recommendations are prepared and forwarded to the Inter-Ministerial Committee.
RESPONSIBLE AGENCY Inter-agency legal working group.
INVOLVED ACTORS BMP, Customs, phyto-vet service, interministerial committee, international involved actors and non-state actors
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Interministerial committee Costs: 50.000 euro Benefits: Legal framework harmonized according to EU standards

DURATION
3 months for the first draft
PROPOSED TIMELINE
Ongoing
LINKS
ACTION 2
Draft amendments and develop new legislation as necessary.
ACTIVITIES
<ol style="list-style-type: none"> 1. Prepare drafts. 2. Hand them over to the legal departments/directorates of each agency involved and other involved actors for comments. 3. Prepare final drafts and forward them to Inter-Ministerial Committee for consideration and further actions.
PRIORITY
Medium
EXPECTED RESULTS
Drafts prepared and accepted by the interministerial committee.
INDICATORS
Drafts prepared and accepted by the Interministerial Committee.
RESPONSIBLE AGENCY
Interagency Legal working group.
INVOLVED ACTORS
BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee, international involved actors and non-state actors
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: Interministerial committee</p> <p>Costs: 50.000 euro</p> <p>Benefits: Interagency legal framework improved and adapted.</p>
DURATION
6 months
PROPOSED TIMELINE
Ongoing
LINKS
OBJECTIVE 3:
Assess existing interagency agreements, regulations, joint action plans and MoUs, and make necessary amendments and/or develop new ones if needed.

INDICATORS: Agreements, regulations, MoUs and other bylaws approved.
CURRENT SITUATION Based on current legislation, inter agency cooperation is regulated up to a certain level by the laws of each agency, but there is no legal framework for cooperation modalities.
REQUIREMENTS AND GOOD PRACTICES Cooperation and coordination of responsibilities of various agencies must be regulated by an official act. These agreements/acts must cover the whole spectrum of inter-agency cooperation (joint risk analysis, exchange of experience, training cooperation, investigation cooperation).
PROPOSED ACTIONS 1. Develop other agreements as needed regarding cooperation between concerned agencies. 2. Prepare a joint act to define competencies of involved agencies. 3. Develop a bylaw for the reallocation of working facilities for the agencies operating at the border.
INTERESTED PARTIES MoI, MoF, MAFCP
ACTION 1 Develop other agreements as needed regarding cooperation between concerned agencies
ACTIVITIES 1. Review existing agreements, MoUs, joint action plans 2. Prepare drafts as needed and hand them over to legal departments/directorates of the involved agencies and international involved actors for comment. 3. Prepare final drafts 4. Submit them to the interministerial committee for consideration and further actions.
PRIORITY Medium
EXPECTED RESULTS Drafts prepared and accepted by the interministerial committee.
INDICATORS Drafts accepted by the interministerial committee.
RESPONSIBLE AGENCY Interagency Legal working group.
INVOLVED ACTORS BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, ACS, PPS, VS and other institutions Costs: Administrative costs – 20.000 euro Benefits: Interagency cooperation based on agreements enhanced

DURATION
Continuous
PROPOSED TIMELINE
Ongoing
LINKS
ACTION 2
Prepare a joint act to define competencies of involved agencies.
ACTIVITIES
<ol style="list-style-type: none"> 1. Assessment of the existing provisions and practices related to the competencies of the border agencies. 2. Draft provisions as needed. 3. Submit them to the interministerial committee.
PRIORITY
High
INDICATORS
Drafts prepared and accepted by the interministerial committee for acceptance.
RESPONSIBLE AGENCY
Interagency Legal working group.
INVOLVED ACTORS
BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: Administrative costs Benefits: Better coordination of work between agencies
DURATION
3 months
PROPOSED TIMELINE
April 2008
LINKS
ACTION 3
Develop a bylaw for the reallocation of working facilities for the agencies operating at the border.
ACTIVITIES
<ol style="list-style-type: none"> 1. The infrastructure and equipment working group to assess the current situation and make recommendations on the allocation of working facilities.

<p>2. To reach agreement between involved agencies on the reallocation of working facilities.</p> <p>3. To draft a bylaw based on the assessment and agreement reached between agencies.</p> <p>4. To submit it to the interministerial committee for consideration and further actions.</p>
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Draft bylaw prepared and accepted by the interministerial committee.</p>
<p>INDICATORS</p> <p>Analyze the current situation.</p> <p>Agreement among the border agencies on reallocation reached.</p> <p>Draft bylaw prepared and accepted by the interministerial committee.</p>
<p>RESPONSIBLE AGENCY</p> <p>Interagency Legal working group.</p>
<p>INVOLVED ACTORS</p> <p>BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: BMP, Customs, Phytosanitary service, Veterinary service</p> <p>Costs: Administrative costs</p> <p>Benefits: Proper working facilities</p>
<p>DURATION</p> <p>3 months</p>
<p>PROPOSED TIMELINE</p> <p>July 2008</p>
<p>LINKS</p>
<p>OBJECTIVE 4:</p> <p>Revision of laws and subsidiary laws regulating redistribution of revenue is accomplished as necessary.</p>
<p>INDICATORS:</p> <p>Legal amendments have been drafted and adopted.</p>
<p>CURRENT SITUATION</p> <p>Considering the developments in the field of border management, the future state budget should consider a more equitable distribution of funds to border agencies.</p>
<p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Set priorities and ensure equitable distribution of funds so that adequate operations of border services is achieved.</p>
<p>PROPOSED ACTIONS</p>

Analyze budgetary needs of border services and analyze legal framework for the distribution of revenue. Draft amendments to laws and regulations where necessary and submit them for adoption.
INTERESTED PARTIES MoI, MoF, MAFCP, MoJ, Ministry of European Integration and other ministries as required.
ACTION 1 Analyze budgetary needs of border services and analyze legal framework for the distribution of revenue.
ACTIVITIES Analyze budgetary needs. Analyze legal framework for the distribution of revenue
PRIORITY High
EXPECTED RESULTS Budgetary needs of border agencies as well as gaps in the legal framework identified.
INDICATORS Analysis conducted.
RESPONSIBLE AGENCY Interagency Legal working group, BMP, ACS, Phytosanitary Service, Veterinary Service
INVOLVED ACTORS BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Provision and fair allocation of revenues
DURATION 12 months
PROPOSED TIMELINE January 2008
LINKS
ACTION 2 Draft amendments to laws and regulations where necessary and submit them for adoption.
ACTIVITIES Draft legal amendments. Submit amendments for adoption

PRIORITY
High
EXPECTED RESULTS
Amendments adopted by the Council of Ministers.
INDICATORS
Draft amendments submitted to the Council of Ministers.
RESPONSIBLE AGENCY
Interagency Legal working group, BMP, ACS, Phytosanitary Service, Veterinary Service
INVOLVED ACTORS
BMP, Customs, Phytosanitary service, Veterinary service, Interministerial committee
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Proper legal framework for reallocation of revenues ensured
DURATION
12 months
PROPOSED TIMELINE
January 2008
LINKS
Management and Organization
OBJECTIVE 1:
Ensure that management of border agencies through regular and periodical meetings create proper conditions for cooperation and communication.
INDICATORS:
Managers of all levels meet regularly, exchange information and address issues of mutual concern.
CURRENT SITUATION
Formalized meetings involving management of all agencies do not take place on a regular basis.
REQUIREMENTS AND GOOD PRACTICES
Gaps in border management are more easily identified when the management of all agencies meets on a regular basis.
PROPOSED ACTIONS
1. To prepare an annual plan and topics to be discussed in planned inter-agency meetings at local, regional and central levels. 2. Management of all agencies convene meetings according to plan and additionally according to needs

INTERESTED PARTIES
MoI, MoF, MAFCP, and other ministries/institutions upon request.
ACTION 1
To prepare an annual plan and topics to be discussed in planned inter-agency meetings at local, regional and central levels.
ACTIVITIES
<ol style="list-style-type: none"> 1. Establish working group on management and organisation 2. Identify contact points for the development of the annual plan in each agency. 2. Identify topics to be discussed, terms of reference, and meetings scheduled in the annual plan. (draft annual plan) 3. Approval of annual plan by relevant directors.
PRIORITY
Medium
EXPECTED RESULTS
Annual plans developed and approved.
INDICATORS
Contact points identified. Annual plan developed.
RESPONSIBLE AGENCY
Border Agencies, working group on management and organisation.
INVOLVED ACTORS
Ministry of Interior/BMP, Ministry of Finance/Customs, MAFCP/Veterinary and Phyto-Sanitary, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions</p> <p>Costs: Administrative costs</p> <p>Benefits: Interagency cooperation enhanced.</p>
DURATION
1 month
PROPOSED TIMELINE
December 2007
LINKS
ACTION 2
Management of all agencies convene meetings according to plan and additionally according to needs.
ACTIVITIES
<ol style="list-style-type: none"> 1. Preparation of meetings. 2. Convene meetings as scheduled in annual plan.

3. Follow up on tasks resulting from meetings.
PRIORITY Medium
EXPECTED RESULTS Meetings take place according to annual plan and needs. Gaps identified, problems discussed and solutions for problems proposed.
INDICATORS Regular meetings take place according to plan/needs. Meeting minutes, items for follow up forwarded to management.
RESPONSIBLE AGENCY Border Agencies.
INVOLVED ACTORS Ministry of Interior/BMP, Ministry of Finance/Customs, MAFCP/Veterinary and Phyto-Sanitary, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: Administrative costs Benefits: Interagency cooperation enhanced
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS Communication and Information Exchange
OBJECTIVE 2: Establish common Risk Analysis mechanism among the agencies operating at the border with a view towards detecting and deterring cross-border crime.
INDICATORS: Risk analysis mechanism established and operational.
CURRENT SITUATION: Currently, only the ACS has a risk analysis service, while no common risk analysis mechanism exists for all border agencies.
REQUIREMENTS AND GOOD PRACTICES: Structures of risk analysis of agencies responsible in border management exchange information and data of mutual interest in compliance with laws and bylaws on data protection. A secure database is established to exchange experience and information between agencies and to distribute information on intelligence objects. This database is available for use in border management.

PROPOSED ACTIONS 1. To develop the concept of the database regarding the content and access based on the needs of border agencies in order to improve risk assessments. 2. Develop clear rules on selection and distribution of data from the existing databases (for example TIMS, ASSYCUDA ++) for the joint risk analysis. 3. To create a common database to enable exchange of data of relevance to risk analysis.
INTERESTED PARTIES MoI, MoF, MAFCP
ACTION 1 To develop the concept of the database regarding the content and access based on the needs of border agencies in order to improve risk assessment.
ACTIVITIES 1. To identify which information needs exist for each agency regarding risk assessment and what is needed for joint risk assessment. 2. To select data (type and volume) that can be transferred to the database for joint risk assessment. 3. To agree which ministry or other institution has access to the database and which level of authorization they have. 4. To agree which ministry or other institution is entitled to receive information from the database. 5. To identify experts to be associated with the database creation process.
PRIORITY High
EXPECTED RESULTS Joint risk assessment database concept developed .
INDICATORS Type and volume of data identified, agreement on ministries or other institutions involved and relevant level of access and authorization reached.
RESPONSIBLE AGENCY Inter-agency management and organization working group.
INVOLVED ACTORS MoI, MoF, MAFCP, working group on IT and information exchange and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: Administrative costs Benefits: Acknowledgment of mutual needs for information
DURATION 6 months
PROPOSED TIMELINE End of 2008
LINKS

ACTION 2
To develop clear rules on selection and distribution of data from the existing databases (for example TIMS, ASSYCUDA ++) for the joint risk assesment.
ACTIVITIES 1. Sub-working group establishes a mechanism for selection and distribution of data from existing database with special emphasis on data protection methods and levels of authorization. 2. Joint order of relevant ministers approves the recommendations of sub-working group.
PRIORITY High
EXPECTED RESULTS Joint risk assessment database concept developed and approved.
INDICATORS Recommendations of sub-working group are drafted. Recommendations of sub-working group get approved.
RESPONSIBLE AGENCY MoI, MoF, MAFCP, working group on IT and information exchange and other interested parties.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: Administrative costs Benefits: Acknowledgement of mutual needs for information
DURATION 1-2 years
PROPOSED TIMELINE: End of 2008
LINKS
ACTION 3
To create a common database to enable exchanges of data of relevance to risk analysis.
ACTIVITIES 1. Creation of a common database that exchanges data on the bases of risk analysis. 2. Create a training manual and train personnel on the use of database.
PRIORITY High

EXPECTED RESULT Joint risk assessment database developed and in use.
INDICATORS Common database approved. Training manual developed and approved All authorized personnel trained in the use of the database.
RESPONSIBLE AGENCY MoI, MoF, MAFCP, working group on IT and information exchange, working group on human resources and training, working group on management and organisation.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: 1.000.000 euro Benefits: A prompt exchange of information among agencies
DURATION 1-2 years
PROPOSED TIMELINE End of 2008
LINKS
OBJECTIVE 3: Jointly categorize the BCPs in compliance with EU good practices and in coordination with neighboring countries.
INDICATORS BCPs are categorized.
CURRENT SITUATION: Not all BCPs fall within the same category for Customs, Border and Migration Police, Phyto-Sanitary and Veterinary Services. The neighbouring countries have different classifications, however, a common prioritization is ongoing in the region.
REQUIREMENTS AND GOOD PRACTICES: The categorization of BCPs should be based on EU good practices, the flow of passengers, vehicles, animals and goods, geographical situation (port, road, airport, railway), possible presence of other services, economic considerations and traffic connections inside the country and with neighbouring countries. Database for prioritization of BCPs in the Western Balkans should be completed in the near future.
PROPOSED ACTIONS 1. Propose categorisation based on assessment of the current situation regarding categorization in neighbouring countries and EU good practices and an assessment of the current situation of Albanian BCPs taking into consideration the needs of border agencies. 2. Adopt and implement the plan of categorization

INTERESTED PARTIES
MoI, MoF, MAFCP
ACTION 1
Propose categorisation based on assessment of the current situation regarding categorization in neighbouring countries and EU good practices and an assessment of the current situation of Albanian BCPs taking into consideration the needs of border agencies.
ACTIVITIES
<ol style="list-style-type: none"> 1. Establish sub-working group for BCP categorization consisting of interested parties to assess situation. 2. Compare situation with EU good practices and neighbouring countries on BCPs. 3. Determine criteria for categorization of BCPs based on Priority BCP Database. 4. Develop proposal for the categorization of BCPs and forward it to I-M WG.
PRIORITY
High
EXPECTED RESULTS
Situation analysed; proposal developed.
INDICATORS
<p>Sub-working group created.</p> <p>Comparison with EU good practices and neighbouring countries complete.</p> <p>Prioritization of BCPs completed.</p> <p>Categorization of BCPs forwarded to Inter-Ministerial working group.</p>
RESPONSIBLE AGENCY
Inter-agency management and organization working group - sub-working group for BCP categorization.
INVOLVED ACTORS
MoI, MoF, MAFCP and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: BMP, Customs, Phytosanitary service, Veterinary service</p> <p>Costs: Administrative costs</p> <p>Benefits: Standardization of BCPs according to EU recommendations</p>
DURATION
6 months
PROPOSED TIMELINE:
June 2008
LINKS
Objective
ACTION 2

Adopt and implement the plan of categorisation
ACTIVITIES Submit plan of categorization for adoption. Implement the plan of categorisation
PRIORITY High
EXPECTED RESULTS BCPs categorized according to plan.
INDICATORS Plan of categorization submitted for adoption.
RESPONSIBLE AGENCY BMP, ACS, Phyto-Sanitary Service, Veterinary Service
INVOLVED ACTORS MoI, MoF, Ministry of Finance, MAFCP and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 60 000 euro Benefits: Standardization of BCPs according to EU recommendations
DURATION 12 months
PROPOSED TIMELINE: September 2008
LINKS Objective
OBJECTIVE 4: A separate entry for IBM should be established in the state budget to support the implementation of inter-agency cooperation objectives.
INDICATORS: Separate entry for IBM established in the state budget.
CURRENT SITUATION No separate entry for IBM objectives exists in the state budget.
REQUIREMENTS AND GOOD PRACTICES Adequate funds must be available for the implementation of IBM objectives.

PROPOSED ACTION
Identify budgetary needs for the implementation of IBM inter-agency cooperation objectives and submit them to MoF.
INTERESTED PARTIES
MoI, MoF, MAFCP, and other ministries/institutions upon request.
ACTION
Identify budgetary needs for the implementation of IBM inter-agency cooperation objectives and submit them to MoF.
ACTIVITIES
1. Identify budgetary needs for the implementation of IBM inter-agency cooperation objectives 2. Submit them to MoF
PRIORITY
High
EXPECTED RESULTS
Adequate funds are available for the implementation of IBM inter-agency cooperation objectives.
INDICATORS
Budgetary needs for the implementation of IBM inter-agency cooperation objectives identified and submitted to MoF
RESPONSIBLE AGENCY
BMP, ACS, Phyto-Sanitary Service, Veterinary Service, Ministry of Finance, Interministerial Committee
INVOLVED ACTORS
MoI, MoF, MoFA, MAFCP and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Provision of necessary budget to accomplish the objectives of IBM Strategy.
DURATION
12 months
PROPOSED TIMELINE:
September 2007
LINKS
OBJECTIVE 5:
International assistance in the field of IBM should be coordinated by the inter-ministerial committee to ensure complementarity, avoid duplication and effectively make use of resources.
INDICATORS:

Regular communication with donors established.
CURRENT SITUATION <p>There is an International Consortium working group on IBM that meets periodically to coordinate assistance in the field of IBM. Although basic coordination is conducted, a lot more could be done to ensure complementarity, avoid duplication and effectively make use of resources.</p>
REQUIREMENTS AND GOOD PRACTICES <p>International assistance in the field of IBM should be coordinated by the inter-ministerial committee to ensure complementarity, avoid duplication and effectively make use of resources.</p>
PROPOSED ACTION <p>Inter-ministerial committee to coordinate International assistance in the field of IBM.</p>
INTERESTED PARTIES <p>Inter-ministerial committee, International donors.</p>
ACTION <p>Inter-ministerial committee to coordinate international assistance in the field of IBM.</p>
ACTIVITIES <ol style="list-style-type: none"> 1. Interministerial committee keeps overview on ongoing and planned activities in the field of IBM. 2. Interministerial committee communicates this information to actual and potential donor agencies. 3. Interministerial committee suggests projects to actual and potential donor agencies.
PRIORITY <p>High</p>
EXPECTED RESULTS <p>Dublication of projects avoided. Effectiveness and sustainability of projects increased.</p>
INDICATORS <p>Regular communication with donors established.</p>
RESPONSIBLE AGENCY <p>Interministerial committee</p>
INVOLVED ACTORS <p>Interministerial committee and other interested parties and international agencies..</p>
COSTS AND BENEFITS FROM MAIN ACTORS <p>Agency: Inter-ministerial committee Costs: Administrative costs Benefits: Provision of a coordinated assistance</p>
DURATION <p>Continuous</p>

PROPOSED TIMELINE:
January 2008
LINKS
Procedures
OBJECTIVE 1:
Harmonize, standardize and simplify (interagency) border control procedures.
INDICATORS:
Manual approved; Personnel trained. Procedures harmonised.
CURRENT SITUATION
Currently border control procedures are not harmonized and standardized. Each agency follows its own standard procedures in compliance with their own service regulations. There exist agreements of understanding between the State Police, Customs and Ministry of Agriculture, which are difficult to implement in practice. There is duplication of duties and no clear division of responsibilities.
REQUIREMENTS AND GOOD PRACTICES:
Procedures at BCPs as well as at inland control points and at the green/blue borders should be harmonized and simplified in order to avoid duplication of work and checks. In this regard coordinated controls are important, and any unnecessary or double controls need to be avoided in order to improve the flow of traffic across the borders. Concrete working relations between Customs authorities and veterinary and phytosanitary inspection should be standardized. Procedures should be clear for all parties on who has authority for which issues.
PROPOSED ACTIONS
<ol style="list-style-type: none"> 1. Improve, harmonize and simplify procedures at BCPs, inland checkpoints and green/blue borders based on inter-agency cooperation. 2. Draft, obtain approval and implement procedures manual for use by involved agencies.
INTERESTED PARTIES
MoI, MoF, MAFCP, and other ministries/institutions upon request.
ACTION 1
Improve, harmonize and simplify procedures at BCPs and inland checkpoints with a view to inter-agency cooperation
ACTIVITIES
<ol style="list-style-type: none"> 1. Inter-ministerial working group to appoint working group for procedures 2. Review existing procedures in each agency. 3. Draft proposals to harmonize and simplify standard procedures in BCPs and inland checkpoints. 4. Forward proposals to responsible persons within involved agencies for approval
PRIORITY
High
EXPECTED RESULTS
Harmonized, standardized and simplified procedures are implemented in BCPs and inland checkpoints. Joint controls are used in daily work.

INDICATORS
Current procedures analysed. Proposals drafted. Proposals approved.
RESPONSIBLE AGENCY
Border Agencies, working group on procedures.
INVOLVED ACTORS
MoI, /BMP, MoF/Customs, MAFCP/Veterinary and Phyto-Sanitary, Ministry of Defense and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Ensure a structure for standardization of procedures
DURATION
6 months
PROPOSED TIMELINE
June 2007
LINKS
ACTION 2
Draft, obtain approval and implement procedures manual for use by involved agencies.
ACTIVITIES
1. Upon approval of proposals, draft procedures manual for use by involved agencies. 2. Approve procedures manual by responsible authorities of each agency. 3. Sub-working group drafts joint order for border agencies to implement the tasks outlined in the manual. 4. Deliver manual and train personnel to implement the harmonized procedures.
PRIORITY
High
EXPECTED RESULTS
Staff implement harmonized and simplified procedures.
INDICATORS
Manual approved, delivered, implemented and training undertaken.
RESPONSIBLE AGENCY
Border Agencies, working group on procedures.
INVOLVED ACTORS
MoI /BMP, , MoF /Customs, MAFCP/Veterinary and Phyto-Sanitary, Ministry of Defense and other interested parties.

COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 103 000 euros Benefits: Qualified staff for the implementation of harmonized procedures
DURATION 6 months
PROPOSED TIMELINE January 2009
LINKS
OBJECTIVE 2: Develop procedures and carry out joint operations on the green and blue border as well as inland.
INDICATORS: Manual and annual plans for joint operations are developed and approved. Staff is trained for the implementation of joint operations.
CURRENT SITUATION: Currently, the border agencies carry out very few joint operations.
REQUIREMENTS AND GOOD PRACTICES: Where detailed inspections are made, the agencies could benefit from joint operations because they have different tasks and access to different information.
PROPOSED ACTIONS <ol style="list-style-type: none"> 1. Develop procedures for joint operations. 2. Develop the manual for joint operations. 3. Annual plans for joint operations. 4. Train staff for joint operations. 5. Implement joint operations according to plan and when it is necessary.
INTERESTED PARTIES MoI, MoF, MAFCP, Ministry of Defense.
ACTION 1 Develop procedures for joint operations.
ACTIVITIES <ol style="list-style-type: none"> 1. Inter-ministerial committee will appoint a working group for joint operations. 2. To develop procedures for joint operations. 3. Approval of joint operations procedures by inter-ministerial committee.
PRIORITY High

EXPECTED RESULTS
Procedures for joint operations exist
INDICATORS
Procedures for joint operations are elaborated.
RESPONSIBLE AGENCY
BMP, ACS, Phyto-Sanitary, Veterinary Services, Coast Guard
INVOLVED ACTORS
Ministry of Interior, Ministry of Finance, MAFCP, MoD, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Coordinated procedures to perform joint operations
DURATION
6 months
PROPOSED TIMELINE
June 2008
LINKS
ACTION 2
To develop the manual for joint operations.
ACTIVITIES
1. To develop a practical joint operations manual. 2. Approval of joint operations manual by inter-ministerial committee. 3. Distribution of manual.
PRIORITY
High
EXPECTED RESULTS
Procedures for joint operations are described in a practical manual. The manual is approved by inter-ministerial committee.
INDICATORS
Manual is completed. Manual is distributed.
RESPONSIBLE AGENCY
BMP, ACS, Phyto-Sanitary, Veterinary Services, Coast Guard

INVOLVED ACTORS
MoI, MoF, MAFCP, MoD and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 1000 euros Benefits: Cooperating structures work based on a standardized manual
DURATION
6 months
PROPOSED TIMELINE:
Second half of 2008
LINKS
ACTION 3
To develop annual plans for joint operations.
ACTIVITIES
1. The working group for joint operations drafts an annual joint operations plan based upon a risk analysis. 2. Approval of annual plan by the leaders of relevant agencies.
PRIORITY
Medium
EXPECTED RESULTS
Needs for joint operations identified. Annual plan approved.
INDICATORS
Annual plan is completed.
RESPONSIBLE AGENCY
Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection, Ministry of Defense, working group for joint operations.
INVOLVED ACTORS
MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Coordination of joint operations
DURATION
3 months

PROPOSED TIMELINE: Second half of 2008
LINKS Management and Organization
ACTION 4 To train staff for joint operations.
ACTIVITIES 1. Identify types of training for joint operations. 2. Develop training program. 3. Approve training program. 4. Implement training program.
PRIORITY Medium
EXPECTED RESULTS Staff trained appropriately.
INDICATORS Training needs identified, training program approved and implemented.
RESPONSIBLE AGENCY Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection, Ministry of Defense, working group for joint operations.
INVOLVED ACTORS Ministry of Interior, Ministry of Finance, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 50 000 euros Benefits: Trained personnel for joint operations
DURATION 12 months
PROPOSED TIMELINE: January 2009
LINKS Human Resources and Training

ACTION 5
To implement joint operations according to plan and when it is necessary.
ACTIVITIES 1. Draft concrete operational plan before each joint operation is implemented. 2. Approve concrete operational plan. 3. Joint briefing on operational plan. 4. Implement joint operation. 5. Debriefing, lessons learned and follow up.
PRIORITY High
EXPECTED RESULTS Joint operations carried out according to concrete operational plans.
INDICATORS Joint operational plans are developed and implemented.
RESPONSIBLE AGENCY Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection, Ministry of Defense, working group for joint operations.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 100 000 euros/year Benefits: Successful operations
DURATION Continuous
PROPOSED TIMELINE: Ongoing
LINKS Management and Organization
OBJECTIVE 3: Adopt joint contingency and emergency plans, keep them updated and inform involved officers accordingly.
INDICATORS Harmonized contingency plans exist. Border personnel are trained accordingly.
CURRENT SITUATION:

<p>No joint contingency plans exist among border agencies. No joint emergency plans exist among border agencies.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>EU and Schengen requirements and guidelines for IBM for Western Balkans. Contingency and emergency plans should be developed which clarify the division of responsibilities in case of extreme situations, such as SARS, BSE, mass outflows of refugees, terrorist activities, or major accidents in the border zone. These plans should be developed at central level, but need to be adjusted for the local level; each BCP should have clear plans outlining the distribution of responsibilities and tasks among the services. Basic issues, such as the availability of the contact details of the various local actors to approach for specific situations need to be addressed.</p>
<p>PROPOSED ACTIONS</p> <p>To harmonize the contingency and emergency plans of border agencies. Training of personel and continues updating of joint contingency and emergency plans.</p>
<p>INTERESTED PARTIES</p> <p>Mol, MoF, MAFCP, MoD and other interested agencies.</p>
<p>ACTION 1</p> <p>To harmonize the contingency and emergency plans of the border agencies.</p>
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Inter-Ministerial Committee to appoint sub-working group. 2. Working groups to develop joint contingency and emergency plans. 3. Approval of contingency and emergency plans.
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Working group created. Contingency and emergency plans harmonised.</p>
<p>INDICATORS</p> <p>Sub-working group created. Joint contingency and emergency plans developed and approved.</p>
<p>RESPONSIBLE AGENCY</p> <p>Mol, MoF, MAFCP, working group for contingency and emergency plans.</p>
<p>INVOLVED ACTORS</p> <p>Mol, MoF, MAFCP, Ministry of Defense and other interested parties.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Being able to face all situations</p>
<p>DURATION</p> <p>6 – 12 months</p>

PROPOSED TIMELINE:
June 2008
LINKS
ACTION 2
Training of personnel and continuous updating of joint contingency and emergency plans.
ACTIVITIES
<ol style="list-style-type: none"> 1. Sub-working group to develop a joint exercises manual for contingencies and emergencies. 2. Joint exercise manual is approved by relevant agencies. 3. To conduct joint exercises based on the contingency and emergency manual. 4. To update plans as necessary based upon results of exercises.
PRIORITY
High
EXPECTED RESULTS
<p>Approval of joint training manual for contingency and emergency plans.</p> <p>Trained staff and updated plans.</p>
INDICATORS
<p>Development and approval of joint exercise manual.</p> <p>Practical implementation of joint plans according to manual.</p>
RESPONSIBLE AGENCY
Mol, MoF, MAFCP and other interested parties.
INVOLVED ACTORS
Mol, MoF, MAFCP and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: BMP, Customs, Phytosanitary service, Veterinary service</p> <p>Costs: Included in procedures, Objective 1, Action 2</p> <p>Benefits: Qualified Staff</p>
DURATION
6 – 12 months
PROPOSED TIMELINE:
See procedures, objective 1, action 2
LINKS

Human Resources and Training

OBJECTIVE 1

Adequate human resources shall be dedicated to BCPs in order to ensure a proper control and facilitation of movements of people, goods, livestock, birds, fish etc.

INDICATORS

Deployment plans for the BCPs are harmonised among the border agencies; Harmonised deployment plans are implemented.

CURRENT SITUATION

Current system is inflexible. In many cases decisions regarding deployment of human resources are not adequate and not harmonized among agencies. All the agencies in BCP face problems with lack of adequate human resources in terms of staff numbers and continuous transfers.

REQUIREMENTS AND GOOD PRACTICES:

Effective border checks and surveillance require that staffing levels must be determined based upon a risk assessment and in line with the prioritisation of the BCPs. The deployment plans of the border agencies should provide enough flexibility to adapt the allocation of staff to the actual workload, depending on the season and time of day. It is recommended to study comparable situations in EU/Schengen and neighbouring States which could serve as an example.

PROPOSED ACTIONS

Harmonize and implement deployment plans of border agencies taking into consideration the categorization and prioritization of the BCPs as well as the actual work load (depending on the season and the time of day).
Continuous review of deployment plans.

INTERESTED PARTIES

MoI, MoF, MAFCP, and other ministries/institutions upon request.

ACTION 1

Harmonize and implement deployment plans of border agencies taking into consideration the categorization and prioritization of the BCPs as well as the actual work load (depending on the season and the time of day).

ACTIVITIES

1. All agencies compare human resources deployment plans with each-other to identify needs.
2. Draft proposals for the harmonization of deployment plans.
3. Seek approval for proposals and implement proposals.

PRIORITY

High.

EXPECTED RESULTS

Harmonized deployment plans.

INDICATORS

Proposals drafted. Proposals approved.

RESPONSIBLE AGENCY

Ministry of Interior/BMP, Ministry of Finance/Customs, MAFCP/Veterinary and Phyto-Sanitary.

INVOLVED ACTORS
Ministry of Interior/BMP, Ministry of Finance/Customs, MAFCP/Veterinary and Phyto-Sanitary, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Personnel deployed in accordance with the needs
DURATION
6 months
PROPOSED TIMELINE
January 2008
LINKS
ACTION 2
Continuous review of deployment plans.
ACTIVITIES
1. Border agencies jointly review the harmonized deployment plans at least every 6 months. 2. Border agencies update harmonized deployment plans as needed.
PRIORITY
Medium
EXPECTED RESULTS
Harmonized deployment plans regularly updated.
INDICATORS
Review reports submitted. Further harmonization of deployment plan proposed.
RESPONSIBLE AGENCY
Mol/BMP, Mol/Customs, MAFCP/Veterinary and Phyto-Sanitary.
INVOLVED ACTORS
Mol/BMP, Mol/Customs, MAFCP/Veterinary and Phyto-Sanitary.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: Administrative costs Benefits: Continuity of the deployment of personnel according to the needs
DURATION
Continuous

PROPOSED TIMELINE
Ongoing
LINKS
OBJECTIVE 2: Ensure that personnel involved in border issues are professionally trained to conduct joint operations as well as have knowledge of the tasks of other organizations operating at the border and inter-agency aspects of cooperation.
INDICATORS: All relevant personnel of border agencies has undergone training on joint operations. Manual for joint operations is distributed and followed.
CURRENT SITUATION: In many areas the staff of the border services is insufficiently trained and generally not adequately informed about the tasks and needs of the other agencies operating at the border. No guidelines for joint operations exist.
REQUIREMENTS AND GOOD PRACTICES: Where detailed inspections are made, the agencies could benefit from joint operations because they have different tasks and access to different information. Basic as well as in-service training for operational staff of all agencies involved in border management should contain inter-agency cooperation aspects. In specific, officers and inspectors should be aware of the tasks and responsibilities of the other agencies, as well as their respective needs regarding information exchange and other forms of cooperation. Apart from broadening the knowledge base of the officers, this should lead to an improved understanding of each other's work and thus increased effectiveness in mutual assistance.
PROPOSED ACTIONS To develop and implement basic training on the tasks of each border agency and on inter-agency cooperation at the BCP.
INTERESTED PARTIES MoI, MoF, MAFCP
ACTION To develop and implement a basic training on the tasks of each border agency and on inter-agency cooperation at the BCP.
ACTIVITIES 1. Establish working group on human resources and training. 2. Identify topics to be included in the inter-agency training. 3. Develop training. 4. Implement training.
PRIORITY Medium
EXPECTED RESULTS Border staff sufficiently informed of the activities of other agencies operating at the border.
INDICATORS Training developed and implemented.

RESPONSIBLE AGENCY
BMP, ACS, Phyto-Sanitary and Veterinary Services
INVOLVED ACTORS
BMP, ACS, Phyto-Sanitary and Veterinary Services, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service and other institutions Costs: 103 000 euros Benefits: Border control and security in compliance with EU standards.
DURATION
3 months
PROPOSED TIMELINE
Second half of 2008
LINKS
Intra-Service Cooperation, Human Resources and Training

Communication and Information Exchange

OBJECTIVE 1:
Develop inter-agency communication lines among agencies operating at the border at all levels to ensure that all relevant information is exchanged.
INDICATORS:
Communication gaps analysed. Manual approved. Manual distributed.
CURRENT SITUATION
Communication exists between some agencies at the local level however some agencies are still excluded (veterinary and phyto-sanitary inspection). While meetings are arranged upon needs at local level, communication is neither formalized nor institutionalized.
REQUIREMENTS AND GOOD PRACTICES:
Communication between the various services needs to be a high priority. Relevant information should be shared between agencies. The exact nature of the information and how to exchange it need to be identified in agreements.
PROPOSED ACTIONS
1. Identification of current gaps and development of appropriate ways of inter-agency communication at all levels. 2. Develop a manual for interagency communication 3. Implementation of the manual.
INTERESTED PARTIES
MoI, MoF, MAFCP, and other ministries/institutions upon request.

ACTION 1
Identification of current gaps and development of appropriate ways of inter-agency communication at all levels.
ACTIVITIES 1. To set up the working group on communication and information exchange. 2. To identify gaps and define topics for information exchange. 3. To develop appropriate ways of inter-agency communication and information exchange at all levels. 4. To identify contact point at all agencies at all levels. 5. Approval of proposals.
PRIORITY High
EXPECTED RESULTS Appropriate ways of inter-agency communication at all levels are identified and accepted. Information is exchanged accordingly.
INDICATORS Proposals drafted. Proposals approved.
RESPONSIBLE AGENCY Border Agencies, working group on communication and information exchange.
INVOLVED ACTORS Ministry of Interior/BMP, Ministry of Finance/Customs, MAFCP/Veterinary and Phyto-Sanitary, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Necessary means and ways of communication identified.
DURATION 6 months
PROPOSED TIMELINE By the middle of 2008
LINKS Management and Organization Procedures
ACTION 2
Develop a manual for interagency communication.
ACTIVITIES 1. The sub-working group on interagency communication to develop a manual. 2. Approval of manual on interagency communication by inter-ministerial committee.

PRIORITY High
EXPECTED RESULTS Manual has identified appropriate ways of inter-agency communication.
INDICATORS Manual is drafted and approved.
RESPONSIBLE AGENCY Border Agencies, working group on communication and information exchange.
INVOLVED ACTORS Mol/BMP, MoF/Customs, MAFCP/Veterinary and Phyto-Sanitary, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 1000 euros Benefits: The cooperating structures work based on a standardized manual.
DURATION 3 months
PROPOSED TIMELINE October 2008
LINKS
ACTION 3 Implementation of the manual.
ACTIVITIES 1. To distribute the manual at all levels. 2. To conduct meetings and communication in accordance with the manual. 3. To monitor the implementation of the manual and update if needed.
PRIORITY Medium
EXPECTED RESULTS Communication structure among border agencies at all levels improved.
INDICATORS Manual distributed and used.
RESPONSIBLE AGENCY

Border Agencies, working group on communication and information exchange.
INVOLVED ACTORS MoI/BMP, MoF/Customs, MAFCP/Veterinary and Phyto-Sanitary.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: cooperating structures work based on a standardized and updated manual.
DURATION Continuous
PROPOSED TIMELINE Beginning of 2009
LINKS
OBJECTIVE 2: Ensure that information relevant to crossing the border is made available to the general public.
INDICATORS: Gaps identified. Joint public relations strategy developed and approved.
CURRENT SITUATION: The information available to the public regarding the procedures and regulations of the border agencies is insufficient. Sometimes the information is in delay and contradictory, and not always coordinated with other border agencies.
REQUIREMENTS AND GOOD PRACTICES: To bring the BCPs closer in line with EU standards and requirements, it is necessary to assure the dissemination of information to operators in order to avoid unnecessary redirections. For example, a website could update and regular information on Customs, veterinary and phyto-sanitary border inspection, law, procedures, and opening hours of the various services.
PROPOSED ACTIONS Working group on communication and information exchange to identify gaps in the communication with the public and to develop a joint communication and public relation strategy. To implement the joint communication and public relation strategy.
INTERESTED PARTIES MoI, MoF, MAFCP and other interested involved actor.
ACTION 1 Sub-working group to identify gaps in the communication with the public and to develop a joint communication and public relation strategy.
ACTIVITIES 1. The sub-working group for communication and information exchange analyses current situation and identifies gaps 2. To develop communication and information exchange strategy, including methodology, timelines, priorities, etc. 3. To approve the communication and information exchange strategy.

PRIORITY High
EXPECTED RESULTS The strategy is approved.
INDICATORS The strategy is developed.
RESPONSIBLE AGENCY MoI, MoF, MAFCP.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 20 000 euros Benefits: Public informed on situations
DURATION 6 months
PROPOSED TIMELINE January 2008
LINKS
ACTION 2 To implement the joint communication and public relation strategy.
ACTIVITIES 1. To identify responsible persons for implementation of this strategy. 2. To implement the strategy. 3. To periodically review and update of this strategy.
PRIORITY High
EXPECTED RESULTS The public will receive the necessary information about border procedures and regulations.
INDICATORS Strategy is developed. Strategy is approved. The implementation of the strategy is ongoing according to time plan.

RESPONSIBLE AGENCY
Border and Migration Police, Customs Directorate, Veterinary and Phyto-sanitary Border Inspection.
INVOLVED ACTORS
MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: see action above Costs: see action above Benefits: see action above
DURATION
Continuous
PROPOSED TIMELINE
January 2008
LINKS
Infrastructure and Equipment
OBJECTIVE 1:
Ensure that current and future infrastructure provides adequate working conditions for common use by all agencies operating at the border.
INDICATORS
Implementation plan drafted
CURRENT SITUATION
Each border agency performs its own control. Not all agencies are present at every BCP. In most cases the infrastructure at BCPs does not Inadequate promote integration of controls. Because of the above, cross-border trade is not facilitated.
REQUIREMENTS AND GOOD PRACTICES
In most cases, Customs and Border Police are located at the BCP. Depending on the importance of the BCP, other agencies should also be located there. The infrastructure should be adapted to allow integrated control in one building (goods and passengers, except goods on trucks) in order to avoid duplication of controls by different agencies.
PROPOSED ACTIONS
To prepare implementation plan for construction or upgrading of BCP based on Master plan for investments in Border Control infrastructure Gradual implementation of Master plan.
INTERESTED PARTIES
MoI, MoF, MAFCP, other ministries/institutions upon request and International Organizations as possible donors.
ACTION 1
To prepare implementation plan for construction or upgrading of BCP based on Master plan for investments in border control infrastructure

ACTIVITIES 1. Inter-Ministerial Committee to appoint working group on Infrastructure and Equipment. 2. To assess Master plan for Investments in Border Control Infrastructure. 3. To draft a general survey providing data on current and expected future operations. 4. To draw a standard design for BCP taking into account the needs of the border agencies. 5. To draft a strategy prioritising investments in border crossing points for the short to medium term as a basis for EU funding (CARDS 2004 - 2006), GOA funding and other donor funding in coordination with internal and external investors.
PRIORITY Medium/High
EXPECTED RESULTS A complete overview, infrastructure needs assessment, priorities and investment strategy are available for investors.
INDICATORS Master plan consulted. Investment strategy prepared and approved. Working-group on Infrastructure and Equipment established. Survey conducted.
RESPONSIBLE AGENCY Border Agencies, Working-group on Infrastructure and Equipment.
INVOLVED ACTORS Mol, MoF, MAFCP, other ministries/institutions upon request and International Organizations as possible donors.
COSTS AND BENEFITS FROM MAIN ACTORS Action completed by Master plan for BCP infrastructure. Tender is launched.
DURATION 18 months
PROPOSED TIMELINE Action completed by Master plan for BCP infrastructure. Tender is launched.
LINKS Procedures: Objective 1
ACTION 2 Gradual implementation of Master plan.
ACTIVITIES 1. To draft technical specifications and tender documentation. 2. To initiate procurement procedure. 3. To ensure construction and working permits are obtained. 4. To construct, modernize or upgrade and equip border control infrastructure.

PRIORITY Medium/High
EXPECTED RESULTS Appropriate border control infrastructure is built and adequate working conditions for common use by all border agencies are provided.
INDICATORS Procurement procedure launched. Permits obtained. Construction works done and handed over to border agencies.
RESPONSIBLE AGENCY Border Agencies, Working-group on Infrastructure and Equipment.
INVOLVED ACTORS MoI, MoF, MAFCP, other ministries/institutions upon request and International Organizations as possible donors.
COSTS AND BENEFITS FROM MAIN ACTORS Action completed by Master plan for BCP infrastructure. Tender is launched.
DURATION To be determined
PROPOSED TIMELINE Action completed by Master plan for BCP infrastructure. Tender is launched.
LINKS Budget
OBJECTIVE 2: Ensure that border agencies use equipment in common for the purpose of increasing efficiency.
INDICATORS: Equipment for joint use identified. Equipment shared by border agencies. Reduced costs for the acquisition of equipment. Staff trained. Manual developed and distributed.
CURRENT SITUATION: Individual border agencies use their own equipment. To a limited extent equipment is shared depending on the individual needs of the border agencies. No SOPs, MoUs exist to regulate joint use of equipment. REQUIREMENTS AND GOOD PRACTICES: It is recommended to harmonise the use of technical and special equipment. At BCPs situated on the transport corridors with permanent X-ray and mobile X-ray scanner units, all agencies should have the possibility to use the equipment, for example. The usage of identical brands or types of equipment will limit the costs and contribute to more common use of equipment. (IBM-G)

PROPOSED ACTIONS 1. To jointly use equipment among border agencies. 2. To define locations where equipment for joint use is placed and stored as well as to identify agency responsible for maintenance of the equipment. 3. Draft, obtain approval and distribute manual on sharing and use of equipment.
INTERESTED PARTIES MoI, MoF, MAFCP
ACTION 1 To jointly use equipment among border agencies.
ACTIVITIES 1. To identify equipment needs of each border agency. 2. To identify internal resources in each border agency. 3. To draft a list of equipment intended for joint use. 4. To ensure that equipment identified is available to all border agencies.
PRIORITY Medium
EXPECTED RESULTS Efficiency of border agencies is increased due to the joint use of equipment.
INDICATORS Equipment for joint use identified. User training is provided. Cost savings realized.
RESPONSIBLE AGENCY MoI, MoF, MAFCP, working group on infrastructure and equipment.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Effective use of equipment
DURATION 6-12 months
PROPOSED TIMELINE: June 2007
LINKS

Budget
ACTION 2 To define locations where equipment for joint use is placed and stored as well as to identify agency responsible for maintenance of the equipment.
ACTIVITIES 1. To assess and identify possible adequate locations where equipment is placed and stored. 2. To provide adequate locations where equipment is placed and stored. 3. To organize maintenance for equipment as required.
PRIORITY Medium
EXPECTED RESULTS Equipment of joint use is available at any time and it is used without technical problems.
INDICATORS Locations identified. Agency responsible for maintenance appointed.
RESPONSIBLE AGENCY Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection, working group on infrastructure and equipment.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Effective use of equipment
DURATION 6-12 months
PROPOSED TIMELINE: June 2008
LINKS
ACTION 3 Draft, obtain approval and distribute manual on sharing and use of equipment.
ACTIVITIES 1. To develop procedures for joint use of equipment. 2. To develop a practical manual. 3. Approval of manual by inter-ministerial committee. 4. Distribution of manual to staff concerned.

PRIORITY
Medium
EXPECTED RESULTS
Equipment is shared and used in accordance with the Manual.
INDICATORS
Manual drafted, approved and distributed.
RESPONSIBLE AGENCY
Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection.
INVOLVED ACTORS
MoI, MoF, MAFCP, Inter-ministerial IBM Committee and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: 5000 euro Benefits: Effective use of equipment
DURATION
3-6 months
PROPOSED TIMELINE:
April 2009
LINKS
OBJECTIVE 3:
Joint equipment procurement shall take place in order to ensure greater cost savings.
INDICATORS:
Joint procurement of equipment takes place. Costs for the purchase of equipment are reduced.
CURRENT SITUATION:
Currently no joint procurement system exists.
REQUIREMENTS AND GOOD PRACTICES:
Each border agency has different requirements as far as equipment is concerned. However, there are some cases where the need for equipment of the same type exists (i. e., document verification units, search devices, etc). Equipment used by border agencies is usually expensive and difficult to purchase due to lack of financial funds, costly maintenance, etc. In these cases it is advisable to agree on the joint equipment procurement also when procurement goes through international donations.
PROPOSED ACTIONS
To establish permanent working group for joint procurement of equipment at the technical/expert level. To establish and implement a joint procurement system for equipment and maintenance where practicable.

INTERESTED PARTIES MoI, MoF, MAFCP
ACTION 1 To develop technical specifications based on joint needs and joint agreement.
ACTIVITIES 1. To nominate technical experts from each agency and develop terms of reference to establish a permanent working group for joint procurement of equipment. 2. To determine equipment that might be acquired through joint procurement. 3. To continuously assess equipment needs of all border agencies.
PRIORITY Medium
EXPECTED RESULTS Joint procurement tender documentation is available for procurement procedures.
INDICATORS List of equipment for joint procurement drafted.
RESPONSIBLE AGENCY MoI, MoF, MAFCP, working group on infrastructure and equipment.
INVOLVED ACTORS MoI, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Reduction of expenses
DURATION Continuous
PROPOSED TIMELINE: January 2008
LINKS
ACTION 2 To establish and implement a joint procurement system for joint equipment and maintenance where practicable.
ACTIVITIES 1. To assess individual border agency procurement systems. 2. To establish and implement integrated procurement and equipment maintenance mechanism among border agency procurement systems. 3. To continuously assess equipment needs of all border agencies

PRIORITY
Medium
EXPECTED RESULTS
Equipment for joint use is acquired through joint procurement procedures.
INDICATORS
Individual border agency procurement systems assessed by working group on procurement.
RESPONSIBLE AGENCY
Border and Migration Police, Customs Directorate, Veterinary and Phytosanitary Border Inspection, permanent working group for joint procurement of equipment.
INVOLVED ACTORS
Mol, MoF, MAFCP, and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP, Customs, Phytosanitary service, Veterinary service Costs: Administrative costs Benefits: Reduction of expenses
DURATION
6 months
PROPOSED TIMELINE:
January 2008
LINKS

COOPERATION IN THE FIELD OF VISA, ASYLUM AND MIGRATION

OBJECTIVE 1:

All institutions involved in visa, asylum, and migration shall develop harmonized policies and implement standard operating procedures consistent with the EU Acquis in support of these policies .

INDICATORS:

Cooperation among involved institutions is strengthened.

CURRENT SITUATION:

Currently various policies and standard operating procedures exist between the MOI, MOFA and MOLSAEO. However, not all of these policies and procedures are consistent with the EU Acquis.

REQUIREMENTS AND GOOD PRACTICES:

The cooperation between the institutions involved in the implementation of visa, asylum and migration policy should be clearly defined and strengthened in order to ensure proper

coordination at national level. (Roadmap for Integrated Asylum, Migration and Visa Management in the Western Balkans. Working document on practical and concrete implementation of the EU Acquis and best practices in the Member States.)
PROPOSED ACTIONS Compare existing policies and standard operating procedures with EU Acquis requirements and best practices and adjust these policies and procedures as necessary.
INTERESTED PARTIES MoI, MOFA, MoLSAEO, UNHCR, IOM
ACTION 1 Compare existing policies and standard operating procedures with EU Acquis requirements and best practices and adjust these policies and procedures as necessary.
ACTIVITIES 1. Inter-ministerial IBM committee to establish sub-working group for procedures. 2. Review existing procedures in each agency for consistency with national legislation and EU Acquis. 3. Draft proposals to harmonize and simplify standard procedures 4. Forward proposals to Inter-ministerial IBM committee for approval. 5. Implement procedures.
PRIORITY High
EXPECTED RESULTS Improvements in asylum, migration and visa management more consistent with EU Acquis.
INDICATORS SOPs drafted, approved and implemented
RESPONSIBLE AGENCY Ministry of Interior, MOFA, MoLSAEO
INVOLVED ACTORS Ministry of Interior, MOFA, MoLSAEO and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: MoI, MoFA, MoLSAEO Costs: Accomplished Benefits: Standard policies and procedures in the field of visa, asylum and migration.
DURATION 1 year
PROPOSED TIMELINE September 2006
LINKS

OBJECTIVE 2: Ensure that all Albanian Consular Staff are adequately trained in the issuance of visas to foreigners applying to enter into Albania.
INDICATORS: Albanian consular staff are adequately trained on all issues related to issuing visas to foreigners applying to enter into Albania.
CURRENT SITUATION: Not all Albanian consular staff are adequately trained to issue visas and detect false documents.
REQUIREMENTS AND GOOD PRACTICES: Consular staff assigned for issuing visas should be adequately trained on the examination of a visa application, verification of documents, types of visas and procedures and data protection legislation.
PROPOSED ACTION Based upon a training needs analysis provide adequate training to all consular staff involved in the visa issuance process.
INTERESTED PARTIES MoFA and Mol
ACTION Based upon a training needs analysis provide adequate training to all consular staff involved in the visa issuance process.
ACTIVITIES 1. Conduct training needs analysis in cooperation with Mol. (BMP and Police Academy) 2. Develop training curriculum and training program. 3. Train consular staff.
PRIORITY High
EXPECTED RESULTS Visas are issued in accordance with policies. Consular staff capacity for recognition of false documents increases.
INDICATORS Training needs analysis conducted. Training programs developed. Consular staff trained.
RESPONSIBLE AGENCY MoFA
INVOLVED ACTORS MoFA, Mol (BMP and Police Academy)
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Mol, MoFA, MoLSAEO Costs: Administrative costs

Benefits: Professionalism of consular staff increased
DURATION Continuous
PROPOSED TIMELINE August 2008
LINKS
OBJECTIVE 3: All Albanian Embassies/Consulates be equipped with appropriate, compatible and secure technology in order to issue visas in a timely manner and identify false documents. A visa database should also be established.
INDICATORS: Appropriate compatible and secure technology is provided to Albanian Embassies/Consulates. All embassies/consulates are connected to an IT network.
CURRENT SITUATION: The MoFA is currently working in building up an IT network and a database that will facilitate the work of the Albanian consular offices abroad. Document examination devices have not been installed yet.
REQUIREMENTS AND GOOD PRACTICES: In order to perform their tasks, consular staff need to be provided with required equipment in detection false documents and exchanging information.
PROPOSED ACTION Based upon an equipment needs analysis, deploy equipment to Albanian embassies/consulates.
INTERESTED PARTIES MoFA, MoI, MoLSAEO, NIS and other involved agencies.
ACTION Based upon an equipment needs analysis, deploy equipment to Albanian embassies/consulates.
ACTIVITIES 1. Conduct an infrastructure and equipment needs analysis. 2. Establish an IT network. 3. Provide communication equipment and document examination devices to Albanian embassies/consulates.(user training included)
PRIORITY High
EXPECTED RESULTS Visas are issued in accordance with policies. Consular staff capacity for recognition of false documents increases. Exchange of information increases.
INDICATORS

<p>Infrastructure/Equipment needs analysis conducted. IT network developed. Equipment deployed. Consular staff trained.</p>
<p>RESPONSIBLE AGENCY</p> <p>MoFA, Mol and MoLSAEO</p>
<p>INVOLVED ACTORS</p> <p>MoFA, Mol, MoLSAEO and other interested parties.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: Mol, MoFA, MoLSAEO and SIS Costs: 25.000 euro Benefits: Visas issued according to standards</p>
<p>DURATION</p> <p>3-5 years</p>
<p>PROPOSED TIMELINE</p> <p>September 2008</p>
<p>LINKS</p>
<p>OBJECTIVE 4:</p> <p>Improve the existing national visa regime to make it more compatible with EU/Schengen Acquis.</p>
<p>INDICATORS:</p> <p>Albanian visa regime aligned with that of the EU. A new Albanian visa sticker and residency permit with appropriate security features developed and implemented.</p>
<p>CURRENT SITUATION:</p> <p>EU member state citizens do not need a visa to enter Albania. Albania continues to revise its visa regime to be more in line with EU visa requirements. Short-term visas are still issued at the border. A new law on foreigners based upon the EU/Schengen Acquis is currently under development to address any shortcomings.</p> <p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>Progressively align Albania's visa regime with that of the EU taking into consideration the free movement of people and goods on the one hand and the prevention of irregular migration and illegal activity on the other.</p>
<p>PROPOSED ACTIONS</p> <ol style="list-style-type: none"> 1. Progressively align Albania's visa regime with that of the EU. 2. Develop and implement a new Albanian visa sticker and residency permit with appropriate security features.
<p>INTERESTED PARTIES</p> <p>MoFA, Mol, Central Bank of Albania and other line ministries.</p>
<p>ACTION 1</p> <p>Progressively align Albania's visa regime with that of the EU.</p>

ACTIVITIES 1. Conduct a gap analysis to determine discrepancies between Albania's current visa policy and EU visa policy. 2. Adjust Albania's visa policy to be in line with that of the EU (types of visas, countries, etc).
PRIORITY High
EXPECTED RESULTS Visa regime progressively adjusted to meet EU requirements.
INDICATORS Gap analysis completed. Decisions of Council of Ministers approved consistent with EU Acquis (regarding visa regime).
RESPONSIBLE AGENCY MoFA, Mol
INVOLVED ACTORS MoFA, Mol, and other line ministries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Mol, MoFA, MoLSAEO Costs: Administrative costs Benefits: Policies and procedures for issuing visas according to standards.
DURATION Continuous
PROPOSED TIMELINE Half of 2008
LINKS
ACTION 2 Develop and implement a new Albanian visa sticker and residency permit with appropriate security features.
ACTIVITIES 1. Conduct a gap analysis/study to determine needed improvements in Albania's visa sticker and residency permit to make them more in line with EU requirements. (completed) 2. Approve recommendations of gap analysis/study. 3. Implement new visa stickers and residency permit documents, etc.
PRIORITY High
EXPECTED RESULTS Better control of foreigners.

Reduced cases of document falsifications.
INDICATORS Gap analysis completed. Decisions of Council of Ministers approved consistent with gap analysis recommendations. Visa stickers and residency permit documents with high security features.
RESPONSIBLE AGENCY MoFA, Mol and Central Bank of Albania
INVOLVED ACTORS MoFA, Mol, Central Bank of Albania and other line ministries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Mol, MoFA, MoLSAEO Costs: 200.000 euro per year Benefits: Visas and residence permits issued according to standards.
DURATION 1 year
PROPOSED TIMELINE Half of 2008
LINKS
OBJECTIVE 5: Continue to provide training to BMP on interviewing irregular migrants to identify potential asylum-seekers.
INDICATORS: BMP are trained to interview and handle asylum-seekers.
CURRENT SITUATION: Regarding asylum requests, the role of the BMP is limited to initial contact and referral at BCPs, as well as the issuance of residency permits in support of asylum applications.
REQUIREMENTS AND GOOD PRACTICES: BMP personnel need to be adequately trained to identify and handle potential asylum-seekers and use appropriate interviewing techniques.
PROPOSED ACTION Based upon a training needs analysis, develop and implement a proper training program.
INTERESTED PARTIES Mol/BMP/Directorate for Refugees and Citizenship/Police Academy, UNHCR, IOM and other involved agencies.
ACTION Based upon a training needs analysis, develop and implement a proper training program.

ACTIVITIES 1. Conduct a training needs analysis. 2. Develop training material and programs. 3. Implement training programs.
PRIORITY High
EXPECTED RESULTS Asylum-seekers are handled in a proper manner.
INDICATORS Gap analysis conducted. Training programs developed. BMP personnel trained.
RESPONSIBLE AGENCY MoI/BMP/Directorate for Refugees and Citizenship/Police Academy
INVOLVED ACTORS MoI/BMP/Directorate for Refugees and Citizenship/Police Academy, UNHCR, IOM and other involved agencies.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: MoI, MoFA Costs: administrative costs Benefits: Qualified personnel for the treatment of asylum seekers.
DURATION 1 year
PROPOSED TIMELINE June 2007
LINKS
OBJECTIVE 6: Establish an electronic database for foreigners as well as specific procedures and integrate this database with MoI, MOFA, MoLSAEO and other relevant structures' databases on national as well as international level.
INDICATORS: Legitimacy of foreigners' status is ensured. Electronic database is developed and maintained.
CURRENT SITUATION: Currently Albania lacks an integrated database related to foreigners staying and working in Albania. The MOFA maintains a visa database; the BMP maintain a residency permit database; the MoLSAEO maintain a working permit database.

<p>REQUIREMENTS AND GOOD PRACTICES:</p> <p>A single integrated database that will enable the GoA to determine the legal status of foreigners in Albania is needed. The purpose of this database is to better identify foreigners residing in Albania and take appropriate measures to ensure legitimacy of their status.</p> <p>On an international level data should be exchanged for risk analysis purposes. An early warning system should be established, transmitting the first indication of illegal immigration and facilitator networks, especially in countries where illegal migration originates.</p>
<p>PROPOSED ACTIONS</p> <ol style="list-style-type: none"> 1. Based upon a study, to establish and implement a single integrated database on foreigners. 2. Data should be exchanged on international level for risk analysis and early warning.
<p>INTERESTED PARTIES</p> <p>MoFA, MoI, MoLSAEO, NIS and other involved agencies.</p>
<p>ACTION 1</p> <p>Based upon a study, to establish and implement a single integrated database on foreigners.</p>
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish working group of representatives from the involved ministries. 2. Conduct a needs analysis. 3. Approve recommendations of needs analysis. 4. Establish a single integrated database on foreigners.
<p>PRIORITY</p> <p>High</p>
<p>EXPECTED RESULTS</p> <p>Better control of foreigners in Albania. More reliable information and statistics available.</p>
<p>INDICATORS</p> <p>Needs analysis conducted. Needs analysis recommendations approved. Database developed and implemented.</p>
<p>RESPONSIBLE AGENCY</p> <p>MoFA, MoI and MoLSAEO</p>
<p>INVOLVED ACTORS</p> <p>MoFA, MoI, MoLSAEO, NIS and other involved agencies.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: MoI, MoFA, MoLSAEO and SIS Costs: 5000 euro Benefits: Harmonized control of foreigners in the territory.</p>
<p>DURATION</p> <p>3 years</p>

PROPOSED TIMELINE January 2009
LINKS
ACTION 2 Data should be exchanged on international level for risk analysis and early warning.
ACTIVITIES 1. Collect data with a view to risk analysis. 2. Liaise with international counterparts regarding respective information requirements 3. Develop relevant agreements with international counterparts. 4. Implement data exchange.
PRIORITY High
EXPECTED RESULTS International data exchange on risk analysis. Early warning system in place.
INDICATORS Relevant data collected. International information exchange in the field of visa, asylum and migration takes place.
RESPONSIBLE AGENCY MoFA, Mol and MoLSAEO
INVOLVED ACTORS MoFA, Mol, MoLSAEO, NIS and other involved agencies.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: Mol, MoFA, MoLSAEO and SIS Costs: Administrative costs Benefits: Early warning of risk
DURATION 2 years
PROPOSED TIMELINE January 2010
LINKS

COOPERATION IN THE FIELD OF MARITIME BORDER CONTROL

OBJECTIVE 1:

Ensure that civilian authority is established for the control and surveillance of Albania's maritime border.(objective accomplished when the law no. 9788 dated 19.07.2007 on some changes and additions to the Law on Coast Guard entered into force)

INDICATORS:

Civilian control of maritime border established.

CURRENT SITUATION:

Currently, several Albanian agencies are assigned responsibility for control and surveillance of the Albanian maritime border: BMP, Harbor Masters and Department of Ships and Ports and Security (Ministry of Transport), ACS, and the Albanian Coast Guard. All are involved to varying degrees in control or surveillance. The BMP, Harbors Masters and the ACS all come under civilian control while the Albanian Coast Guard is under a military authority. According to commitments made by Albania at the Ohrid Border Security Conference (2003) border control and surveillance responsibilities should only be performed by civilian authorities.

REQUIREMENTS AND GOOD PRACTICES:

Ohrid Border Security Conference requirements for civilian command and control of border agencies.

PROPOSED ACTIONS

Create an Inter-Ministerial Working Group designed to address the Coast Guard issue and civilian control and implement recommendations.

INTERESTED PARTIES

Ministry of Interior, Ministry of Finance (ACS), MoD, Ministry of Transportation (Harbor Masters and Department of Ships and Port Security), NATO, EC Delegation and other ministries/institutions upon request.

ACTION 1

1. Create an Inter-Ministerial Working Group designed to address the Coast Guard issue and civilian control and implement recommendations.

ACTIVITIES

1. To set up an Inter-Ministerial Working Group or Sub-Working Group by order of the Prime Minister.
2. To review basic legislation relating to the Coast Guard, BMP, and civilian control as well as international requirements and EU good practices.
3. To develop appropriate solutions at the legal and technical level so competences are clear and resources are used as efficiently as possible.
4. To obtain approval of these solutions via changes to basic legislations and Decisions from the Council of Ministers.
5. To implement the changes

PRIORITY

High

EXPECTED RESULTS

Civilian control of maritime border in compliance with commitments made at the Ohrid Border Security Conference (2003).

INDICATORS

Proposals drafted
Legislation amended.
Council of Minister's Decision approved.

RESPONSIBLE AGENCIES
MoD/MoI
INVOLVED ACTORS
Ministry of Interior/BMP, Ministry of Finance/Customs, MoD, NATO, EC Delegation and other interested parties.
KOSTOT DHE PERFITIMET NGA AKTORET KRYESORE
Agency: Border and Migration Police, Albanian Customs Service, Veterinary Service, Phytosanitary Service Costs: 10.000 euro Benefits: Reaching standards for the surveillance of maritime border.
DURATION
12 months
PROPOSED TIMELINE:
August 2006
LINKS
BORDER AND MIGRATION POLICE – INTERNATIONAL COOPERATION
Legal and Regulatory Framework
OBJECTIVE 1:
To ensure that the normative acts related to international cooperation concluded by parties include modalities that guarantee efficient cross-border cooperation.
INDICATORS:
Normative acts provide for modalities for efficient international cooperation.
CURRENT SITUATION:
Albania has concluded a number of international agreements that represent the legal framework for international cooperation, readmission, opening of BCPs, local border traffic, cross-border cooperation and the fight against cross-border crime. Albania has signed bilateral agreements with all the neighbouring countries. These agreements include mutual obligations on issues of cross border and international cooperation.
REQUIREMENTS AND GOOD PRACTICES
In general, the EU Guidelines on Border Crossing Posts (good practices) outline that the intention of this initiative is to reinforce the existing relationships through the improvement of the cooperation between services and their cross border counterparts. States should agree on the exact delimitation and demarcation of the border with neighboring states. States should strive to have precisely defined legal relations with neighboring states. This obviously requires intensive negotiations of intergovernmental agreements that will govern: legal relations at the border, cooperation in the management of the common state border, cooperation in the border controls, handing over and readmission of people. (EU IBM guidelines)

PROPOSED ACTIONS 1. Conduct a gap analysis of the existing legal and regulatory framework regulating international cooperation and prepare recommendations for amendments to normative acts. 2. Draft necessary amendments to the legal regulatory framework and necessary policies and procedures, and in cooperation with neighboring countries and other interested parties prepare draft-agreements. 3. Approve and implement amendments to legal and regulatory framework, as well as policies and procedures.
INTERESTED PARTIES Mol, MoF, MoAFCP, MoFA, Ministry of European Integration and international partners.
ACTION 1 Conduct a gap analysis of the existing legal and regulatory framework regulating international cooperation and prepare recommendations for amendments to normative acts.
ACTIVITIES Legal working group collects existing normative acts relating to international cooperation. Analyze it. Prepare recommendations and forward them to the respective ministries.
PRIORITIES Medium
EXPECTED RESULTS Normative acts related to international cooperation include all necessary modalities.
INDICATORS Establishment of the legal working group. Necessary legislation is collected and analyzed and recommendations are prepared and forwarded to the relevant ministries for review and submission to Parliament.
RESPONSIBLE AGENCY Mol/ASP-BMP
INVOLVED ACTORS Mol, MoFA, and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASP and BMP Costs: Administrative costs Benefits: Needs for changes in the agreements related to international and cross-border cooperation are identified.
DURATION 2 years
PROPOSED TIMELINE Ongoing
LINKS

ACTION 2 Draft necessary amendments to the legal regulatory framework and necessary policies and procedures, and in cooperation with neighboring countries and other interested parties prepare draft-agreements.
ACTIVITIES 1. Establish cooperation with neighboring countries or other interested parties. 2. Establish joint working group at bi- or multi-lateral level. 3. Organize joint meetings with neighboring countries or other interested parties. 4. Draft amendments to policies and procedures. 5. Draft final common recommendations.
PRIORITIES Medium
EXPECTED RESULTS Common recommendations on amendments to bi- or multi-lateral agreements prepared.
INDICATORS Contacts with neighboring countries or other interested parties established. Common recommendations agreed in the working group.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoFA, and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASP and BMP Costs: Administrative costs Benefits: International cooperation is based on approved agreements/protocols
DURATION 2 years
PROPOSED TIMELINE Ongoing
LINKS
ACTION 3 Approve and implement amendments to legal and regulatory framework, as well as policies and procedures.
ACTIVITIES 1. Submit recommendations to relevant ministries. 2. Obtain approvals from relevant authorities. 3. Develop implementing normative acts.

PRIORITIES
Medium
EXPECTED RESULTS
Normative acts, policies and procedures approved and implemented.
INDICATORS
Recommendations submitted to respective ministries. Approvals obtained by relevant authorities. Implementing normative acts developed.
RESPONSIBLE AGENCY
Mol/ASP-BMP
INVOLVED ACTORS
Mol, MoF, MoAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ASP and BMP Costs: Administrative costs Benefits: International cooperation is based on a complete legal framework
DURATION
2 years
PROPOSED TIMELINE
Ongoing
LINKS
Objective
OBJECTIVE 2:
To ensure that the normative acts related to international (border) police cooperation concluded by parties cover all the necessary activities for cross-border cooperation.
INDICATORS:
Normative acts related to international cooperation include all the necessary means to include specific measures for cross-border cooperation.
CURRENT SITUATION
In the agreements that Albania has concluded some provisions on specific activities related to international cooperation are already in place. However, more practical protocols to the existing agreements need to be developed and implemented. Recently, Albania has signed the Convention on Police Cooperation in South Eastern Europe and at the present the Convention is in the procedure of ratification by Parliament. The Convention once it will be ratified, will provide all necessary provisions related to the practical implementation in the area of international cooperation. (joint patrolling, hot pursuit, information exchange, etc).
REQUIREMENTS AND GOOD PRACTICES
The conclusion of bilateral agreements (MOUs) between administrations is recommended, covering harmonization of day-to-day work practices, establishment of joint contingency plans, associated training, information exchange, joint patrol and establishment of liaison/contact offices. It is recommended to negotiate bilateral agreements on cooperation

between border services in the border zone areas. In order to effectively combat illegal migration, readmission agreements should be signed with neighboring countries as well as with other states. Preferably this policy should also cover the countries of origin of illegal migrants (IBM Guidelines).
PROPOSED ACTIONS 1. Review existing agreements and draft protocols where needed for the practical implementation of agreements. 2. Define the type and priorities of protocols/MOUs necessary for an effective implementation of cross-border agreements. 3. Adopt and implement protocols/MOUs as required.
INTERESTED PARTIES MoI, MoF, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Review existing agreements and draft protocols where needed for the practical implementation of agreements.
ACTIVITIES 1. Abovementioned group reviews existing agreements. 2. Group drafts protocols and submits them for approval.
PRIORITIES Medium
EXPECTED RESULTS Protocols with procedures related to international cooperation approved and implemented.
INDICATORS Agreements reviewed, protocol procedures developed and implemented.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASP and BMP Costs: Administrative costs Benefits: International and cross border cooperation of BMP is based on approved agreements and protocols
DURATION 2 years-Continuous
PROPOSED TIMELINE Ongoing
LINKS
ACTION 2

Define the type and priorities of protocols/MOUs necessary for an effective implementation of cross-border agreements.
ACTIVITIES Develop list of protocol/procedures necessary to ensure effective cross-border cooperation. Prioritize this list in coordination with neighboring countries and other interested parties.
PRIORITIES Medium
EXPECTED RESULTS Implementation of protocol/procedures for cross-border cooperation is initiated.
INDICATORS Numbers, types, and priority listings of protocols/procedures developed. Protocols/procedures implemented according to priority listing.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASP and BMP Costs: Administrative costs Benefits: International and cross border cooperation of BMP is based on approved agreements and MoUs
DURATION 2 Years/Continuous
PROPOSED TIMELINE Ongoing
LINKS
ACTION 3 Adopt and implement protocols/MOUs as required.
ACTIVITIES 1. Working group reconciles existing policies and procedures with protocols/MOUs. 2. Alter existing policies and procedures for the implementation of protocols/MOUs. 3. Ensure information is distributed and personnel receive training accordingly.
PRIORITIES Medium

EXPECTED RESULTS Policies and procedures updated and implemented.
INDICATORS Existing policies and procedures reconciled with protocols/MOUs by working group. Recommendations submitted to BMP Director. Implementing orders/instructions developed.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ASP and BMP Costs: Administrative costs Benefits: BMP implements the approved agreements and MoUs
DURATION 2 years
PROPOSED TIMELINE Ongoing
LINKS Objectives: International Cooperation- Procedures, Human Resources and Training.
<h2 style="text-align: center;">Management and Organization</h2>
OBJECTIVE 1: The organization and activity of BMP should be adapted to the operational needs of international cooperation based on EU requirements and good practices.
INDICATORS: The organization of BMP provides focal points at all levels as well as liason officers network and ensures appropriate cooperation with the international counterparts. Activities of BMP are adapted to the operational of international cooperation by establishing appropriate communication channels. Information exchange institutionalized.
CURRENT SITUATION Currently the BMP has continuous contacts with its counterpart agencies and carries out efforts to strengthen cross-border and international cooperation. Its current organization makes it difficult for this cooperation to meet the required standards.
REQUIREMENTS AND GOOD PRACTICES Closer international cooperation in the field of border management is an effective tool to address cross-border crime and irregular migration. This can be realized by establishing appropriate communication channels, local contact points, joint emergency plans or exercises and objective handling of incidents.

PROPOSED ACTION
Update existing agreements to ensure that they contain provisions for the establishment of appropriate working mechanisms and communication channels, local contact points, joint emergency plans or exercises and objective handling of incidents.
INTERESTED PARTIES
Mol, MoF, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.
ACTION
Update existing agreements to ensure that they contain provisions for the establishment of appropriate working mechanisms and communication channels, local contact points, joint emergency plans or exercises and objective handling of incidents.
ACTIVITIES
<ol style="list-style-type: none"> 1. Working group to identify forms of cooperation covering as a minimum: working mechanisms and communication channels, local contact points, joint emergency plans or exercises and objective handling of incidents. 2. Group to develop and forward relevant recommendations to Mol for consideration and further actions. 3. Competent authority to negotiate as necessary with other countries' parties.
PRIORITIES
Medium
EXPECTED RESULTS
BMP operational capacity increased. Cooperation with other countries enhanced.
INDICATORS
Detailed forms of cooperation identified and submitted for approval. Agreements, protocols, MOUs updated as necessary.
RESPONSIBLE AGENCY
Mol/ASP-BMP
INVOLVED ACTORS
Mol, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: ASP and BMP</p> <p>Costs: 100.000 euro/year</p> <p>Benefits: international and cross border cooperation within the required standards.</p>
DURATION
2 years-Continuous
PROPOSED TIMELINE
Ongoing
LINKS
OBJECTIVE 2:

Establish common risk analysis mechanisms with the BP authorities of neighbouring countries as well as of the region and to ensure prompt exchange of data.
INDICATORS: Common risk analysis mechanisms established.
CURRENT SITUATION No formal risk analysis mechanism exists either at national or international level. However in the new draft structure of BMP a risk analysis sector is foreseen to be established nationwide, which will serve as the foundation for future common risk analysis mechanisms.
REQUIREMENTS AND GOOD PRACTICES Border control comprises not only checks on persons at BCPs and surveillance between BCPs, but also analysis of the risks for internal security and analysis of the threats that may affect the security of external borders. It is therefore necessary to lay down the conditions, criteria and detailed rules governing checks at BCPs and surveillance. Neighbouring countries shall assist each other and shall maintain close and constant cooperation including risk analysis with a view to the effective implementation of border control. (schengen borders code)
PROPOSED ACTIONS 1. Review the existing legal framework related to information exchange including data protection and develop terms of reference for joint risk analysis units. 2. In coordination with BP of the region to contribute to the creation of a joint risk analysis center either at bilateral or multilateral level.
INTERESTED PARTIES Ministry of Interior, Ministry of Foreign Affairs, Ministry of Finance, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Review the existing legal framework related to information exchange including data protection and develop terms of reference for joint risk analysis units.
ACTIVITIES 1. Collect all existing legislation related to information exchange and data protection. 2. Compare it with the EU/Schengen requirements and prepare recommendations for amendments or changes if required. 3. In cooperation with neighboring countries to define working methodology for joint risk analysis. 4. In cooperation with neighboring country/s amend existing agreements/protocols or develop new ones 5. Based on the experience from the EU develop the terms of reference of the joint risk analysis unit.
PRIORITIES Medium
EXPECTED RESULTS Legislation related to information exchange and risk analysis in place, terms of reference of joint risk analysis unit accepted.
INDICATORS Legislation reviewed. Terms of reference of joint risk analysis unit drafted.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS

<p>Agency: ASP and BMP Costs: see objective 1 action 1 Benefits: International and cross border cooperation regarding risk analysis within the required standards</p>
<p>DURATION</p> <p>2 years</p>
<p>PROPOSED TIMELINE</p> <p>Ongoing</p>
<p>LINKS</p> <p>Objective: 1, 2 Legal and regulatory framework-1, 2, 3 Communication, Exchange of Information and IT</p>
<p>ACTION 2</p> <p>In coordination with BP of the region to contribute to the creation of a joint risk analysis center either at bilateral or multilateral level.</p>
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Identification of the interested institutions and persons to coordinate activities. 2. Establishment of the technical working group at bilateral or multilateral level. 3. Coordination of the activities within the technical working group and allocation of individual assignments. 4. Prepare proposals on location and functioning of a joint risk analysis center 5. Prepare legal grounds on opening and functioning of a joint risk analysis center. 6. Submit documentation to the relevant authorities for approval. 7. Creation and functioning of the JRAC.
<p>PRIORITIES</p> <p>Medium</p>
<p>EXPECTED RESULTS</p> <p>Joint risk analysis centers at bilateral or multilateral center created. Detection of the cross border crimes increased.</p>
<p>INDICATORS</p> <p>Bilateral or multilateral technical working group created. Needs identified, legal grounds determined and required documentation drafted.</p>
<p>RESPONSIBLE AGENCY</p> <p>Mol/ASP-BMP</p>
<p>INVOLVED ACTORS</p> <p>Mol, MoF, MAFCP, MoFA, Ministry of European Integration and international partners.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: ASP Costs: 700.000 euro Benefits: Bilateral and regional centers for risk analysis created.</p>
<p>DURATION</p> <p>3 years</p>

PROPOSED TIMELINE
January 2010
LINKS
OBJECTIVE 3: Regular meetings and meetings based on the needs shall be organized with the relevant authorities of the BP of neighbouring countries in order to create proper conditions for international cooperation.
INDICATORS: Respective counterparts at local, regional and central level identified. Areas of common interest identified. Schedule of regular meetings among border services of the neighbouring countries prepared.
CURRENT SITUATION Based on agreements and protocols, the BMP has established sporadic meetings with the border services of the neighbouring countries. All of them are taking place on a regular and ad hoc basis at all levels. Meetings at BCPs are frequent, while meetings between the border surveillance units are mostly based on personal relations. All meetings at all levels need to be institutionalised.
REQUIREMENTS AND GOOD PRACTICES Contacts with the border services of the neighbouring countries should be established and preferably this would be regulated in bilateral agreements. The border services of neighbouring states should develop methods and directions of cooperation. The cooperation at the BCPs should be carried out on a continuous day-to-day basis.
PROPOSED ACTION To further develop and institutionalise the existing basis of meetings with the BP of neighbouring countries at local, regional and central level.
INTERESTED PARTIES MoI, MoFA, Ministry of European Integration and corresponding ministries of other countries.
ACTION To further develop and institutionalise the existing basis of meetings with the BP of neighbouring countries at local, regional and central level.
ACTIVITIES 1. Establish a joint working group 2. Identification of areas of common interest or common concern to be discussed regularly and at an ad hoc basis. 3. Assignment of authorized police officers to attend meetings in the role of decision makers. 4. Drafting relevant legal instruments between border agencies of the neighboring countries regulating all matters related to their meetings. 5. Submitting drafts for consideration and approval.
PRIORITIES Medium
EXPECTED RESULTS International cooperation between border agencies is institutionalized.
INDICATORS Areas, issues and problems to be discussed at the meetings are identified.

Legal instruments are drafted and prepared for approval.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: See objective 1 action 1 Benefits: BMPs of neighboring countries and in the region meet regularly
DURATION 1 year
PROPOSED TIMELINE Ongoing
LINKS
Procedures
OBJECTIVE 1: Ensure that common procedures are defined to enhance cross-border cooperation at BCPs and for border surveillance.
INDICATORS: Joint contingency plans, joint patrolling and readmission/expulsion procedures are developed and implemented at the local level.
CURRENT SITUATION Currently joint patrolling does not take place and joint contingency plans do not exist.
REQUIREMENTS AND GOOD PRACTICES Joint contingency plans, joint patrolling and readmission/expulsion procedures should be established between BP services. Border Police chiefs should also harmonize local working procedures and practices in consultation with neighboring countries.
PROPOSED ACTIONS 1. Establish joint patrols with neighboring countries. 2. Ensure that joint contingency plans are developed with neighboring countries. 3. Ensure that integrated and coordinated readmission/expulsion procedures for BCPs are developed with neighboring countries.
INTERESTED PARTIES Council of Ministers, MoI, MoF, MPWTT, MAFCP, MoFA, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Establish joint patrols with neighboring countries.

ACTIVITIES 1. Establish joint working groups with border services specialists with neighboring countries. 2. Identify areas where joint patrolling may be conducted. 3. Develop and approve joint patrolling protocol. 4. Implement the joint patrolling protocol.
PRIORITIES Medium
EXPECTED RESULTS Improved border control and efficiency.
INDICATORS Protocols developed and approved. Joint patrolling takes place.
RESPONSIBLE AGENCY Mol/ASP-BMP, joint working group with border services specialists with neighboring countries
INVOLVED ACTORS Ministry of Interior, MoFA, Ministry of European Integration and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 20 000 euros Benefits: Border area is surveilled and controlled jointly.
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS Management and Organization
ACTION 2 Ensure that joint contingency plans are developed with neighboring countries.
ACTIVITIES 1. Establish joint working group with border services specialists with neighboring countries. 2. Identify areas where contingency plans may be developed. 3. Develop and approve joint contingency plans. 4. Implement the joint contingency plans.
PRIORITIES Medium

EXPECTED RESULTS Joint contingency plans are developed and implemented with neighbouring countries to ensure increased border control and to facilitate legal cross border activity during unusual circumstances.
INDICATORS Joint contingency plans are developed and approved.
RESPONSIBLE AGENCY Mol/ASP-BMP, MoFA, joint working group with border services specialists with neighboring countries
INVOLVED ACTORS Council of Ministers, Mol, MoF, MPWTT, MAFCP, MoFA, and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 500 euro Benefits: Legal instruments and basis adopted to face contingency situations.
DURATION 2 years.
PROPOSED TIMELINE January 2009
LINKS Objective 1
ACTION 3 Ensure that integrated and coordinated readmission/expulsion procedures for BCPs are developed with neighboring countries.
ACTIVITIES 1. Establish joint working group with border services specialists with neighboring countries. 2. Identify areas involving readmission/expulsion where local procedures may be developed. 3. Develop and approve integrated and coordinated procedures. 4. Implement procedures.
PRIORITIES High
EXPECTED RESULTS Improved handling and processing of readmitted/expelled persons at BCPs. Effective enforcement of relevant measures and better cooperation with neighbouring countries.
INDICATORS Integrated and coordinated local procedures for readmission and expulsion are developed and implemented.
RESPONSIBLE AGENCY

Mol/ASP-BMP, MoFA, joint working group with border services specialists with neighboring countries
INVOLVED ACTORS Council of Ministers, Mol, MoF, MPWTT, MAFCP, MoFA, and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Standardized procedures and facilities in readmissions.
DURATION 2 years.
PROPOSED TIMELINE June 2007
LINKS Objective 1
<h2 style="text-align: center;">Human Resources and Training</h2>
OBJECTIVE 1: Selection process shall ensure that a competent BMP personnel is in charge of international cooperation.
INDICATORS: Job descriptions for the BMP officers in charge of international cooperation are developed.
CURRENT SITUATION Currently the BMP has no defined and approved selection criteria and job descriptions for its personnel, which should ensure an efficient international cooperation. In many cases this service is faced with personnel movements not based on criteria.
REQUIREMENTS AND GOOD PRACTICES In order to achieve the goals of IBM and international cooperation, one of the most important preconditions is for border services to deploy a sufficient number of police officers appropriately qualified in the area of international cooperation. Job descriptions should be developed for personnel assigned international BMP responsibilities.
PROPOSED ACTION BMP to conduct a job task analysis for those positions associated with international cooperation.
INTERESTED PARTIES Ministry of Interior, MoFA.
ACTION To conduct a job task analysis for those positions associated with international cooperation.
ACTIVITIES

<ol style="list-style-type: none"> 1. Establishment of sub-working group formed of BMP and personnel specialists to develop a job task analysis. 2. Job task analysis undertaken and approved by ASP Director General. 3. Selection and assignment of personnel.
PRIORITIES Medium
EXPECTED RESULTS Better information exchange. Cross-border crime reduced.
INDICATORS Job tasks analysis developed and approved. Personnel selected and assigned.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS Ministry of Interior, MoFA.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Personnel of BMP is able to cooperate in international level
DURATION 6 months
PROPOSED TIMELINE Ongoing
LINKS
OBJECTIVE 2: To conduct cross-border training emphasizing international cooperation at all levels.
INDICATORS: Approved seminars and workshops organized on a routine basis.
CURRENT SITUATION Currently the BMP participates in cross-border trainings organized by international organizations.
REQUIREMENTS AND GOOD PRACTICES Cross-border trainings should be organized in order to better integrate police cooperation. Participating countries should ensure broad participation at these trainings.
PROPOSED ACTION To organize cross-border trainings with neighboring countries.

INTERESTED PARTIES
MOI, MoFA and corresponding ministries of other countries.
ACTION
To organize cross-border trainings with neighboring countries.
ACTIVITIES
1. Establish a sub-working group. 2. Conduct a training needs analysis in the area of cross-border police cooperation including input from neighboring countries. 3. Recommendations in the analysis are forwarded to ASP General Director for consideration and approval. 4. Upon approval, conduct training.
PRIORITIES
Medium
EXPECTED RESULTS
Cross-border cooperation enhanced.
INDICATORS
Needs analysis completed. Recommendations completed and forwarded. Trainings conducted.
RESPONSIBLE AGENCY
MoI/ASP-BMP
INVOLVED ACTORS
MoI, MoFA and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: BMP Costs: 50 000 euros Benefits: Personnel trained on international and cross border cooperation.
DURATION
1 year
PROPOSED TIMELINE
Ongoing
LINKS
Communication, Information Exchange and Information Technology
OBJECTIVE 1:
Develop and institutionalize international communication lines among BMP services at all levels to ensure proper communication and that all relevant information is exchanged.

<p>INDICATORS:</p> <p>Communication lines among BMP services are institutionalized and ensure communication as well as exchange of all relevant information.</p>
<p>CURRENT SITUATION</p> <p>Currently there exist police cooperation agreements with neighboring countries such as Montenegro, Macedonia, Kosovo, Greece and Italy, and Albania has ratified the Convention for Police Cooperation in Southeastern Europe. All listed agreements provide legal base for the creation of lines of communication and information exchange.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>The information to be exchanged primarily refers to migration movements, extent, structure and possible destinations, likely migration routes and means of transport used to cross the border illegally, and how the smugglers are organised. Furthermore, intelligence and analysis that refers to the current situation shall be communicated, likewise any planned measures that might be of relevance for the neighbouring border police services. It is essential to set up effective external communications mechanisms in order to create appropriate and accurate information systems and interfaces between governmental agencies.</p> <p>Border and Immigration service should enable data exchange of risk analysis with neighbouring countries and introduce an early warning system, in order to anticipate and fight efficiently the new forms of crime and illegal immigration.</p>
<p>PROPOSED ACTIONS</p> <p>Identification of current gaps and development of appropriate communication channels at all levels and in correlation with the border services abroad.</p> <p>Develop a manual for communication among border services in the region and wider.</p> <p>Implementation of the manual.</p>
<p>INTERESTED PARTIES</p> <p>MoI, MoF, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.</p>
<p>ACTION 1</p> <p>Identification of current gaps and development of appropriate communication channels at all levels and in correlation with the border services abroad.</p>
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Creation of a bilateral or multilateral working group and draft terms of reference for its functioning. 2. Exchange views and consult on the legislation, institutional and organisational changes needed for effective creation of international communication channels. 3. Promote the principle “need-to-know” in order to identify persons that need to be authorized to have access to information databases and to exchange information at bi- or multi-lateral levels. 4. Identification of and advice on the most appropriate and effective communication channels related to international cooperation on the border management. 5. Prepare recommendation and final common paper/position on ways and methods of communication on bilateral or multilateral relations. 6. Common paper submitted to relevant authorities and seeking for approval at national and bi- or multi-lateral levels.
<p>PRIORITIES</p> <p>Medium</p>
<p>EXPECTED RESULTS</p> <p>All relevant and needed information related to effective border management is exchanged through appropriate communication channels among border agencies at bi- or multi-national levels.</p>
<p>INDICATORS</p> <p>Legal, institutional and organisational changes identified.</p> <p>Border police officers and border police units at various level attributed with “need-to-know” principle determined.</p> <p>Common position paper drafted and submitted for approval.</p> <p>Common position paper approved.</p>

RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MoFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 5000 euro Benefits: Information between border agencies is exchanged through proper channels of communication.
DURATION 1 year
PROPOSED TIMELINE September 2008
LINKS
ACTION 2 Develop a manual on communication among border services in the region and wider.
ACTIVITIES 1. The sub-working group on international cooperation/communication to develop a manual. 2. Approval of manual on international communication among border services by inter-ministerial committee.
PRIORITIES Medium
EXPECTED RESULTS Rules on international cooperation are set in the manual and communication is based on its provisions.
INDICATORS Manual developed Manual approved.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 5000 euro Benefits: Good practices of communication and exchange of information between agencies

DURATION
1 year
PROPOSED TIMELINE
June 2009
LINKS
ACTION 3
Implementation of the manual.
ACTIVITIES
<ol style="list-style-type: none"> 1. Distribute the manual to national border service and to border agencies of neighbouring countries as well as other interested border agencies. 2. Conduct meetings at national or international level and communication in accordance with the manual. 3. In coordination and collaboration with border police of the neighbouring countries or wider monitor the implementation of the manual and update if needed.
PRIORITIES
Medium
EXPECTED RESULTS
Communication structure among border agencies at all levels and at bi- or multi-lateral levels improved.
INDICATORS
Manual distributed and used.
RESPONSIBLE AGENCY
MoI/ASP-BMP
INVOLVED ACTORS
MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: BMP</p> <p>Costs: Administrative costs</p> <p>Benefits: Good practices of communication and exchange of information between agencies</p>
DURATION
6 months
PROPOSED TIMELINE
September 2009
LINKS
ACTION 4
Measures should be taken to ensure advanced passengers information (API) is provided to the BMP.

ACTIVITIES 1. Initiate discussions with airline and ferryboat operators. 2. Conclude passenger manifest agreements. 3. Set up protocol for transfer of information.
PRIORITIES High
EXPECTED RESULTS Passenger manifest provided prior to aircraft or ferryboat arrival.
INDICATORS Agreements concluded; protocols established.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MFA, and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Better control of entrance and exits
DURATION 1 year
PROPOSED TIMELINE January 2009
LINKS
OBJECTIVE 2: To further develop and extend the network of liaison officers to other countries or international organizations.
INDICATORS: Establishment of the network of liaison officers region- or world wide and facilitationa and enhancement of information exchanged.
CURRENT SITUATION Currently Albania has liaison officer in SECI centre in Bucharest, as well as in Italy, Greece, and Turkey and close to UNMIK. The need to assign liaison officers with other countries and organisations should be taken into consideration in the close future.
REQUIREMENTS AND GOOD PRACTICES Border agencies shall assist each other and shall maintain close and constant cooperation with a view to the effective implementation of border control. Coordination in this area can be done trough establishing a network of liaison officers which task is providing advice and assistance. The secondment of liaison officers is intended to further develop and

accelerate cooperation between border police agencies, particularly by providing assistance in the form of info-exchange, executing requests for mutual police assistance and with tasks carried out by the authorities responsible for border surveillance.
PROPOSED ACTIONS Creation of the liaison officers network by determining countries/organisations of a special and/or mutual interest. Establish a transparent "rules of engagement" for the LO appointed to liaison duties including selection, training and preparation programme. Assignments abroad and communication with the home agencies during LO's tour of duty.
INTERESTED PARTIES MoI, MoF, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Creation of the liaison officers network by determining countries/organisations of a special and/or mutual interest.
ACTIVITIES 1. Identify countries/organisations where presence of LO can contribute to better communication, prompt information exchange and enhancement of the border security related tasks. 2. Coordination and negotiation with the identified potential partner-states or organisations on the new attachments or to extend the existing LOs. 3. Draft agreement or protocols (where agreement already exists) on exchange of LO. 4. Submit agreements to relevant authorities for approval.
PRIORITIES Medium
EXPECTED RESULTS LO network extended and communication and information exchange through LO improved.
INDICATORS Potential partner-states and international organisations identified. Negotiations with potential partner-states/IO concluded. Draft agreements/protocols prepared and submitted for approval.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Proper legal framework to establish the network of liaison officers
DURATION Continuous
PROPOSED TIMELINE Ongoing

LINKS
ACTION 2 Establish a transparent “rules of engagement” for the LO appointed to liaison duties including selection, training and preparation programme.
ACTIVITIES 1. Draft manual for liaison officers that include clear description of their duties, working methodology and other operating procedures. 2. Set up clear selection requirements for assignments of LO abroad. 3. Draft training curriculum for LO. 4. Draft tailor-made preparation programme before assignments abroad. 5. Support and assistance programme for LO working abroad.
PRIORITIES Medium
EXPECTED RESULTS LO network extended and communication and information exchange through LO improved.
INDICATORS Potential partner-states and international organisations identified. Negotiations with potential partner-states/IO concluded. Draft agreements/protocols prepared and submitted for approval.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 1000 euro Benefits: Higher professionalism of liaison officers.
DURATION 6 months
PROPOSED TIMELINE Ongoing
LINKS
ACTION 3 Assignments abroad and communication with the home agencies during LO’s tour of duty.
ACTIVITIES

<ol style="list-style-type: none"> 1. Individual pre-assignment activities for deployment abroad. 2. Equip LO with all necessary technical equipments as well as special equipment if necessary. 3. Define means of communication and communication channels with border agencies back home. 4. Establishing a support office for information/report collection, analysis and distribution.
PRIORITIES Medium
EXPECTED RESULTS Liaison officers' performance is improved, effective and results oriented.
INDICATORS Pre-assignment activities based on individual needs concluded. Technical and other needed equipment delivered and communication lines between LO and home agencies established. Liaison officer's support office established and in function.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 100.000 euro Benefits: Degree of management of information increased.
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS
OBJECTIVE 3: Appropriate technical solution for a direct and non-expensive exchange of information should be defined.
INDICATORS: Technical solutions defined and in function. Information exchange runs in a direct and through low-cost communication providers networks.
CURRENT SITUATION Currently there is no proper technical solution for direct communication with BCPs in neighboring countries or at the central level. All border agencies are using public means of communication. Recently the BMP Director had VOIP installed in his office. Other BMP personnel will eventually have access to this service.
REQUIREMENTS AND GOOD PRACTICES Efficient implementation of information exchange as well as improvement of communication among border agencies needs appropriate technical means to data transfer and

communication technology should be determined. It is necessary to define the modalities of the information exchange and to define levels of exchange. All necessary measures shall be taken into consideration to protect data transfers through public communications networks regarding cryptological security, protection of data as well as virus protection. Although the most cost/benefit technical solution are recommended, the system should be protected against potential breaks in.
PROPOSED ACTIONS 1. Determine possible and feasible technical solutions in coordination with border services abroad and external partners/companies. 2. Installation of the direct communication lines among border agencies involved.
INTERESTED PARTIES MoI, MoF, MAFCP, MoJ, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Determine possible and feasible technical solutions in coordination with border services abroad and external partners/companies.
ACTIVITIES 1. Creation of bi- or multi-lateral level technical working group to discuss possible and feasible technical solutions. 2. Consultations with communication specialists and public networks providers. 3. Examine various options to ensure effective but secure data transfer. 4. Prepare final paper on the agreed technical solutions and submit it to relevant authorities.
PRIORITIES Medium
EXPECTED RESULTS Data and information are exchanged through secure and low-cost communication lines and networks.
INDICATORS Technical working group created. Consultations concluded and common proposals agreed. Common paper drafted and submitted.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Legal framework and infrastructure for data and information exchange.
DURATION Ongoing
PROPOSED TIMELINE June 2009

LINKS
ACTION 2 Installation of the direct communication lines among border agencies involved.
ACTIVITIES 1. Draft technical specifications for tender in coordination with other interested border services. 2. Coordination of activities on financial matters. 3. Tender evaluation and selection of a bidder for works. 4. Following work on instalation of the communication lines. 5. Organizing on-the-job training for the border police staff.
PRIORITIES Medium
EXPECTED RESULTS Communication network is instaled.
INDICATORS Draft to include provisions for security. Installtion works accomplished.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS MoI, MoF, MoAFCP, MFA, Ministry of European Integration and international partners.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 400.000 euro Benefits: Communication and exchange of information facilitated.
DURATION 2 years
PROPOSED TIMELINE December 2009
LINKS
Infrastructure and Equipment
OBJECTIVE 1: Construction works or upgrading of border infrastructure to be coordinated with the BP services of the neighbouring countries and whenever possible to consider creation of joint

BCPs.
INDICATORS: Border agencies coordinate activities related to construction works or upgrading of border infrastructure. Possible solutions on joint infrastructure discussed and agreements drafted.
CURRENT SITUATION The design of the BCP infrastructure is not coordinated with neighboring countries. Existing infrastructure in some cases is not compatible with the infrastructure of the neighboring country. This does not facilitate cross-border movement. Currently there are no joint BCPs.
REQUIREMENTS AND GOOD PRACTICES The upgrading of BCPs should be coordinated with the neighboring countries. BCP infrastructure should be as compatible as possible on both sides of the border. The possibility of establishing joint BCPs represents a useful and cost effective tool in promoting cross-border cooperation.
PROPOSED ACTIONS 1. Develop a Master Plan to include a gap analysis on BCP infrastructure needs. 2. Develop and implement BCP infrastructure-related projects in consultation with the neighboring countries.
INTERESTED PARTIES Council of Ministers, MoI, MoF, MPWTT, MAFCP, MoFA, Ministry of European Integration and corresponding ministries of other countries.
ACTION 1 Develop a Master Plan to include a gap analysis on BCP infrastructure needs.
ACTIVITIES 1. Creation of bilateral Interministerial technical working groups. 2. Identification of the needs and priorities in the country taking into consideration the BCP infrastructure of the neighbouring countries. 3. Develop Master Plan.
PRIORITIES Medium
EXPECTED RESULTS Cross-border movement facilitated.
INDICATORS Master Plan completed and approved.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS Council of Ministers, MoI, MoF, MPWTT, MAFCP, MoFA, and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Master plan accomplished Benefits: Infrastructure needs identified.

DURATION Continuous
PROPOSED TIMELINE Master plan accomplished.
LINKS
ACTION 2 Develop and implement BCP infrastructure-related projects in consultation with the neighboring countries.
ACTIVITIES 1. Establish sub-working group for BCP infrastructure project development. 2. Prepare individual BCP infrastructure project proposals based upon projected future needs in order of priority in consultation with neighboring countries and Master Plan (joint BCP infrastructure included). 3. Obtain funding for project implementation. 4. Implement projects.
PRIORITIES Medium
EXPECTED RESULTS Cross-border movement facilitated.
INDICATORS Project proposals prepared. Funding obtained. Projects implemented.
RESPONSIBLE AGENCY MoI/ASP-BMP
INVOLVED ACTORS Council of Ministers, MoI, MoF, MPWTT, MAFCP, MoFA, and corresponding ministries of other countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: 2,5 mio euro Benefits: Appropriate infrastructure for border services.
DURATION Continuous.
PROPOSED TIMELINE June 2006

LINKS
Objective 1
OBJECTIVE 2:
Promote common use of equipment by BP services of neighbouring countries wherever it is possible for the purpose of increasing efficiency.
INDICATORS
Equipment that can be used for common purposes identified. Agreements on common use of equipment achieved.
CURRENT SITUATION
Currently there are no official agreements that allow for the common use of equipment. However, based on informal relations of BCP commanders, informal use of equipment (document examination devices) takes place at a limited number of BCPs. REQUIREMENTS AND GOOD PRACTICES It is recommended to define the common use of equipment at BCPs, especially when this equipment is possessed only by one side.
PROPOSED ACTION
Ensure common use or sharing of equipment to the maximum extent possible.
INTERESTED PARTIES
Ministry of Interior, BMP and corresponding agencies of other countries.
ACTION
Ensure common use or sharing of equipment to the maximum extent possible.
ACTIVITIES
1. Prepare legal instruments in consultation with neighboring countries. 2. BCP commanders examine current equipment status and needs. 3. Each BCP commander shall define in consultation with counterpart commander possibility of common use of equipment. 4. BCP commanders prepare relevant proposals including procedures and submit them to BMP Directorate for consideration and approval by ASP General Directorate.
PRIORITIES
Medium
EXPECTED RESULTS
Improved border control and efficiency at BCPs.
INDICATORS
Proposals and procedures developed Equipment for common use identified. Common use of equipment established.
RESPONSIBLE AGENCY
Mol/ASP-BMP, MoFA
INVOLVED ACTORS
Ministry of Interior, BMP and corresponding agencies of other countries.

COSTS AND BENEFITS FROM MAIN ACTORS Agency: BMP Costs: Administrative costs Benefits: Effective use of equipment
DURATION 2 years/continuous
PROPOSED TIMELINE December 2008
LINKS Objective 1
<h2>CUSTOMS – INTERNATIONAL COOPERATION</h2>
<h3>Legal and Regulatory Framework</h3>
OBJECTIVE 1 Assess MoU and other bylaws that regulate international cooperation among parties involved and draft amendments and/or new legislation as needed.
INDICATORS: MoUs and/or other legislation adopted.
CURRENT SITUATION: Based on the existing legislation international cooperation is regulated up to a certain level by laws of each country which is involved and international laws. There is a legal framework which contains cooperation modalities, but this is not sufficient.
REQUIREMENTS AND GOOD PRACTICES International cooperation must be on the highest priority especially in the exchange of information and joint operations. Cooperation and coordination of different countries responsible must be clearly determined. These MoUs and/or bylaws should cover the whole spectrum of cooperation (joint risk analysis, exchange of information and experience, training cooperation, investigation and joint operations). Agreements with important customs administrations of strategic importance for Albania should be completed. To fight fiscal evasion, it is necessary that the ACS carry out amendments to legislation to promote operational capacities and protocols and the creation of 'clearance' practices on customs procedures and practices.
PROPOSED ACTION Conduct and assess the gap analysis of the existing legal and regulatory framework for international cooperation compared to EU standards and draft and approve amendments or legislation.
INTERESTED PARTIES ASC/Foreign Affairs Directorate, Judicial Directorate, Law Enforcement Department and other interested parties.
ACTION

Conduct and assess the gap analysis of the existing legal and regulatory framework for international cooperation compared to EU standards and draft and approve amendments or legislation.
ACTIVITIES 1. To analyze the legal framework for international cooperation and assess the possibilities for improvement. 2. To draft MoU and/or new legislation as needed. 3. Approval of MoU and/or new legislation.
PRIORITY High
EXPECTED RESULTS Legal and regulatory framework for international cooperation is based on EU good practices.
INDICATORS MoU and/or new legislation is drafted and approved.
RESPONSIBLE AGENCY ASC/Foreign Affairs Directorate, Judicial Directorate of ACS and Law Enforcement Department.
INVOLVED ACTORS ASC/Foreign Affairs Directorate, Judicial Directorate, Law Enforcement Department and other interested parties.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 100.000 euro Benefits: Legal and regulatory framework on international cooperation in compliance with EU requirements.
DURATION Ongoing
PROPOSED TIMELINE: First quarter of 2008
LINKS
Management and Organization
OBJECTIVE 1 Regular and periodical meetings of border agencies should take place at international level to create proper conditions for cooperation and communication.
INDICATORS International meetings are held.
CURRENT SITUATION Formalized international meetings involving management level do not take place on a regular basis.

REQUIREMENTS AND GOOD PRACTICES
Gaps in border management are more easily identified when management meets their international counterparts on a regular basis.
PROPOSED ACTIONS
<ol style="list-style-type: none"> 1. To prepare an annual plan and topics to be discussed between agencies from both sides of the border. 2. To convene meetings according to plan and additionally according to needs.
INTERESTED PARTIES
ASC/Foreign Affairs Directorate, Law Enforcement Department and other interested parties.
ACTION 1
To prepare an annual plan and topics to be discussed between agencies from both sides of the border
ACTIVITIES
<ol style="list-style-type: none"> 1. To create a working group consisting of representatives from agencies on both sides of the border at each BCP. 2. To research areas of common interest. 3. To prepare a plan with topics for discussion at joint meetings. 4. Obtain approval of plan.
PRIORITY
Medium
EXPECTED RESULTS
Plan for international meetings is developed.
INDICATORS
International working group created. Topics of common interest identified.
RESPONSIBLE AGENCY
ACS
INVOLVED ACTORS
ACS and relevant counterparts from other countries.
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: ACS</p> <p>Costs: 35.000 euro</p> <p>Benefits: Communication, coordination, cooperation between customs agencies on the two sides of the borders improved.</p>
DURATION
6 months
PROPOSED TIMELINE
First quarter of 2008
LINKS

ACTION 2
To convene meetings according to plan and additionally according to needs
ACTIVITIES
Consult with associated international agencies and convene meetings
PRIORITY
Medium
EXPECTED RESULT
Improved communication and understanding between agencies from different countries.
INDICATORS
Meetings take place according to plan and upon need.
RESPONSIBLE AGENCY
ACS
INVOLVED ACTORS
ACS and relevant counterparts from other countries
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 210.000 euro Benefits: Communication, coordination, cooperation between customs agencies on the two sides of the borders improved.
DURATION
6 months
PROPOSED TIMELINE
First quarter of 2008
LINKS
OBJECTIVE 2
Participate in international operations.
INDICATORS
Albanian participation in international operations increased.
CURRENT SITUATION
Currently Albanian participation in international operations is not at the required level. ACS is participating in joint operations with European countries and joint operations have taken place in the past. Requirements and good practices Intensification of cooperation with the EU and other international organizations dealing with international trade and customs cooperation is an objective that ensures quick and qualitative exchange of information, especially regarding risk analysis.

The coordination of joint operations helps succumb illegal trade and other forms of cross-border crime.
PROPOSED ACTIONS 1. Intensify cooperation with the EU and other international organizations dealing with international trade and customs cooperation 2. Plan and implement joint operations with neighboring countries.
INTERESTED PARTIES ACS and agencies from adjacent countries
ACTION 1 Intensify cooperation with the EU and other international organizations dealing with international trade and customs cooperation.
ACTIVITIES Develop a plan for regular participation in joint operations and exercises with EU members and international organizations. Implement plan.
PRIORITY Medium
EXPECTED RESULTS ACS regularly participates in joint operations.
INDICATORS Plan developed.
RESPONSIBLE AGENCY MoF/ACS
INVOLVED ACTORS MoF/ACS and international counterparts.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 140.000 euro Benefits: Facilitation of trade at regional level and illegal traffics avoided.
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS
ACTION 2 Plan and implement joint operations with neighboring countries.

ACTIVITIES 1. Develop a plan for joint operations together with neighboring countries. 2. Implement plan.
PRIORITY Medium
EXPECTED RESULTS ACS regularly conducts joint operations with neighboring countries.
INDICATORS Plan for joint operations developed.
RESPONSIBLE AGENCY ACS
INVOLVED ACTORS ACS and relevant counterparts from neighboring countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 140.000 euro Benefits: Facilitation of trade at regional level, illegal traffics avoided and cross border crime prevented.
DURATION Continuous
PROPOSED TIMELINE Ongoing
LINKS
Procedures
OBJECTIVE Harmonize, standardize and simplify border control procedures relating to cross border cooperation.
INDICATORS Border control procedures are standardized.
CURRENT SITUATION Currently, border control procedures are not fully harmonized and standardized between countries.
REQUIREMENTS AND GOOD PRACTICES Procedures at BCPs and at the green/blue borders should be harmonized and simplified in order to avoid duplication of work and checks. In this regard coordinated controls are

important, and any unnecessary or double controls need to be avoided in order to improve the flow of traffic across the borders; one stop/one window principle should be considered.
PROPOSED ACTION Improve, harmonize and simplify procedures at BCPs and green/blue borders for international cooperation.
INTERESTED PARTIES ACS and Customs agencies from adjacent countries
ACTION Improve, harmonize and simplify procedures at BCPs and green/blue borders for international cooperation.
ACTIVITIES <ol style="list-style-type: none"> 1. Create international working group for cross border procedures. 2. Review existing procedures between countries 3. Draft proposals to improve, harmonize and simplify procedures in BCPs and green/blue borders. 4. Obtain approval from all participating countries. 5. Familiarize personnel with new procedures. 6. Implement procedures.
PRIORITY Medium
EXPECTED RESULTS Harmonized, standardized and simplified procedures in BCPs being used in daily work.
INDICATORS Proposals drafted, approved and implemented.
RESPONSIBLE AGENCIES MoF/ACS and agencies from adjacent countries
INVOLVED ACTORS MoF/ACS, MoFA and agencies from adjacent countries
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 100.000 euro Benefits: More effective service in BCPs
DURATION 1-2 years
PROPOSED TIMELINE: Ongoing
LINKS

Human Resources and Training

OBJECTIVE 1

Personnel should be adequately trained for cross border cooperation.

INDICATORS:

All personnel assigned to the border have received adequate training.

CURRENT SITUATION:

No cross border training programmes have been developed and organized by ACS. There are very few joint programmes and where these exist they have been initiated by international organisations.

REQUIREMENTS AND GOOD PRACTICES

Training needs should be regularly analysed and training programmes adjusted as necessary.

INTERESTED PARTIES

ACS and agencies from adjacent countries

PROPOSED ACTIONS

1. ACS to organise workshops and exchange programmes with international participation where necessary.
2. ACS to organise foreign language training in order to facilitate international cooperation. International actors such as the British Council and Greek Embassy should be approached regarding support in language training.

ACTION 1

Organize workshops and exchange programmes with international participation where necessary.

ACTIVITIES

1. Conduct training needs analysis relating to international workshop and exchange programmes.
2. Develop training programme, curriculum and schedule.
3. Implement training program.

PRIORITY

Medium

EXPECTED RESULTS

Improved international cooperation by ACS personnel.

Indicators

Training plan developed. Workshops and exchange programmes implemented.

RESPONSIBLE AGENCY

ACS/Training Sector

INVOLVED ACTORS

ACS/Training Sector and agencies from adjacent countries.

COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 120.000 euro Benefits: Personnel trained in specific areas and improvement of cooperation.
DURATION 12 months
PROPOSED TIMELINE: Ongoing
LINKS
ACTION 2 ACS to organise foreign language training in order to facilitate international cooperation. International actors such as the British Council and Greek Embassy should be approached regarding support in language training.
ACTIVITIES 1. Conduct foreign language training needs analysis 2. Develop foreign language training programs in consultation with international actors. 3. Implement foreign language training programs.
PRIORITY Medium
EXPECTED RESULTS Staff are able to easily communicate with other nationalities and therefore are more effective in their job.
INDICATORS Courses being arranged to teach ACS border staff English, Montenegrin, Macedonian and Greek languages.
RESPONSIBLE AGENCIES ACS/Training Sector
INVOLVED ACTORS ACS/Training Sector
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 70.000 euro Benefits: Communication and service improved.
DURATION Continuous
PROPOSED TIMELINE

March 2008
LINKS
Communication and Information Exchange
OBJECTIVE 1 Develop international communication lines at all levels with other customs administrations to ensure that all relevant information is exchanged.
INDICATORS: A MoU or agreement for the international exchange of information with other customs administrations drafted and signed.
CURRENT SITUATION: International communication and information exchange is not at the appropriate level. Communication and information exchange at the local level with neighboring countries neither formalized nor institutionalized. The current system of formal exchange involves written requests which have to be submitted through the respective headquarters or SECI. There is an agreement with Italy for exchange of cargo data but such data from other countries, if required quickly, has to be obtained informally. It is planned for the second half of 2006 to link the Macedonian and Albanian ASYCUDA++ systems. There is also an effort to promote SEMS (South East European Messaging System) to deal with real time exchange of passenger and cargo information between states. The link between Tirana and Prishtina should be completed also in 2006.
REQUIREMENTS AND GOOD PRACTICES Communication between the various States needs to be a high priority. Relevant information should be shared between countries. The exact nature of the information and how to exchange it needs to be identified in agreements. Efforts must be carried out to integrate for example current and future IT systems in order to achieve an efficient exchange of information. All necessary measures must be taken for the protection of the IT systems.
PROPOSED ACTIONS 1. Identification of current gaps and development of appropriate ways of international communication at all levels. 2. Ensure the integration of current and future IT systems operating at the border in order to permit international access and information sharing as necessary. 3. Develop and implement guidelines for international communication.
INTERESTED PARTIES ACS and relative sectors of neighboring countries
ACTION 1 Identification of current gaps and development of appropriate ways of international communication at all levels.
ACTIVITIES 1. To set up a sub-working group in contact with international counterparts in other customs administrations. 2. To identify gaps and define topics for information exchange. 3. To develop appropriate ways of international communication and information exchange at all levels. 4. To create contact points at all levels. 5. Approval of proposals.
PRIORITY Medium
EXPECTED RESULTS Appropriate ways of international communication at all levels are identified and accepted.

INDICATORS
Needs identified. Proposals drafted. Proposals approved.
RESPONSIBLE AGENCY
ACS
INVOLVED ACTORS
ACS, MoFA, and appropriate sectors of neighboring countries.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 100.000 euro Benefits: Prevention of illegal trafficking, cross border crime and avoidance of delays.
DURATION
12 months
PROPOSED TIMELINE
Ongoing
LINKS
International Cooperation: Management and Organization International Cooperation: Procedures
ACTION 2
Ensure the integration of current and future IT systems operating at the border in order to permit international access and information sharing as necessary
ACTIVITIES
1. To assess the possibilities to integrate actual and future IT systems. 2. To define ways, methods, specific data and level of access to integrated IT systems. 3. To draft a MoU or agreement. 4. Approval and implementation of MoU or agreement.
PRIORITY
high
EXPECTED RESULTS
Information is exchanged through integrated IT systems.
INDICATORS
Options for integration of IT systems assessed. MoU or agreement drafted and approved.
RESPONSIBLE AGENCY
ACS
INVOLVED ACTORS

ACS, MoFA, and appropriate sectors of neighboring countries
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 700.000 euro Benefits: Prevention of illegal trafficking, cross border crime, avoidance of delays and safety in international transport.
DURATION Ongoing
PROPOSED TIMELINE Ongoing
LINKS Objective
ACTION 3 Develop and implement guidelines for international communication.
ACTIVITIES 1. Develop guidelines for international communication. 2. Approval of guidelines on international communication. 3. Implementation of guidelines on international communication.
PRIORITY High
EXPECTED RESULTS Improved communication with international partners.
INDICATORS Manual drafted, approved and implemented.
RESPONSIBLE AGENCIES ACS
INVOLVED ACTORS ACS, MoFA, and appropriate sectors of neighboring countries
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 80.000 euro Benefits: Proper legal and regulatory framework for international communication
DURATION 6 months

PROPOSED TIMELINE:
September 2008
LINKS
Infrastructure, Equipment and IT
OBJECTIVE 1
Where appropriate, have a suitable joint infrastructure which is properly maintained.
INDICATORS
Suitable infrastructure for joint use identified. Joint use of infrastructure takes place where appropriate.
CURRENT SITUATION
There is no joint infrastructure with the BCPs of neighboring countries.
REQUIREMENTS AND GOOD PRACTICES
To share equipment and accomodation in order to be cost effective and improved cooperation.
PROPOSED ACTION
To the extent possible use selected infrastructure at the BCPs jointly with neighboring countries.
INTERESTED PARTIES
ACS/ Investment Directorate, MFA, MoJ, Council of Ministers and responsible agencies from adjacent states.
ACTION
To the extent possible use selected infrastructure at the BCPs jointly with neighboring countries.
ACTIVITIES
<ol style="list-style-type: none"> 1. To create a sub working group with international participation. 2. To assess the possibilities for the joint use of infrastructure. 3. To define priorities and to develop recommendations. 4. To develop agreements (e.g. MoUs) and joint investment, implementation and maintenance plans and to forward for approval. 5. To implement the joint plans.
PRIORITY
low
EXPECTED RESULTS
Internatinal cooperation is improved. Where appropriate BCP infrastructure is used jointly.
INDICATORS
<p>The needs are identified.</p> <p>Joint plans approved and implemented.</p>

RESPONSIBLE AGENCY SHDSH ACS
INVOLVED ACTORS ACS/ Investment Directorate, MFA, MoJ, Council of Ministers and responsible agencies from adjacent states.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: ACS Costs: 12.000 euro Benefits: facilitation of trade and faster controls
DURATION 18 months
PROPOSED TIMELINE October 2008
LINKS
OBJECTIVE 2 To share equipment and facilities with neighboring states where and when appropriate.
INDICATORS Plans regarding equipment sharing with neighboring countries drafted, agreed and implemented.
CURRENT SITUATION There is no joint use of equipment with the Customs administration of the neighbouring countries. REQUIREMENTS AND GOOD PRACTICES Joint use of equipment will increase effective control at the border and facilitate cross-border cooperation.
PROPOSED ACTIONS 1. Identify equipment suitable for joint use at BCPs. 2. Develop and implement agreements (e.g. MoUs) with neighboring states.
INTERESTED PARTIES ACS, ASP, neighboring states
ACTION 1 Identify equipment suitable for joint use at BCPs.
ACTIVITIES 1. To create a sub- working group. 2. To assess the possibilities for joint use of equipment. 3. To define priorities and to develop recommendations. 4. To forward recommendations for approval.

PRIORITY
Medium
EXPECTED RESULTS
More effective border control due to joint use of equipment and facilities.
INDICATORS
The needs are identified. Recommendations are developed and approved.
RESPONSIBLE AGENCIES
ACS
INVOLVED ACTORS
MoF/ACS, ASP, MoFA, neighboring states
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: 22.000 euro Benefits: Facilitation of trade and faster controls
DURATION
12 months
PROPOSED TIMELINE
October 2008
LINKS
ACTION 2
Develop and implement agreements (e.g. MoUs) with neighboring states on joint use of equipment.
ACTIVITIES
1. Based upon approved recommendations develop agreements (e.g. MoUs) on joint use of equipment and facilities with neighboring states. 2. Negotiate and sign MoUs with neighboring states. 3. Implement MoUs.
PRIORITY
Medium
EXPECTED RESULTS
More effective border control due to joint use of equipment and facilities.
INDICATORS
MoUs developed, signed and implemented.

RESPONSIBLE AGENCIES
ACS
INVOLVED ACTORS
MoF/ACS, ASP, MoFA, neighboring states
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: ACS Costs: No costs Benefits: Use of equipment based on a common legal framework.
DURATION
1 year
PROPOSED TIMELINE
May 2008
LINKS
PHYTO – SANITARY SERVICE – INTERNATIONAL COOPERATION
Legal and Regulatory Framework
See chapter Intra-Service Cooperation, Legal and Regulatory Framework
Management and Organization
OBJECTIVE:
International cooperation and coordination is established at all levels in phytosanitary service
INDICATORS:
Coordination enabling smooth flow of goods. Meetings with neighbouring and other countries at all levels take place on a regular basis and upon need. "Notification of Interception" system at regional level (CARDS countries) is established
CURRENT SITUATION:
Mutual agreements with other countries exist, but still international cooperation can be improved.
REQUIREMENTS AND GOOD PRACTICES :
Coordination and cooperation with neighbouring countries must be in line with national legislation. Cooperation with phytosanitary inspection of other countries should be very close.
PROPOSED ACTION
To assess the situation of phytosanitary inspections at BCPs together with the neighbouring countries and increase cooperation.

INTERESTED PARTIES
Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, phytosanitary service of neighboring country.
ACTION
To assess the situation of phytosanitary inspection at BCPs together with the neighbouring countries and increase cooperation.
ACTIVITIES
<ol style="list-style-type: none"> 1. Head of Plant Protection Service, General Directorate of Food Security and Consumer Protection, sets up an international working group. 2. To assess together with phytosanitary services of the neighbouring countries the situation at BCPs using the "list of priority BCPs" and find a common standard for the BCPs (including opening hours, services at BCPs, which plant and plant products are allowed, etc.) 3. Elaboration of recommendations in order to improve coordination and cooperation at the borders. 4. Seek approval of recommendations. 5. To implement the recommendations.
PRIORITY
High
EXPECTED RESULTS
Work of phytosanitary inspectors at BCPs is harmonised ith the neighbouring countries.
RESPONSIBLE AGENCY
Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs.
INVOLVED ACTORS
Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs, international experts, corresponding agencies in neighboring countries.
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: PPS Costs: 10 000 euro Benefits: Increase of effectiveness of quarantine controls at BCPs
DURATION
1 year
PROPOSED TIMELINE
10-16 February 2008
LINKS
Procedures
OBJECTIVE:
The regular phytosanitary procedures and the procedures for intercepted consignments is harmonized with the procedures of the neighbouring countries.
INDICATORS:

Regular phytosanitary procedures and procedures for intercepted consignments are agreed upon and implemented.
CURRENT SITUATION: Present procedures are not fully in line with EU requirements and also not with all neighbouring countries. REQUIREMENTS AND GOOD PRACTICES: Notification of Interception shall be used in the whole region as agreed in the MoU on cooperation in combating introduction and spreading of organism harmful to plants and plant products, as well as on development of cooperation in the field of Phytosanitary inspections at the border inspection posts. The guidelines "Procedures at Airports/Ports and Road - Import of commercial goods - covering customs, phytosanitary and veterinary service Workflow" as elaborated in CARDS project shall be used in Albania and the neighbouring countries to ensure common procedures.
PROPOSED ACTION To implement standard procedures harmonised with procedures of neighboring countries.
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, phytosanitary service of neighboring country.
ACTION To implement standard procedures harmonised with procedures of neighboring countries
ACTIVITIES 1. To collect and analyze orders and existing procedures, also using the Guidelines "Procedures at Airports/Ports and Road - Import of commercial goods - covering customs, phytosanitary and veterinary service Workflow" as elaborated in the CARDS project 2. To identify gaps and needs 3. To develop standard procedures and draft manuals in coordination with neighboring countries 4. To send the draft-documents for approval.
PRIORITY High
EXPECTED RESULTS The procedures are in line with EU requirements and EU good practices and harmonised with the procedures of neighboring countries.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs.
INVOLVED ACTORS Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, international experts, corresponding services of neighboring countries.
COSTS AND BENEFITS FROM MAIN ACTORS Agency: PPS Costs: 5 000 euro Benefits: Drafting standard procedures and manuals in cooperation with neighboring countries and their publication.
DURATION 1 year
PROPOSED TIMELINE

June – July 2008
LINKS
Human Resources and Training
OBJECTIVE: Phytosanitary inspectors are trained on international cooperation procedures and attend international workshops and seminars.
INDICATORS: Trainings for phytosanitary inspectors are implemented.
CURRENT SITUATION: Currently no specialized training structure for international cooperation exists. But during the regional project "Support to and Coordination of Integrated Border Management Strategies" workshops with participants from the phytosanitary services have been organised.
REQUIREMENTS AND GOOD PRACTICES: Phytosanitary inspectors should be regularly trained on procedures for international cooperation and should have the possibility to attend language courses. International seminars and Workshops should be part of the training programme
PROPOSED ACTION Establish training on international cooperation and foreign language courses, and participate in international workshops and seminars.
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs, Ministry of Education
ACTION Establish training on international cooperation and foreign language courses, and participate in international workshops and seminars.
ACTIVITIES 1. To identify gaps and needs. 2. To develop a training programme and a policy for the participation in international events. 3. To send the training programme and policy for approval. 4. Implement training programme and language courses as well as the policy for the participation in international events.
PRIORITY High
EXPECTED RESULTS Phytosanitary inspectors have improved knowledge on international cooperation procedures and improved language skills. Phytosanitary inspectors attend international workshops and seminars.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspection at BCPs

INVOLVED ACTORS
Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs, international experts
COSTS AND BENEFITS FROM MAIN ACTORS
Agency: PPS Costs: 97 000 euro Benefits: Staff trained, inspectors capable to perform tasks of quarantine control.
DURATION
1 year
PROPOSED TIMELINE
15 October -30 November 2008
LINKS
Communication and Information Exchange
OBJECTIVE:
Regular communication and information exchange with neighboring countries and other countries takes place.
INDICATORS:
Regular meetings are in place as well as ad-hoc meetings upon need. Notification of Interception is used.
CURRENT SITUATION:
Mutual Agreements with other countries exist, but still information exchange and communication needs to be improved. Current infrastructure of BCPs does not allow the communication and information exchange to be in the required level.
REQUIREMENTS AND GOOD PRACTICES:
Safe and fast information exchange on all levels must be possible via phone, telefax or e-mail. Regular and ad-hoc meetings on all levels should be established.
PROPOSED ACTION
Draft guidelines for communication and information exchange with neighbouring countries and other countries.
INTERESTED PARTIES
Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs.
ACTION
Draft guidelines for communication and information exchange with neighbouring countries and other countries.
ACTIVITIES
1. To set up the Working group 2. To identify gaps and needs

<p>3. To use the MoU on cooperation in combating introduction and spreading of organism harmful to plants and plant products, as well as on development of cooperation in the field of</p> <p>4. Phytosanitary inspections at the border posts as a basis for the guideline</p> <p>5. To develop guideline</p> <p>6. To send the guideline for approval.</p> <p>7. Implement guideline</p>
<p>PRIORITY</p> <p>High</p>
<p>EXCEPTED RESULTS</p> <p>Regular information exchange and communication is in place.</p>
<p>INDICATORS</p> <p>Gaps are analysed. Guideline is drafted, approved and implemented.</p>
<p>RESPONSIBLE AGENCY</p> <p>Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs</p>
<p>INVOLVED ACTORS</p> <p>Ministry of Agriculture, Food and Consumer Protection, phytosanitary inspectors at BCPs, international experts, phytosanitary services of neighboring countries.</p>
<p>COSTS AND BENEFITS FROM MAIN ACTORS</p> <p>Agency: PPS</p> <p>Costs: 9500 euro</p> <p>Benefits: Fast and efficient communication</p>
<p>DURATION</p> <p>1 year</p>
<p>PROPOSED TIMELINE</p> <p>Ongoing</p>
<p>LINKS</p>
<p>Infrastructure and Equipment</p> <p>See chapter Intra-Service Cooperation, Infrastructure and Equipment</p>
<p>VETERINARY INSPECTORATE SERVICE – INTERNATIONAL COOPERATION</p>
<p>Legal and Regulatory Framework</p> <p>See Chapter: Intra-service Cooperation, Legal and Regulatory Framework</p>

Management and Organization

OBJECTIVE:

International cooperation and coordination is established at all levels in Veterinary Service

INDICATORS:

1. Meetings with neighbouring and other countries at all levels take place regularly and upon need.
2. "Notification of Interception" system at regional level (CARDS countries) is established.

CURRENT SITUATION:

Mutual Agreements with some neighbouring countries exist, but still international cooperation can be improved.

REQUIREMENTS AND GOOD PRACTICES :

Coordination and cooperation with neighbouring countries must be in line with national legislation
Cooperation with veterinary services of other countries should be very close.

PROPOSED ACTION

To assess the cooperation of veterinary services at BCPs together with the neighbouring countries and to find a common way of working.

INTERESTED PARTIES

Ministry of Agriculture, Food and Consumer Protection, Veterinary Services at BCPs, veterinary services of neighboring countries.

ACTION

To assess the cooperation of veterinary services at BCPs together with the neighbouring countries and to find a common way of working.

ACTIVITIES

1. Head of Veterinary Service sets up a working group.
2. To assess together with veterinary services of the neighbouring countries the situation at BCPs using the "list of priority BCPs" and find a common standard for the BCPs at both sides of the border (e.g. opening hours, services at BCPs, e.c.t.).
3. Elaboration of recommendations in order to improve international coordination and cooperation at the borders.
4. To give recommendations to the responsible authority.
5. Approval of recommendations.
6. To implement the recommendations.

PRIORITY

High

EXPECTED RESULTS

Work of veterinary service at BCPs is coordinated with the neighbouring countries. Improved cross-border cooperation.

RESPONSIBLE AGENCY

Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs, veterinary services of neighboring countries.

INVOLVED ACTORS

Ministry of Agriculture, Food and Consumer Protection, phytosanitary services at BCPs, relevant international counterparts, national or international experts

COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 10 000 euro Benefits: Effectiveness of veterinary control in BCPs increased.
DURATION 1 year
PROPOSED TIMELINE 10-16 February 2008
LINKS
<h2>Procedures</h2>
OBJECTIVE: The regular veterinary procedures and the procedures for intercepted consignments is in line with EU requirements and with neighbouring countries.
INDICATORS: Regular veterinary procedures and procedures for intercepted consignments are in place.
CURRENT SITUATION: Present procedures are not fully in line with EU requirements and also not harmonised with all neighbouring countries.
REQUIREMENTS AND GOOD PRACTICES: Notification of interception shall be used in the whole region as agreed in the MoU on cooperation in combating introduction and spreading of organism harmful to plants and plant products, as well as on development of cooperation in the field of Veterinary inspections at the border posts. Guidelines "Procedures at Airports/Ports and Road - Import of commercial goods - covering customs, veterinary and phytosanitary service workflow" as elaborated in CARDS project shall be used in Albania and the neighbouring countries to ensure common procedures.
PROPOSED ACTION To implement standard procedures according to EU requirements for procedures
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection, Veterinary Services at BCPs, relevant international counterparts.
ACTION To implement standard procedures according to EU requirements for procedures
ACTIVITIES 1. To set up the working group on standard procedures. 2. To collect and analyze orders, guidelines, and existing procedures also using Guidelines "Procedures at Airports/Ports and Road - Import of commercial goods - covering customs, veterinary and phytosanitary service workflow" as elaborated in CARDS project 3. To identify gaps and needs 4. To develop standard procedures, harmonised with neighboring countries and draft manuals 5. To send the draft-documents for approval.

6. Apply procedures
PRIORITY High
EXPECTED RESULTS The procedures are in line with EU requirements and EU good practices.
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs
INVOLVED ACTORS Ministry of Agriculture, Food and Consumer Protection, Veterinary services at BCPs, national or international experts, relevant international counterparts
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS Costs: 5000 euro Benefits: Drafting standard procedures, manuals, their publication and distribution
DURATION 1 year
PROPOSED TIMELINE June – July 2008
LINKS
Human Resources and Training
OBJECTIVE: Veterinary inspectors are trained on international cooperation procedures and attend international workshops and seminars.
INDICATORS: Trainings for veterinary inspectors are in place
CURRENT SITUATION: Currently no specialized training structure for international cooperation exists. But during the regional project "Support to and Coordination of Integrated Border Management Strategies" workshops with participants from the veterinary services have been organised.
REQUIREMENTS AND GOOD PRACTICES: Veterinary inspectors should be regularly trained on the procedures for international cooperation and should have the possibility to attend language courses. International seminars and workshops should be part of the training programme
PROPOSED ACTION Establish training on international cooperation and foreign language courses

INTERESTED PARTIES
Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs, relevant international counterparts
ACTION
Establish training on international cooperation and foreign language courses
ACTIVITIES:
<ol style="list-style-type: none"> 1. To set up the working group 2. To identify gaps and needs. 3. To develop a training programme 4. To send the training programme for approval. 5. Implement training programme and language courses 6. Develop and implement policy for the attendance of international workshop and seminars
PRIORITY
High
EXPECTED RESULTS
<ol style="list-style-type: none"> 1. Trained veterinary inspectors 2. Veterinary inspectors attend international workshops and seminars
RESPONSIBLE AGENCY
Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs
INVOLVED ACTORS
Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs, national or international experts
COSTS AND BENEFITS FROM MAIN ACTORS
<p>Agency: VS</p> <p>Costs: 97 000 euro</p> <p>Benefits: Staff trained and effectiveness of control increased.</p>
DURATION
1 year
PROPOSED TIMELINE
15 October-30 November 2008
LINKS
Communication and Information Exchange
OBJECTIVE:
Regular communication and information exchange with neighbouring countries and other countries

INDICATORS: Regular as well as ad-hoc meetings are in place. Notification of Interception is used
CURRENT STRUCTURE: Mutual Agreements with other countries exist, but still information exchange and communication can be improved. Current infrastructure of BCPs doesn't allow the communication and information exchange to be in the required level.
REQUIREMENTS AND GOOD PRACTICES: Safe and fast information exchange on all levels must be possible on all levels via phone, telefax or e-mail. Regular meetings on all levels should be established.
PROPOSED ACTION Draft Guideline for communication and information exchange with neighbouring countries and other countries
INTERESTED PARTIES Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs
ACTION Draft Guideline for communication and information exchange with neighbouring countries and other countries
ACTIVITIES 1. To set up the working group 2. To identify gaps and needs 3. Usage of MoUs on cooperation in the prohibition of use and proliferation of harmful products of animal origin, as well as on the improvement of cooperation in the field of Veterinary Inspection at BCPs as a basis for the manual. 4. To develop guideline 5. To send the guideline for approval. 6. Implement guideline
PRIORITY High
EXCEPTED RESULTS Regular information exchange and communication is in place
INDICATORS Guideline is approved
RESPONSIBLE AGENCY Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs, relevant services from neighboring countries.
INVOLVED ACTORS Ministry of Agriculture, Food and Consumer Protection, veterinary services at BCPs, relevant counterparts from neighboring countries, national or international experts
COSTS AND BENEFITS FROM MAIN ACTORS Agency: VS

Costs: 9500 euro Benefits: Fast and efficient communication in Veterinary service network.
DURATION 1 year
PROPOSED TIMELINE Ne vazhdimesi
LINKS
Infrastructure and Equipment
See chapter Intra-Service Cooperation, Infrastructure and Equipment

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