



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



Plani i Veprimit i Strategjisë Kombëtare të Republikës së Kosovës për
Menaxhimin e Integruar të Kufirit

Akcioni Plan Nacionalne Strategije Republike Kosova za Integrisano
Upravljanje Granicom

Action Plan of National Strategy of the Republic of Kosovo on Integrated Border
Management

Qershor –Jun-June
2013

Prishtinë-Prishtina-Pristina

Revised 01-05.12.2014

28.03.2016-01.04.2016



ACTION PLAN
OF NATIONAL STRATEGY OF THE REPUBLIC OF KOSOVO
ON INTEGRATED BORDER MANAGEMENT
2013-2018

INTRODUCTION

The Government of the Republic of Kosovo, in the process of development of National Strategy on Integrated Border Management (IBM), took into consideration socio-political situation and legal system of the Republic of Kosovo and region, compared experiences of other countries in the field, considered transformations that took place in the process, accepted and adopted into the Strategy on IBM 2013-2018, all strategic documents, such as: Lisbon Treaty, EC Guidelines on IBM¹, core requirements of Copenhagen document, EU Blueprint for Customs, requirements in the field of economy and trade, other EU standards², requirements of the Guide on Visa Liberalisation and Feasibility Study on Stabilisation Association Agreement as well as best EU practices, and on 11.10.2013 approved the National Strategy on IBM. Using the experience from best practices applicable in EU, the Republic of Kosovo makes efforts to overcome the existing barriers and in line with its characteristics will set priorities for Action and it will undertake inclusive and radical steps for changes together with border authorities in full compliance with EU regulations and standards.

The National Strategy on IBM includes a large number of short-term, mid-term and long-term goals to improve coordination and cooperation within authorities/services and between authorities as well as among all departments and services whose scope of work falls in border control and management, as well as improvement of their international cooperation. The goal of integrated border management is to create mechanisms for open borders for movement of persons and goods, which are controlled and safe, and closed for any criminal activity or any other activity that may threaten stability of the country and region as a whole.

Based on the Strategy on Integrated Border Management, and in order to implement it, the following Action Plan has been developed. This Action Plan contains strategic results and objectives which have been developed through: definition of required activities to meet objectives, responsible institutions for reaching those objectives, implementation phase, expected/desired outcomes, personnel and financial resources, implications and risks that may endanger implementation of activities. This Action Plan will be submitted to competent authorities of the European Commission and other organizations for information purposes.

Strategy and Action Plan on IBM are flexible documents that may be amended and supplemented constantly with regard to gradual implementation of parameters, objectives, actions and processes in the area of cooperation and coordination of activities adapting to rules and opportunities in line with situation in the field, strategic interests of the Republic of Kosovo and changes within EU standards. Activities defined in the Action Plan, due to the timelines for

¹ Conclusions of the Council of 4-5 December 2006 on Integrated Border Management (2768 Meeting of the Council on Justice and Internal Affairs, held in Brussels) and Guidelines on Integrated Border Management in foreign cooperation of EC 2009.

² EU Schengen Catalogue (recommendation of the EU Council 7864/09) and Schengen Code on Borders (Regulation No. 562/2006 of the European Parliament and Council on creation of a Community Code on rules that regulate movement of persons across borders) and (EC) Regulation No. 810/2009 of the European Parliament and Council of 13 July 2009 on creation of the Community Visa Code (Visa Code) and best EU practices.

implementation may be divided into short-term (until end of 2014), mid-term (until end of 2016) and long-term (until end of 2018).

Certainly, some activities will continue after 2018 and they will be considered as routine tasks.

The quality of timely and successful implementation of all activities that are defined in the Action Plan 2013-2018 will provide for a complete implementation of Strategy on IBM in the Republic of Kosovo and it will be a huge step forward in the area of border safety and a positive momentum to improve image of the Republic of Kosovo in future relation with the implementation of the Stabilisation Association Process in compliance with EU recommendations.

All line ministries, IBM Executive Board, main IBM authorities, coordination units for implementation of EC guidelines on IBM and representatives of ECO, EULEX, ICITAP, EXBS, UNHCR, UNDP, GIZ, Twinning Project on IBM and against Drugs, and other international organizations have provided considerable support in development of this document. The provided assistance corresponds with participation of representatives of border authorities/services in seminars, workshops, and study visits for purposes of education, acquiring hands-on experiences, and building of capacities to draft this document.

TABLE OF CONTENTS

INTRODUCTION	3
TABLE OF CONTENTS.....	5
COOPERATION WITHIN AUTHORITY	7
BORDER POLICE.....	7
LEGAL FRAMEWORK.....	7
ORGANIZATION AND MANAGEMENT.....	8
PROCEDURES.....	9
HUMAN RESOURCES AND TRAINING.....	11
COMMUNICATION AND INFORMATION EXCHANGE.....	13
INFRASTRUCTURE AND EQUIPMENT	14
KOSOVO CUSTOMS.....	18
LEGAL FRAMEWORK.....	19
ORGANISATION AND MANAGEMENT.....	20
PROCEDURES.....	25
HUMAN RESOURCES AND TRAINING.....	27
COMMUNICATION AND INFORMATION EXCHANGE.....	29
INFRASTRUCTURE AND EQUIPMENT	31
FOOD AND VETERINARY AGENCY	34
LEGAL FRAMEWORK.....	34
ORGANISATION AND MANAGEMENT.....	36
PROCEDURES.....	37
HUMAN RESOURCES AND TRAINING.....	38
COMMUNICATINO AND INFORMATION EXCHANGE.....	40
INFRASTRUCTURE AND EQUIPMENT	42
COOPERATION AMONG AUTHORITIES.....	44
LEGAL FRAMEWORK.....	44
ORGANISATION AND MANAGEMENT.....	45
PROCEDURES.....	55
HUMAN RESOURCES AND TRAINING.....	58
COMMUNICATION AND INFORMATION EXCHANGE.....	61
INFRASTRUCTURE AND EQUIPMENT	63
INTERNATIONAL COOPERATION	69
BORDER POLICE.....	69
LEGAL FRAMEWORK.....	69
ORGANIZATION AND MANAGEMENT.....	72
HUMAN RESOURCES AND TRAINING.....	76

COMMUNICATION AND INFORMATION EXCHANGE.....	77
INFRASTRUCTURE AND EQUIPMENT	80
KOSOVO CUSTOMS.....	82
LEGAL FRAMEWORK.....	82
ORGANIZATION AND MANAGEMENT.....	84
PROCEDURES.....	85
HUMAN RESOURCES AND TRAINING.....	86
COMMUNICATION AND INFORMATION EXCHANGE.....	87
INFRASTRUCTURE AND EQUIPMENT	88
FOOD AND VETERINARY AGENCY	89
LEGAL FRAMEWORK.....	89
ORGANIZATION AND MANAGEMENT.....	90
PROCEDURES.....	91
HUMAN RESOURCES AND TRAINING.....	92
COMMUNICATION AND INFORMATION EXCHANGE.....	93
INFRASTRUCTURE AND EQUIPMENT	94
COOPERATION IN THE AREAS OF VISAS, ASYLUM AND MIGRATION WITHIN THE IBM CONTEXT	95

COOPERATION WITHIN AUTHORITY

BORDER POLICE

LEGAL FRAMEWORK

OBJECTIVE: Harmonisation of the internal regulation of Kosovo Police-Border Police with applicable legislation.

INDICATORS: Regulation is harmonised and put in practice.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>All internal regulations of the Kosovo Police are harmonised with applicable legislation. Responsibilities of the Border Police are regulation with the Law on Police, Law on State Border Control and Surveillance, Law on Foreigners, Law on Asylum and with Administrative Instructions. In general all tasks and responsibilities for each organization unit and official position at Border Police have been defined. Also, specific Standard Operating Procedures (SOPs) for each activity of Border Police have been developed and adopted.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>It is required to constantly update KP webpage in relation to any change in laws, sub-legal acts, internal regulations and SOPs and to notify personnel about changes and to organize training and visits related to their enforcement.</p>	<ol style="list-style-type: none"> 1. To notify BCPs about every change of laws, sub-legal acts, internal regulations and SOPs. 2. To arrange regular visits in order to monitor implementation of legal changes. 	<p>MIA, KP/Border Police, and international partners</p> <p>EXBS ICITAP EULEX UNHCR</p>

ACTION 1: To notify KBP about every change of laws, sub-legal acts, internal regulations and SOPs.

ACTIVITIES:

1. Updating KP webpage about any change of laws, sub-legal acts and SOPs.

PRIORITY: Medium.

EXPECTED OUTCOME: Increase of work efficiency.

INDICATORS: Webpage is updated and personnel is notified

RESPONSIBLE AUTHORITY: Kosovo Police – Border Police

INVOLVED STAKEHOLDERS: MIA, KP

COSTS FOR KEY STAKEHOLDERS		
Authority: Kosovo Police – Border Police,		
Costs: Administrative costs, estimated amount 3,000.00 EUR (for 3 years)		
Benefits: Increase of work efficiency, becoming more familiar with applicable legislation and practical enforcement.		
DURATION: Ongoing		
PROPOSED TIMELINE: December 2016		
RISKS: Various administrative barriers.		
ACTION 2: To arrange regular visits in order to monitor implementation of legal changes.		
ACTIVITIES:		
<ol style="list-style-type: none"> 1. Planning schedule of visits 2. Arranging visits 3. Reporting findings 		
PRIORITY: Medium		
EXPECTED OUTCOME: Increase of work efficiency		
INDICATORS: Legal and sub-legal acts are approved and put in practice.		
RESPONSIBLE AUTHORITY: Kosovo Police-Border Police		
INVOLVED STAKEHOLDERS: MIA, KP, EXBS, ICITAP, EULEX, UNHCR		
COSTS FOR KEY STAKEHOLDERS		
Authority: Kosovo Police – Border Police,		
Costs: Administrative costs, estimated amount 4,000.00 EUR (for 3 years)		
Benefits: Increase of work efficiency, becoming more familiar with applicable legislation and practical enforcement.		
DURATION: Ongoing		
PROPOSED TIMELINE: December 2016.		
RISKS: Various administrative barriers.		
ORGANIZATION AND MANAGEMENT		
OBJECTIVE 1: Taking over responsibilities from KFOR about green and blue line at the border with the Republic of Serbia.		
INDICATORS: Surveillance of green and border line by KP-Border Police.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Currently, competences over control and surveillance of green line with Albania, Macedonia, and Montenegro are under full responsibility of Border Police of the Republic of Kosovo. Joint patrols are conducted with police authorities of Albania and Macedonia, while synchronized patrols are organized with Montenegrin authorities. Regarding patrols with KFOR, KC, they are organized constantly based on operating plans.	<ol style="list-style-type: none"> 1. Identifying and negotiating modalities of taking over competences from KFOR. 	MIA, KFOR, KP-Border Police, EULEX. International partners.

<p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Based on applicable legislation and standards of each democratic and developed state, border control and surveillance needs to be performed by the Border Police. Modalities of taking over competences from KFOR regarding the border with the Republic of Serbia need to be found.</p>		
<p>ACTION 1: Identifying and negotiating modalities of taking over competences from KFOR.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Assessing security situation in green and blue line at the border with the Republic of Serbia 2. Continuation of regular meetings with KFOR 3. Reaching an agreement for taking over border surveillance competences with Republic of Serbia. 4. Hand over of responsibilities for border surveillance with Republic of Serbia. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Surveillance of border line with the Republic of Serbia by Border Police.</p>		
<p>INDICATORS: Take over of border surveillance responsibilities for green and blue line with Republic of Serbia.</p>		
<p>RESPONSIBLE AUTHORITIES: KP-Border Police.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, KP-Border Police, KFOR, EULEX</p>		
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: KP – Border Police.</p> <p>Cost: Envisioned with KP budget for transfer of responsibilities 300,000.00 EUR (3 years)</p> <p>Benefits: Taking over responsibilities for border surveillance.</p>		
<p>DURATION: According to KFOR planning.</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>RISKS: Safety situation at border line with Republic of Serbia.</p>		
<p>PROCEDURES</p>		
<p>OBJECTIVE 1: Advancement of cooperation between Departments within Kosovo Police.</p>		
<p>INDICATORS: Drafting and putting in practice of SOPs by two or more Departments.</p>		
<p>CONTEXT</p>	<p>PROPOSED ACTIVITIES</p>	<p>STAKEHOLDERS</p>
<p>CURRENT SITUATION</p> <p>There is a good cooperation in place, however it needs to be further advanced, considering joint tasks and responsibilities deriving from strategic documents and other administrative acts. An AI on cooperation within the authority has been approved as well as a number of SOPs.</p>	<p>1. Connecting Risk Analysis and other analyses with strategic products and assessments of DIA, annual strategic analysis and report on serious and organized crime threats assessment (SOCTA).</p>	<p>MIA Kosovo Police, (Departments)</p>

<p>REQUIREMENTS AND GOOD PRACTICES</p> <p>It is necessary to make the connection of Risk Analysis and other analyses with strategic products and assessments of DIA, annual strategic analysis and report on serious and organized crime threats assessment (SOCTA).</p> <p>Also, joint and regular meetings need to take place, and if needed they should be held at operational level and simultaneously to organize joint operations in order to increase coordination of activities.</p>	<ol style="list-style-type: none"> 2. Organization of joint and regular meetings, and as needed, at operational level. 3. Organisation of joint operations. 	
<p>ACTION 1: Connecting Risk Analysis and other analyses with strategic products and assessments of DIA, annual strategic analysis and report on serious and organized crime threats assessment (SOCTA).</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Assessment of current situation in the area of risk analysis. 2. Development of SOPs and other joint administrative acts. 3. Approval and their implementation into practice. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Increase of cooperation and coordination of joint activities.</p>		
<p>INDICATORS: SOPs and other administrative acts developed and put into practice.</p>		
<p>RESPONSIBLE AUTHORITIES: Kosovo Police.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, KP (Departments).</p>		
<p>COST FOR KEY STAKEHOLDERS</p>		
<p>Authority: Kosovo Police.</p>		
<p>Cost: Envisioned with authority budget 3,000.00 EUR (3 years).</p>		
<p>Benefits: Increase of work efficiency.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS: Various administrative barriers.</p>		
<p>ACTION 2: Organization of joint and regular meetings, and as needed, at operational level.</p>		
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Holding of ad hoc and regular meetings 2. Reporting about meetings and decisions made. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Increase of cooperation and coordination of joint activities.</p>		
<p>INDICATORS: Meetings held and reports submitted.</p>		
<p>RESPONSIBLE AUTHORITY: Kosovo Police.</p>		
<p>INVOLVED STAKEHOLDERS: KP, (Departments)</p>		
<p>COST FOR KEY STAKEHOLDERS</p>		
<p>Authority: Kosovo Police.</p>		
<p>Cost: Administrative</p>		
<p>Benefits: Increase of work efficiency.</p>		

DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Various administrative barriers
ACTION 3: Organisation of joint operations
ACTIVITIES: <ol style="list-style-type: none"> 1. Planning of joint operations 2. Implementation of joint operations 3. Reporting for joint operations' outcomes.
PRIORITY: High.
EXPECTED OUTCOME: Increase of efficiency
INDICATORS: Number of completed operations and reports on outcomes.
RESPONSIBLE AUTHORITIES: Kosovo Police.
INVOLVED STAKEHOLDERS: KP, (Departments).
COST FOR KEY STAKEHOLDERS Authority: Kosovo Police. Cost: Envisioned with authority budget 7,000.00 EUR (3 years). Benefits: Increase of work efficiency.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Various material and administrative barriers

HUMAN RESOURCES AND TRAINING

OBJECTIVE 1: Capacity building and management of human resources.		
INDICATORS: Training manual, management of human resources by KP.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Lack of sufficient personnel for border surveillance according to the new organizational structure. A special manual for training of Border Police has been developed, and it is applied by the Department of Trainings.</p> <p>REQUIREMENTS AND GOOD PRACTICES Training manual needs to be updated regularly in order to be in pace with development trends of best practices for prevention of criminal phenomena and also to hire sufficient personnel for border surveillance and to organize continued trainings for Border Police in the area:</p> <p>IBM, against organized crime,</p>	<ol style="list-style-type: none"> 1. Update of training manual in order to develop best practices for prevention of criminal phenomena. 2. Organization of joint trainings in the area of: IBM, against organized crime, trafficking with human beings, terrorism, drugs, handling informers, cover agents, patrol squads with support operating units. 3. Revision, update, and development of the training 	<p>MIA, Kosovo Police, Border Police, Department of Trainings,</p> <p>ICITAP, IOM, UNHCR EXBS and EULEX</p>

<p>trafficking with human beings, terrorism, drugs, handling informers, cover agents, patrol squads with support operating units.</p>	<p>programme of Border Police, including basic, advanced, and specialised training, and use of internal resources (TOT) for provision of in-service training.</p>	
<p>ACTION 1: Update of training manual in order to develop best practices for prevention of criminal phenomena.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Needs assessment for updating training manual. 2. Delivery of general and specialized trainings. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Updated manual.</p>		
<p>INDICATORS: Envisioned practices</p>		
<p>RESPONSIBLE AUTHORITY: Border Police.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, KP-Border Police, ICITAP, EXBS, IOM, UNHCR and EULEX</p>		
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: KP</p> <p>Cost: Envisioned with authority budget and donations 7,500.00 EUR (3 years)</p> <p>Benefits: Increase of professionalism and efficiency.</p> <p>DURATION: Ongoing.</p> <p>PROPOSED TIMELINE: Ongoing.</p> <p>RISKS: Various material and administrative barriers.</p>		
<p>ACTION 2. Organization of joint trainings in the area of: IBM, against organized crime, trafficking with human beings, terrorism, drugs, handling informers, cover agents, patrol squads with support operating units.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Needs assessment for joint trainings. 2. Delivery of general and specialized trainings. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Increase of professionalism</p>		
<p>INDICATORS: Trained personnel</p>		
<p>RESPONSIBLE AUTHORITY: Kosovo Police</p>		
<p>INVOLVED STAKEHOLDERS: MIA, KP-Border Police, ICITAP, EXBS, IOM, UNHCR and EULEX</p>		
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: KP</p> <p>Cost: Envisioned with authority budget and donations 15,000.00 EUR (3 years)</p> <p>Benefits: Increase of professionalism and efficiency</p> <p>DURATION: Ongoing</p> <p>PROPOSED TIMELINE: Ongoing</p> <p>RISKS: Various material and administrative barriers</p>		

ACTION 3: Revision, update, and development of the training programme of Border Police, including basic, advanced, and specialised training, and use of internal resources (TOT) for provision of in-service training.

ACTIVITIES

1. Revision and update of training programme
2. Development of the training programme
3. Use of internal resources (TOT) for provision of in-service training.
4. Delivery of training.

PRIOROTY: Medium.

EXPECTED OUTCOME: Increase of professionalism

INDICATORS: The programme revised, developed and personnel trained

RESPONSIBLE AUTHORITIES: Kosovo Police

INVOLVED STAKEHOLDERS: MIA, KP-Border Police, ICITAP, EXBS, IOM, UNHCR and EULEX

COST FOR KEY STAKEHOLDERS

Authority: KP

Cost: Envisioned with the authority budget and donations 75,000.00 EUR (3 years).

Benefits: Increase of professionalism and efficiency

DURATION: Ongoing

PROPOSED TIMELINE: Ongoing

RISKS: Various material and administrative barriers

COMMUNICATION AND INFORMATION EXCHANGE

OBJECTIVE 1. Advancement of communication system for information sharing-exchange.

INDICATORS: Current communication system.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Currently, there is an operational communication system in place at Border Police that covers all BCPs and green line according to current organizational and hierarchical structure.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>To develop an integrated and operational communication system in entire Border Police for continuous information exchange. To achieve this, hardware and software issues in operation of BMS system need to be overcome in order that the system fulfils required operational standards.</p>	<ol style="list-style-type: none"> 1. To eliminate hardware and software issues in operation of BMS system, in order for the system to meet required operational standards. 2. Maintenance of BMS system. 	<p style="text-align: center;">KP,</p> <p style="text-align: center;">EUO, ICITAP, EXBS, EULEX</p>

ACTION 1: To eliminate hardware and software issues in operation of BMS system, in order for the system to meet required operational standards.

ACTIVITIES:		
<ol style="list-style-type: none"> 1. Hiring experts to identify hardware and software issues in operation of BMS system and needs for improvement 2. Report on findings regarding status of the system 3. Implementation of findings 		
PRIORITY: High.		
EXPECTED OUTCOME: Fast and efficient communication at all levels.		
INDICATORS: Integrated system of communication and specific results.		
RESPONSIBLE AUTHORITIES: KP		
INVOLVED STAKEHOLDERS: KP, DSHM, EUOK, ICITAP, EULEX, EXBS, IPA.		
COST FOR KEY STAKEHOLDERS		
Authority: Border Police.		
Cost: Envisioned with authority budget 75,000.00 EUR (3 years).		
Benefits: Efficient communication and information exchange at KP.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS: Delays in operationalization of communication and information exchange system.		
ACTION 2: Maintenance of BMS system.		
ACTIVITIES:		
<ol style="list-style-type: none"> 1. Assessment of functioning of the system 2. Development of new applications as requested by KP. 		
PRIORITY: High.		
EXPECTED OUTCOME: Elimination of weaknesses in the current system and maintenance.		
INDICATORS: Operational system.		
RESPONSIBLE AUTHORITY: KP		
INVOLVED STAKEHOLDERS: KP, ICITAP, EXBS, ECO.		
COST FOR KEY STAKEHOLDERS		
Authority: KP and Border Police.		
Cost: Envisioned with authority budget 384 ,000.00 EUR (3 years).		
Benefits: Operational control system of entry/exit and information exchange.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS:		
Incomplete operationalization of the system.		
Various financial, administrative, and technical barriers.		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE 1: Improvement of existing infrastructure and construction of new premises at joint BCPs.		
INDICATORS: Implementation of drafted projects.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS

<p>CURRENT SITUATION Conditions regarding road infrastructure, premises and equipment have been significantly improved both at BCPs and patrol squads, with exception of BCPs with Montenegro and Serbia, where all police activities are completed in containers. K-9 unit with accompanying infrastructure has been established.</p> <p>REQUIREMENTS AND GOOD PRACTICES Construction of new and joint premises at KBP, and renovation of infrastructure of border line (setting up observation towers, warning signs, paving the road and blocking of unauthorized roads) to create better working conditions and increase efficiency and quality of services for citizens.</p>	<ol style="list-style-type: none"> 1. To improve infrastructure at BCPs at the border with Republic of Serbia until 6 new BCPS are constructed. 2. To build joint BCPs with Republic of Macedonia and Republic of Montenegro. 3. Renovation of SPMK and BCP premises. 4. Construction of two new BCPs with the Republic of Serbia and BCP Kapi and BCP Izvori. 	<p>MIA, MF, MESP, MLGA Kosovo Police / Border Police, EULEX ICITAP EC EUO</p>
<p>ACTION 1: To improve infrastructure at BCPs at the border with Republic of Serbia until 6 new BCPS are constructed.</p>		
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Maintenance of existing infrastructure at BCP 2. Construction of new and joint premises according to EU standards. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Premises constructed and operational.</p>		
<p>INDICATORS: Projects developed and implemented.</p>		
<p>RESPONSIBLE AUTHORITY: KP</p>		
<p>INVOLVED STAKEHOLDERS: MIA, Kosovo Police-Border Police, MF, MESP, MLGA, ICITAP, EULEX, EC, EUO.</p>		
<p>COST FOR KEY STAKEHOLDEERS Authority: KP. Cost: Projects financed from EU and budget for capital investments: Benefits: Improvement of working conditions.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS Non-approval of plans and projects, Administrative barriers, and Lack of budget funds.</p>		
<p>ACTION 2: To build joint BCPs with Republic of Macedonia and Republic of Montenegro.</p>		
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Construction of new and joint premises according to EU standards. 		

PRIORITY: High.
EXPECTED OUTCOME: Premises constructed and operational.
INDICATORS: Projects developed and implemented.
RESPONSIBLE AUTHORITY: KP
INVOLVED STAKEHOLDERS: MIA, Kosovo Police-Border Police, MF, MESP, MI, MED, MLGA, ICITAP, EXBS, EC, EUO.
COST FOR KEY STAKEHOLDERS Authority: KP. Cost: Projects financed from EU and from budget for capital investment: BCP Stanqiq-Bellanovc 1,200,000.00 EUR donation from EC and budget for capital investments: BCP Kuqishtë-Kotllovo – cost will be negotiated with EC and budget for capital investment. Benefits: Optimum working conditions.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS Non-approval of plans and projects, Administrative barriers, and Lack of budget funds.
ACTION 3: Renovation of SPMK and BCP premises.
ACTIVITIES: Renovation of premises.
PRIORITY: Medium.
EXPECTED OUTCOME: Premises renovated and operational.
INDICATORS: Projects developed and implemented.
RESPONSIBLE AUTHORITY: KP
INVOLVED STAKEHOLDERS: MIA, Kosovo Police-Border Police, MF, MESP, MI, MED, MLGA, ICITAP, EXBS, EC, EUO
COST FOR KEY STAKEHOLDERS Authority: KP. Cost: Projects financed from the budget for capital investment 100,000.00 EUR (for 3 years) Benefits: Optimum working conditions.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-approval of plans and projects, Administrative barriers, and Lack of budget funds
ACTION 4: Construction of two new BCPs with the Republic of Serbia and BCP Kapi and BCP Izvori.
ACTIVITIES: <ul style="list-style-type: none"> • Development of the project • Construction of new and joint premises according to EU standards.
PRIORITY: Medium

EXPECTED OUTCOME: Constructed and operational premises.		
INDICATORS: Constructed premises.		
RESPONSIBLE AUTHORITY: KP		
INVOLVED STAKEHOLDERS: MIA, Kosovo Police-Border Police, IPA		
COST FOR KEY STAKEHOLDERS Cost: Projects financed by EU and budget for capital investments: BCP Kapi 100,000.00 EUR donation from EC and budget for capital investments. Benefits: Optimal working conditions.		
DURATION: Ongoing		
PROPOSED TIMELINE: September 2016.		
RISKS Non-approval of plans and projects, Administrative barriers, and Lack of budget.		
OBJECTIVE 2: Provision of required equipment for Border Police		
INDICATORS: Equipment provided in compliance with EU standards.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Currently Kosovo Police-Border Police possesses equipment that assist in law enforcement and maintaining order and security. However existing equipment do not meet all the needs of Kosovo Police-Border Police. REQUIREMENTS AND GOOD PRACTICES Additional equipment need to be provided to facilitate the work of Kosovo Police-Border Police in law and order enforcement that would guarantee increase of efficiency in completion of daily tasks. It is an immediate to install the system of TVQM (CCTV) and LAT (ANPR) at all BCPs and to increase to maximum the equipment use.	<ol style="list-style-type: none"> Continued provision of KP-Border Police with required modern and sophisticated equipment and their maintenance. To increase efficient use of equipment and their ad hoc and regular inspections and definition of responsibilities over their use according to applicable AI and SOP. 	MIA, MF, PKP-Border Police, ICITAP, EXBS, EULEX EC, ECO.
ACTION 1: Continued provision of KP-Border Police with required modern and sophisticated equipment and their maintenance.		
ACTIVITIES: <ol style="list-style-type: none"> Needs assessment for additional equipment. Development of investment plan. Purchase, installation/operationalization, and maintenance of equipment. 		
PRIORITY: High.		
EXPECTED OUTCOME: Equipment purchased and operational.		
INDICATORS: Plans are developed and equipment is purchased.		

RESPONSIBLE AUTHORITY: KP
INVOLVED STAKEHOLDERS: MIA, Kosovo Police-Border Police, MF, ICITAP, EXBS, EULEX, EC, IPA,
COSTS FOR KEY STAKEHOLDERS Authority: KP. Cost: Envisioned with budget for capital investments at KP, and potential donations. <ul style="list-style-type: none"> - Specialized equipment for Border Police 632, 700. 00 EUR (3 years) - Advanced equipment for state border control and surveillance 367,000.00 EUR (3 years) Benefits: Increase of work efficiency and effectiveness.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-approval of plans and projects and lack of budget funds.
ACTION 2: To increase efficient use of equipment and their ad hoc and regular inspections and definition of responsibilities over their use according to applicable AI and SOP.
ACTIVITIES: <ol style="list-style-type: none"> 1. Practical application of equipment use 2. Report on equipment use
PRIORITY: Medium
EXPECTED OUTCOME: Equipment in use and operational
INDICATORS: Optimal use of equipment and reporting on their use.
RESPONSIBLE AUTHORITY: KP
INVOLVED STAKEHOLDERS MIA, Kosovo Police-Border Police, ICITAP, EXBS, EULEX
COSTS FOR KEY STAKEHOLDERS Authority: KP. Costs: Administrative Benefits: Increase of work efficiency and effectiveness.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-use and non-reporting over equipment use.

LEGAL FRAMEWORK

OBJECTIVE 1: Harmonisation of legal infrastructure with the EU Acquis.

INDICATORS: Customs and Excise Code is harmonised and operational.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Kosovo Customs operates based on the Customs and Excise Code no. 03/L-109 and applicable Laws in the Republic of Kosovo. This customs legislation to a large extent is in compliance with the EU Acquis. During implementation it was found out that there is a need to amend and supplement the Customs and Excise Code of Kosovo in line with the EU recommendations made in the EC Progress Report.</p> <p>REQUIREMENTS AND GOOD PRACTICES Standards and good practices of EU are applied in this area and objectives deriving from EU-Blueprint are met. Customs and Excise Code of Kosovo (CECK), AI and SOPs to be updated on ongoing basis.</p>	<ol style="list-style-type: none"> 1. Approval of Customs and Excise Code and the Law on Customs Measures to Protect Intellectual Property. 2. To develop and issue Administrative Instructions and SOPs. 	<p style="text-align: center;">Kosovo Assembly, MF, KC,</p>

ACTION 1: Approval of Customs and Excise Code and the Law on Customs Measures to Protect Intellectual Property.

ACTIVITIES;

1. Approval of Customs and Excise Code, and
2. Approval of the Law on Customs Measures for Protection of Intellectual Property.

PRIORITY: High.

EXPECTED OUTCOME: Implementation of CECK.

INDICATORS: CECK approved.

RESPONSIBLE AUTHORITY: MF, KC.

INVOLVED STAKEHOLDERS: Ministry of Finance (MS) and Kosovo Customs (KC).

COST FOR KEY STAKEHOLDERS

Authority: KC

Cost: Envisioned with authority budget: 3.000 EUR for 3 years

Benefits: Customs and Excise Code is harmonised, operational and in line with EU practices.

DURATION: December 2016

PROPOSED TIMELINE: Item one: Within third quarter of 2016.

Item two: 6 months from the approval and publication of Customs Code.

Item three: 6 months after approval and publication of the implementing AI.

RISKS: Various administrative barriers.

ACTION 2: To develop and issue Administrative Instructions and SOPs.

ACTIVITIES:

1. Establishment of the working group
2. Development of AI and SOPs
3. Approval and implementation of AI and SOPs

PRIORITY: Medium

EXPECTED OUTCOME: Increase of work efficiency

INDICATORS: Approved AI and SOPs.

RESPONSIBLE AUTHORITY: MF, KC.

INVOLVED STAKEHOLDERS: Ministry of Finance and Kosovo Customs

COST FOR KEY STAKEHOLDERS

Authority: KC

Costs: Administrative

Benefits: Customs and Excise Code is harmonised, operational and in compliance with EU practices.

DURATION: Ongoing

PROPOSED TIMELINE: December 2016

RISKS: Various administrative barriers.

ORGANISATION AND MANAGEMENT

OBJECTIVE 1. Further advancement of organisation and management of KC, according to EU Blueprint standards.

INDICATORS: Structures set up and effective.

CONTEXT

CURRENT SITUATION

Kosovo Customs as all customs administrations around the world operate under challenging circumstances (increased movement of people, goods, money and information), and developments that in the modern world constitute greatest risks in the security area. As a modern administration, Kosovo Customs must be able to regulate, control, and manage these risks at our borders and within territory. In line with this, KC is constantly reformed and organized, following trends of international customs developments. It continues to apply the highest standards in control of imports, transit and exports, ensuring efficiency of legitimate trade.

KC has undertaken specific organizational and

PROPOSED ACTIVITIES

1. Supplementing Administrative Instruction on arrangement of organisational structure.
2. Finalization of job description according to SO based on AI on arrangement of organizational structure.

STAKEHOLDERS

MF,
Kosovo Customs,
DG TAXUD
ICITAP,
EXBS,

<p>management action so that structures are more flexible and fully operational, and able to prevent illegal activities.</p> <p>REQUIREMENTS AND GOOD PRACTICES To continue with capacity building in order that structures are more flexible, fully operational and able to prevent illegal activities, where tasks and responsibilities are adequately shared.</p>		
<p>ACTION 1: Supplementing Administrative Instruction on arrangement of organisational structure.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • To establish a working group on development of an AI on arrangement of organizational structure. • To adopts and implement AI. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Increase of effectiveness and efficiency at work.</p>		
<p>INDICATORS: Structure approved and put in practice.</p>		
<p>RESPONSIBLE AUTHORITY: MF, KC.</p>		
<p>INVOLVED STAKEHOLDERS: MF, Kosovo Customs.</p>		
<p>COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget and donations: 7,500.00 EUR for 3 years. Benefits: Modern and professionalized customs structure.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: December 2016</p>		
<p>RISKS: Administrative.</p>		
<p>ACTION 2: Finalization of job description according to SO based on AI on arrangement of organizational structure.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • To establish a working group for finalization of job descriptions • To approve and implement job descriptions. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Assigning tasks and responsibilities.</p>		
<p>INDICATORS: Descriptions finalized and approved</p>		
<p>RESPONSIBILITY AUTHORITY: KC.</p>		
<p>INVOLVED STAKEHOLDERS: MF, Kosovo Customs.</p>		
<p>COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Administrative Benefits: Modern and professionalized customs structure.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: December 2016</p>		
<p>RISKS: Administrative.</p>		

OBJECTIVE 2: Advancement of management system to ensure a sustainable system for performance measurement in line with KC Strategic Plan 2016-2018.		
INDICATORS: System developed and effective.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Kosovo Customs Strategic Plan is a comprehensive document of customs policies, containing mission, vision, values and strategic objectives for the three-year period 2016-2018. Central directorates and regional departments are actively involved in development of effective strategies to accomplish Customs' mission and to improve its performance. Implementation of Strategic Plan will be preceded with specific actions and activities in line with Government priorities set in the Medium Expenditure Framework (MEF) approved by the Ministry of Finances for 2016-2018. Strategic Plan 2016-2018 addresses recommendations about required standards if the EU Guide for Customs – EU Blueprint, Progress Report, Agreements and statements on functioning of customs administrations, laws, and directives from DG TAXUD, as well as other documents that support development and modernization of customs administrations.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Development of an effective and modern system that supports measurement and meeting of objectives envisioned with Strategy 2016-2018.</p>	<p>1. Assessment of implementation of Strategic Plan 2016-2018 objectives.</p>	<p>KC</p>
ACTION 1: Assessment of implementation of Strategic Plan 2016-2018 objectives.		
ACTIVITIES		
<ul style="list-style-type: none"> To complete performance assessment on quarter basis. To prepare a report that identifies objectives met and those where there is delays. 		
PRIORITY: High.		
EXPECTED OUTCOME		
<ul style="list-style-type: none"> Increase of overall KC performance, as result of meeting objectives of Strategic Plan 2016-2018 		
INDICATORS		
<ul style="list-style-type: none"> Further improvement of current system for collection of revenues at the border (customs duties, excise and VAT) Improvement of operational skills of customs in discovering various forms of illegal trade and import of forbidden goods. 		

<ul style="list-style-type: none"> Reporting on quarter basis about collection of revenues and discovery of various forms of illegal trade and import of forbidden goods. 		
RESPONSIBLE AUTHORITIES: Kosovo Customs.		
INVOLVED STAKEHOLDERS: KC		
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 3.000 EUR for 3 years. Benefits: Overall increased KC performance.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS: Changes of fiscal policies		
OBJECTIVE 3. Increase of awareness in prevention of unethical behaviour and corruption and elimination of conflict of interest		
INDICATORS: Practical implementation of Code of Ethics and applicable legislation.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Kosovo Customs has constantly made efforts to increase capacities for prevention of unethical and corruptive behaviours by creating adequate mechanisms for combating these phenomena. It has continuously undertaken awareness campaigns for its officials against corruption and awareness of citizens and businesses about their rights and reporting of corruption.</p> <p>REQUIREMENTS AND GOOD PRACTICES To undertake steps towards development and advancement of procedures that ensure that entire staff supports rule of law and complete their tasks fairly, impartially, honestly, trustfully, and professionally and firmly.</p>	<ol style="list-style-type: none"> Increase awareness of customs officers on consequences of unethical behaviour and corruption. Increase awareness of citizens and businesses on prevention of corruption. Completion of ad-hoc and planned inspection visits on implementation of anti-corruption plan. 	<p>MF, Kosovo Customs,</p> <p>Anti-Corruption Authority, EXBS</p>
ACTION 1. Increase awareness of customs officers on consequences of unethical behaviour and corruption.		
<p>ACTIVITIES: To prepare action plan To approve plan by General Director To implement action plan.</p>		
PRIORITY: High.		
EXPECTED OUTCOME: Increase of amount of reported information on corruption cases by citizens and businesses.		
INDICATORS: Discovery of suspected cases of corruption, as a result of received information.		
RESPONSIBLE AUTHORITY: Kosovo Customs.		

INVOLVED STAKEHOLDERS: MF, KC, ACA, EXBS
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 9,000 EUR for 3 years Benefits: A professionalized structure in the area of rule of law and ethical and professional principles.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Non implementation of Code of Ethics by customs officers
ACTION 2. Increase awareness of citizens and businesses on prevention of corruption.
ACTIVITIES: <ul style="list-style-type: none"> • Organization of media awareness campaign by KC for citizens and businesses • Organization of roundtables with businesses and citizens with the purpose to discuss potential corruption at KC • Promotion of HOTLINE for reporting corruptive cases
PRIORITY: High.
EXPECTED OUTCOME: Increase the amount of information on suspected cases of corruption by citizens and businesses
INDICATORS: Increased suspected cases with corruption, as a result of awareness of citizens and businesses.
PRIORITY: High
RESPONSIBLE AUTHORITY: Kosovo Customs.
INVOLVED STAKEHOLDERS: MF, KC, ACA
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 9,000 EUR for 3 years Benefits: Professionalized structure in the area of rule of law and ethics and professional principles
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Hesitation of citizens and businesses for reporting corruptive cases.
DURATION: Ongoing.
PROPOSED TIMELINE: December 2016
RISKS: Lack of budgetary funds and various administrative barriers.
ACTION 3: Completion of ad-hoc and planned inspection visits on implementation of anti-corruption plan.
ACTIVITIES: <ul style="list-style-type: none"> • To prepare plan about ad-hoc visits • To implement ad-hoc visits • Drafting a report on findings from ad-hoc visits, and informing KC management.
PRIORITY: High.
EXPECTED OUTCOME: Ensuring that ethical principle is applied into practice
INDICATORS: Project and action plan developed and implemented.
RESPONSIBLE AUTHORITY: Kosovo Customs.

INVOLVED STAKEHOLDERS: Sector of professional standards
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 3,000 EUR for 3 years. Benefits: Professionalized structure in the area of rule of law and ethical and professional principles in line with European standards and good practices.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Various administrative barriers.

PROCEDURES

OBJECTIVE 1: Facilitation and simplification of customs procedures		
INDICATORS: Advancement of simplified customs procedures according to paperless concept		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Kosovo Customs in order to ease and simplify customs procedures applies a series of procedures with economic implications such as: Customs Warehouse, internal processing, processing under customs supervision, temporary import, etc. However in order to further improve procedures and facilitate trade, and to address requests from businesses, the applicable instructions that regulate legal basis for these procedures are revised in line with emerging needs. Kosovo Customs also has automated to a large extent a part of these procedures with economic influence by facilitating procedures both for businesses and customs officers. Another ease is introduction of blue channel through which companies that have a clean history and which meet all requirements go through customs procedures without physical control of goods. It is worth mentioning that Kosovo Customs is the only customs administration in the region that successfully implements “paperless” concept since 2015.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Implementation of international standards and practices on ease and simplification of customs</p>	<ol style="list-style-type: none"> 1. Revision of AI on simplified procedures for imports and exports of goods 2. Development of module/system on Excise Goods Movement Control System (EMCS) and development of module/system on Registration and Identification of Businesses (EORI/AEO) 3. Development of Document Management system. 	<p>KC, ICITAP, EXBS, IPA.</p>

procedures.

ACTION 1: Revision of AI on simplified procedures for imports and exports of goods.

ACTIVITIES:

1. To analyse current situation.
2. To establish the working group on revision of AI on simplified procedures
3. To draft AI on simplified procedures
4. To approve AI by General Directorate.

PRIORITY: High.

EXPECTED OUTCOME: New AI approved and enforced.

INDICATORS:

Implementation of advanced procedures.
Easiness of trade exchange and movement of vehicles.
Increase of quality of control and respect for procedures

RESPONSIBLE AUTHORITY: Kosovo Customs.

INVOLVED STAKEHOLDERS: Ministry of Finances, Kosovo Customs, and assistance of hired experts in projects for advancement of Customs and Sectors and other organizational units. ICITAP, EXBS, IPA.

COST FOR KEY STAKEHOLDERS

Authority: KC.

Cost: Envisioned with authority budget and potential donors: 3.000 EUR for 3 years.

Benefits: Improvement of quality of services offered by Kosovo Customs and ease of trade exchanges.

DURATION: Ongoing.

PROPOSED TIMELINE: Ongoing

RISKS: Approval of AI and various administrative barriers.

ACTION 2: Development of module/system on Excise Goods Movement Control System (EMCS) and development of module/system on Registration and Identification of Businesses (EORI/AEO)

ACTIVITIES:

1. Establishment of the working group
2. Identification of needs
3. Development of the module

PRIORITY: High

EXPECTED OUTCOME

- Automation of procedures of excise goods movement
- Registration/identification of businesses AEO

INDICATORS:

Operational module
Automation of procedures

RESPONSIBLE AUTHORITY: Kosovo Customs.**INVOLVED STAKEHOLDERS:** Kosovo Customs**COST FOR KEY STAKEHOLDERS****Authority:** KC.**Cost:** Envisioned with authority budget and potential donors: 10,000 EUR for 3 years.**Benefits:** Improvement of quality of services offered by Kosovo Customs and ease of trade exchanges.**DURATION:** Ongoing.**PROPOSED TIMELINE:** Ongoing**RISKS:** Lack of funds**ACTION 3:** Development of a system for Management of Documents of Kosovo Customs.**ACTIVITIES:**

Establishment of working group
Identification of needs
Development of the module

PRIORITY: Medium**EXPECTED OUTCOME:** Automation of Kosovo Customs document management.**INDICATORS:**

The module is operational
Automation of procedures

RESPONSIBLE AUTHORITY: Kosovo Customs.**INVOLVED STAKEHOLDERS:**

Kosovo Customs

COST FOR KEY STAKEHOLDERS**Authority:** KC.**Cost:** Envisioned with authority budget: 200.000 EUR for 2016, 300.000 EUR for 2017 and 200.000 EUR for 2018 and support from donors.**Benefits:** Improvement of quality of services offered by Kosovo Customs and ease of trade exchanges.**DURATION:** Ongoing.**PROPOSED TIMELINE:** Ongoing**RISKS:** Lack of funds**HUMAN RESOURCES AND TRAINING****OBJECTIVE 1:** Increase of capacities of human resources

INDICATORS: Developed job descriptions. Training needs' assessment. Provision of trainings.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Competence of KC personnel is essential for quality of provided services. KC has paid special attention to organization of specific trainings on rules and duties of control and competent staff has been recruited based on objective requirements. These trainings are developed based on the new system ASSYCUDA World and they match with needs and demands of respective Departments and Directorates for further development of staff, on behalf of further expansion of core, advances and analytical skills. Trainings are developed in full compliance with the development plan for human resources and based on ANT and KSO for trainings. All mandatory training activities for KC staff are accompanied by standard principle of testing with a pre-determined quota and certification of attendees, which encourages engagement, commitment and interactive approach of attendees, while on the other hand, it guarantees success and gradual improved individual and institutional performance. The nature of developed activities is distributed in the following training/development areas: professional, management, technical, and re-training/re-certification.</p> <p>REQUIREMENTS AND GOOD PRACTICES The revision of mid-term framework of trainings' plan, in line with emerging needs of Kosovo Customs needs to take place.</p>	<ol style="list-style-type: none"> 1 Revision of mid-term framework of trainings' plan. 2 Organization of professional and specialized trainings for Customs staff. 	<p>KC, EXBS ICITAP DG TAXUD Other partners</p>
ACTION 1: Revision of mid-term framework of trainings' plan.		
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Working group established. 2. Development of training manual. 3. Approval of training manual. 4. Development of training programmes. 5. Approval of programmes. 		
PRIORITY: Medium.		

EXPECTED OUTCOME: Preparing a development plan for human resources is completed. Needs analysis and preparation of training programme for KC is completed.
INDICATORS: Manual is developed and approved. Analysis is completed, programme approved, and trainings provided.
RESPONSIBLE AUTHORITY: KC.
INVOLVED STAKEHOLDERS: KC
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 15.000 EUR for 3 years. Benefits: Trained and professionalized staff in customs areas. Training needs are analysed and considered for further training.
DURATION: 1 year from approval of (revised) Action Plan.
PROPOSED TIMELINE: December 2018
RISKS: There are no risks.
ACTION 2: Organization of professional and specialized trainings for Customs staff.
ACTIVITIES: Development of trainings according to Trainings Mid-term Framework
PRIORITY: Medium.
EXPECTED OUTCOME: Personnel trained and professional.
INDICATORS: Trainings provided.
RESPONSIBLE AUTHORITY: KC
INVOLVED STAKEHOLDERS: KC
COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget: 15.000 EUR for 3 years. Benefits: Staff is trained and professionalized in Customs areas. Training needs analysed and considered for further trainings.
DURATION: Ongoing
PROPOSED TIMELINE: December 2018
RISKS: There are no risks

COMMUNICATION AND INFORMATION EXCHANGE

OBJECTIVE 1. Advancement of communication and information exchange system within Kosovo Customs.		
INDICATORS: Effective and structured communication.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Kosovo Customs currently uses written, verbal and electronic formats for communication and information exchange purposes in line with the administrative instruction in place. Management is actively involved in effective development of	1. Revision of AI for internal communication. 2. Operationalization of IT system for implementation of	MF, KC, EUO International Partners.

<p>internal communication and information exchange. Internal communication system to a large extent has eased provision and information exchange. All forms of official communication are created to ensure that managers and staff have obtained adequate information timely and in line with applicable legislation and procedures and changes that occur. Internal communication system enables and encourages top-down and bottom-up as well as cross-sectorial communication. There is also public folder in place that provides information for all employees related to current events in KC and which are influential for the institution.</p> <p>Kosovo Customs uses ASSYCUDA system, which supports connection with other national systems and is in line with EU requirements. This is the main application that Kosovo Customs uses for automation of customs procedures.</p> <p>One of the key points that ASSYCUDA supports is processes related to IBM and Single Window concept.</p> <p>REQUIREMENTS AND GOOD PRACTICES An important step that needs to be taken into consideration is increase and operationalization of ASSYCUDA system and development of new applications.</p>	<p>law.</p>	
<p>ACTION 1: Revision of AI for internal communication.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • To establish working group. • Prepare draft AI • Approval of AI 		
<p>PRIORITY: Medium</p>		
<p>EXPECTED OUTCOME:</p> <ul style="list-style-type: none"> • More structured communication and information exchange. • Internal communication system that facilitates and promotion provision of information. 		
<p>INDICATORS: Project designed. System operational.</p>		
<p>RESPONSIBLE AUTHORITY: KC.</p>		
<p>INVOLVED STAKEHOLDERS: KC, international partners</p>		
<p>COST FOR KEY STAKEHOLDERS</p>		

Authority: KC		
Cost: Administrative.		
Benefits: Authority that has structured and advanced communication.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: There are no risks		
ACTION 2: Operationalization of IT system for implementation of law.		
ACTIVITIES:		
<ul style="list-style-type: none"> • Establishment of the working group • Software installation • Training for software use 		
PRIORITY: Medium.		
EXPECTED OUTCOME: Advancement of communication and information exchange		
INDICATORS: More efficient and effective communication within KC		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: Customs, Twinning project		
COST FOR KEY STAKEHOLDERS		
Authority: Kosovo Customs.		
Cost: Covered by IPA funds		
DURATION:		
December 2016		
PROPOSED TIMELINE:		
December 2016		
RISKS:		
Delays in implementation		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE 1: Improvement and maintenance of existing infrastructure at BCP and supply with new equipment.		
INDICATORS: Investment plans developed and approved.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Kosovo Customs has defined its priorities for investment in infrastructure and equipment. Special attention is paid to improvement of conditions on infrastructure, creation of space and acquiring adequate working equipment for entire customs personnel. When planning and revising budget, the requests for capital projects were submitted. All projects and investment plans were	1. Increasing the number of equipment for more efficient checks in certain areas with: X-Ray, equipment for drug detection, forbidden goods, and continued maintenance of equipment in use.	MF, KC, International partners, EXBS

<p>analysed and carefully reviewed, and were approved regularly by all levels of organization management in coordination with MF. A formal methodology is used to assess procurement needs (e.g. cost-benefit analysis) with the sole purpose that the system is operational to regularly review and assess needs for modern and cost-effective infrastructure as well as technical equipment. Short-term, mid-term, and long-term investment and financial policies were developed and published, which clearly define goals and standards for infrastructure and equipment in line with the working methodology of Kosovo Customs and at the same time are reasonable and inclusive. A strong support during this period was provided by US embassy and EXBS project, where Kosovo Customs benefited a lot. The customs received a donation containing considerable equipment such as: laptops for anti-smuggling teams, X-ray scanners for scanning travellers' luggage, fiberscopes, small detectors to measure radio-activity, battery, etc. The use of these equipment in practice resulted with detection of many customs violations, detection of loads with radioactivity, increase of work efficiency, etc.</p> <p>We can state that the level of existing infrastructure and equipment is acceptable, but efforts are made on daily basis for the premises and equipment to be further improved and advanced.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>To develop and publish short-term, mid-term and long-term investment and financial policies which clearly define goals and standards for infrastructure and equipment in line with working strategy of Kosovo Customs and which are at the same time reasonable and inclusive. Accompanying infrastructure for conducting checks needs to be adapted to specific features of BCP/ZBDs. It is necessary to increase equipment</p>	<ol style="list-style-type: none"> 2. Renovation of BCP premises. 3. Increase efficiency of equipment use and their ad-hoc and regular inspection and maintenance and definition of responsibilities on the use according to administrative instructions and applicable SOPs. 	<p>ICITAP EUO</p>
--	---	-----------------------

<p>for checks in certain areas with the following: X-Ray, equipment for drug detection, and to maintain current equipment.</p>		
<p>ACTION 1: Increasing the number of equipment for more efficient checks in certain areas with: X-Ray, equipment for drug detection, forbidden goods, and continued maintenance of equipment in use.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • To analyse current situation and the number of equipment available and their status. • To develop the project for needs to increase the number of equipment. • To send project for review and approval. • To present the project in front of potential donors. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Plans and projects are developed and approved.</p>		
<p>INDICATORS: Modern equipment for control of goods, identification of forbidden and limited goods, detection of narcotics and smuggled goods.</p>		
<p>RESPONSIBLE AUTHORITY: KC</p>		
<p>INVOLVED STAKEHOLDERS: MF, KC, ICITAP, EXBS, EUO.</p>		
<p>COST FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with authority budget and potential donors: Benefits: Establishment of a management system to cover specific objectives, priorities and development and financial plans to ensure the balance between investment and resources.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS Non-approval of projects. Lack of funds. Various administrative barriers.</p>		
<p>ACTION 2: Renovation of BCP premises.</p>		
<p>ACTIVITIES: Renovation and continued maintenance of existing premises at BCPs.</p>		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Premises renovated and operational.</p>		
<p>INDICATORS: Projects developed and implemented</p>		
<p>RESPONSIBLE AUTHORITY: KC</p>		
<p>INVOLVED STAKEHOLDERS: MF, MPA, MI, KC, International Partners, EUO, and donors</p>		

COST FOR KEY STAKEHOLDERS		
Authority: KC		
Cost: 300,000.00 EUR for 3 years		
Benefits: Improvement of optimum working conditions.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS: Non-approval of plans and projects, administrative barriers and lack of funds.		
ACTION 3: Increase efficiency of equipment use and their ad-hoc and regular inspection and maintenance and definition of responsibilities on the use according to administrative instructions and applicable SOPs.		
ACTIVITIES		
<ol style="list-style-type: none"> 1. Practical implementation of equipment use 2. Reporting on use of equipment 		
PRIORITY:		
Medium		
EXPECTED OUTCOME:		
Equipment used and operational		
INDICATORS: Optimum use of equipment and reporting on their use		
RESPONSIBLE AUTHORITY: KC		
INVOLVED STAKEHOLDERS: MF, KC, ICITAP, EXBS.		
COST FOR KEY STAKEHOLDERS		
Authority: KC		
Cost: Administrative		
Benefits: Increase of efficiency and effectiveness at work.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS:		
Non-use and non-reporting of equipment use.		

FOOD AND VETERINARY AGENCY

LEGAL FRAMEWORK

OBJECTIVE 1: Harmonisation of sub-legal acts pursuant to applicable laws and EU Acquis Comunitaire.

INDICATORS: Sub-legal acts approved.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
---------	---------------------	--------------

<p>CURRENT SITUATION</p> <p>Food and Veterinary Agency (FVA) operates based on the Law on Food and Law on Veterinary as well as other laws with the scope on food security, health, and wellbeing of animals and health of plants. To implement existing laws during the previous period a series of sub-legal acts (regulations and administrative instructions) were adopted, and which can be found at FVA website at: http://www.FVA-ks.net</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>In order to operationalize and implement well the laws new sub-legal acts based on EU standards (EU Acquis Comunitaire) are needed.</p>	<p>1. Adoption of sub-legal acts in line with applicable laws and EU Acquis Comunitaire.</p>	<p>OPM, MFARD, MH, FVA and other international partners.</p>
<p>ACTION 1: Adoption of sub-legal acts in line with applicable laws and EU Acquis Comunitaire.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Approval of annual legislative plan • Identification of priorities • Establishment of working group, FVA, OPM, MAFRD, MH. • Legal acts in line with applicable EU Acquis Comunitaire. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Approval of sub-legal acts that will assist in implementation of applicable legislation.</p>		
<p>INDICATORS: Sub-legal acts approved.</p>		
<p>RESPONSIBLE AUTHORITY: FVA.</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MAFRD, MH, FVA and other international partners</p>		
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: AFV</p> <p>Cost: Envisioned with authority budget and potential donors.</p> <p>Benefits: Supplementing legislative framework in areas of food security, animal health and wellbeing, and plant protection.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS:</p> <p>Non-implementation of legislative framework in the area of food security, animal health and wellbeing and plant protection.</p> <p>Spread of animal and plant diseases.</p>		

ORGANISATION AND MANAGEMENT

OBJECTIVE 1: Increase of FVA efficiency

INDICATORS: Structures established and effective.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Organizational structure of AFV was defined in regulation QRK – no. 29 /2013 on supplementing and amending regulation no. 03/2010 on organization of Food and Veterinary Agency. FVA Inspectorate Directorate operates based on the Action Plan for Official Controls and other plans as needed.</p> <p>REQUIREMENTS AND GOOD PRACTICES Advancement of FVA capacities based on EU standards and good practices. National Plan for Official Controls of FVA brings all current plans into a single plan.</p>	<ol style="list-style-type: none"> 1. Supervision, control and evaluation of implementation of regulation on internal organization of FVA and sharing tasks and responsibilities. 2. Organization of inspections in line with National Plan for Official Controls. 	<p>OPM, MAFRD, MH, FVA, other international partners.</p>
<p>ACTION 1. Supervision, control and evaluation of implementation of regulation on internal organization of FVA and sharing tasks and responsibilities.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Organisation of inspection according to plan and on ad-hoc basis • Reporting on regular basis about findings 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Adequate supervision and clear tasks.</p>		
<p>INDICATORS: Plans developed and reporting completed</p>		
<p>RESPONSIBLE AUTHORITY: FVA.</p>		
<p>INVOLVED STAKEHOLDERS: OPM, FVA</p>		
<p>COST FOR KEY STAKEHOLDERS Authority: FVA. Cost: Envisioned with authority budget. Benefits: Increase of work effectiveness and efficiency at FVA. Professionalized and trained staff according to European standards.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>ACTION 2: Organization of inspections in line with National Plan for Official Controls.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Analysis of situation from previous year of official controls. 		

<ul style="list-style-type: none"> Incorporation of notices from RASFF into National Plan for Official Controls for the following year. <p>Monitoring of fulfilment of National Plan for Official Controls</p>		
PRIORITY: High.		
EXPECTED OUTCOME: Border control based on the national plan.		
INDICATORS: Completed inspections. Reports on findings submitted.		
RESPONSIBLE AUTHORITY: FVA		
INVOLVED STAKEHOLDERS: OPM, FVA		
COST FOR KEY STAKEHOLDERS Authority: FVA Cost: Envisioned with authority budget. Benefits: Increase of effectiveness in border inspection.		
PROCEDURES		
OBJECTIVE 1: Harmonisation of border control procedures with EU standards.		
EXPECTED OUTCOME: SOPs and Manual for Border Inspections drafted and harmonised.		
INDICATORS: Procedures are harmonised. Controls according to standards.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Current Standard Operating Procedures (SOPs) are fully harmonised with EU good practices. FVA constantly develops new SOPs and Manual for Border Inspection, which provide recommendations for border controls in order to approximate them with EU standards. These documents are developed based on current legislation, including EU best practices.	<ol style="list-style-type: none"> Development of SOPs and Inspection Manual according to EU standards and good practices. Harmonisation of required documents for imports and exports. 	OPM, MAFRD, FVA and Other international partners.
REQUIREMENTS AND GOOD PRACTICES Development of Manual for Border Inspection and new SOPs in line with EU good practices and standards.		
ACTION 1: Development of SOPs and Inspection Manual according to EU standards and good practices.		
ACTIVITIES: <ol style="list-style-type: none"> To establish a cross-sectorial working group. To develop Standard Operating Procedures (SOPs) of border control. To develop Manual for Border Inspection. 		
COST FOR KEY STAKEHOLDERS Authority: FVA. Cost: Envisioned with authority budget. Benefits: Increase of efficiency of border inspection procedures. Border inspections based on Manual for Border Inspection.		
DURATION: Ongoing.		

PROPOSED TIMELINE: June 2016.		
RISKS: Administrative barriers.		
INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA and other international partners.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Lack of funds. Administrative barriers.		
ACTION 2: Harmonisation of required documents for imports and exports.		
ACTIVITIES: 1. To establish a cross-sectorial working group. 2. Development of certificates (veterinary and phito-sanitary) according to EU standards.		
PRIORITY: High.		
EXPECTED OUTCOME: Veterinary and phytosanitary certificates according to EU standards.		
INDICATORS: Certificates approved.		
RESPONSIBLE AUTHORITY: FVA.		
INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA and other international partners.		
COST FOR KEY STAKEHOLDERS Authority: AFV. Cost: Envisioned with authority budget and potential donors. Benefits: Standardisation and harmonisation of imports procedures, better implementation of control procedures.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Administrative barriers.		
HUMAN RESOURCES AND TRAINING		
OBJECTIVE 1. Professional capacity building for FVA inspectors		
INDICATORS: Annual plan of trainings for FVA inspectors.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
SITUATA AKTUALE Trainings provided are in line with needs and demands of respective directorates for professional development of staff.	1. Evaluation and revision of FVA training programme. 2. Provision of training programme based on integration of new IT systems.	OPM, MAFRD, FVA and Other international partners.
REQUIREMENTS AND GOOD PRACTICES Trainings needs to be provided for the new electronic system and integration of systems within IBM.		

ACTION 1: Evaluation and revision of FVA training programme.
<p>ACTIVITIES:</p> <ul style="list-style-type: none"> • Working group is established. • Training needs analysis. • Development of training programme-updated. • Approval of the programme. • Provision of trainings.
PRIORITY: Medium.
EXPECTED OUTCOME: Needs analysis and development of FVA training programme.
INDICATORS: Programme approved.
RESPONSIBLE AUTHORITY: FVA
INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA and other international partners.
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: FVA.</p> <p>Cost: Envisioned with authority budget and potential donors.</p> <p>Benefits: Professional training for staff, professional development.</p>
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing
RISKS: Administrative barriers.
ACTION 2. Provision of training programme based on integration of new IT systems.
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Evaluation and identification of training needs. 2. Organization of general and specialized trainings.
PRIORITY: High.
EXPECTED OUTCOME: FVA personnel trained with EU standards.
INDICATORS: FVA training programmes are developed and implemented.
RESPONSIBLE AUTHORITY: OPM, MAFRD, FVA and other international partners.
INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA and other international partners.
<p>COST FOR KEY STAKEHOLDERS</p> <p>Authority: FVA.</p> <p>Cost: Envisioned with authority budget and potential donors.</p> <p>Benefits: Training of personnel based on new training programmes.</p>
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing
<p>RISKS:</p> <p>Lack of funds.</p> <p>Administrative barriers.</p>

COMMUNICATINO AND INFORMATION EXCHANGE

OBJECTIVE 1: Advancement and structuring of communication and information exchange within agency.

INDICATORS: Effective and structured communication and information exchange.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>FVA uses written, verbal and electronic format and this area is regulated with legal acts and communication manual that is used by the Government as well. Internal communication system enables and encourages top-down and bottom-up approaches as well as cross-sectorial communication.</p> <p>As part of legislative scope FVA website contains much information for business on imports and other tasks that fall within FVA scope, advice and other information on animal health and wellbeing, food security, public health, plant health, etc.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Development, advancement, and structuring of communication and information exchange within the authority based on good practices in line with EU standards. An important step that needs to be considered is public information and external communication.</p>	<p>1. Identification of challenges and overcoming them in communication and information exchange within agency.</p>	<p>OPM, MAFRD, FVA and Other international partners.</p>
<p>ACTION 1. Identification of challenges and overcoming them in communication and information exchange within agency.</p>		
<p>ACTIVITIES:</p> <ul style="list-style-type: none"> • To assess current situation. • To identify weaknesses. • To create a working group to propose potential solutions. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: More advanced and structured communication.</p>		
<p>INDICATOR: Situation is assessed, instructions are clear, more advanced communication and information exchange.</p>		
<p>RESPONSIBLE AUTHORITY: FVA.</p>		

INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA and other international partners.		
COST FOR KEY STAKEHOLDERS		
Authority: FVA.		
Cost: Envisioned with agency budget.		
Benefits: More advancement communication and information exchange.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Administrative barriers.		
OBJECTIVE 2: Advancement of current IT system at Border Inspection Points (BIP).		
INDICATORS: Direct (online) information for businesses.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>At BIP, FVA uses software called TRACES for exports to EU for non-food items of animal origin.</p> <p>FVA border inspectors are equipped with computers, digital cameras, fixed and mobile phones, internet and database. Since the beginning of 2014, FVA delegated officials to NCBM and NJPIARK/NCBM, in order to coordinate and exchange information on real time with KC and KP. Also at NCBM, FVA has installed a confidential line (hotline) for consumer complaints.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Advancement of the system and other application formats based on “Good Practices”.</p>	<p>1. IT application that enables full connection between FVA departments and laboratories which enable efficient communication within authority and other stakeholders.</p>	<p>OPM, MAFRD, FVA and Other international partners.</p>
ACTION 1: IT application that enables full connection between FVA departments and laboratories which enable efficient communication within authority and other stakeholders.		
ACTIVITIES:		
<ol style="list-style-type: none"> 1. To coordinate activities within authority and other authorities. 2. To describe operational requirements for all involved parties. 3. To establish a working group that proposes potential solutions. 		
PRIORITY: Medium.		
EXPECTED OUTCOME: Advancement of current IT System.		
INDICATORS		
Needs are identified.		
Unique system for information about cargo arrival.		

Plan developed and approved.		
RESPONSIBLE AUTHORITIES: OPM, MAFRD, FVA, and other international partners.		
INVOLVED STAKEHOLDERS: OPM, MAFRD, FVA, and other international partners.		
COST FOR KEY STAKEHOLDERS		
Authority: FVA		
Cost: Envisioned with authority budget and potential donors.		
Benefits: IT advancement.		
DURATION: Ongoing.		
PROPOSED TIMELINE: December 2016.		
RISKS:		
Lack of funds.		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE 1: Improvement of physical and technological infrastructure.		
INDICATORS: Investment plans developed and approved.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Current infrastructure does not meet requirements for border control (veterinary and phytosanitary) and there is no sufficient space for official controls and sample preparation. Not all required equipment are available for inspection and identification of harmful agents with physical, chemical, and microbiological nature in inspected products in the area of public health for food security, protection of health, and wellbeing of animals and plant health.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Required infrastructure needs to be provided for veterinary and phytosanitary border inspection based in EU standards and good practices.</p>	<ol style="list-style-type: none"> 1. Construction of specific premises for veterinary and phytosanitary border inspection in line with EU standards. 2. Assessment of use of existing equipment and identification of needs for new equipment for inspection in the area of public health and food security, animal health protection and wellbeing, and plant health. 3. To increase efficient use of equipment and their ad-hoc and regular inspection and definition of responsibilities on the use according to applicable AI and SOPs. 	<p>OPM, Line ministries FVA and Other international partners.</p>
ACTION 1: Construction of specific premises for veterinary and phytosanitary border inspection in line with EU standards.		
ACTIVITIES		
<ul style="list-style-type: none"> • Identification of needs and development of projects. 		

<ul style="list-style-type: none"> • To provide infrastructure and equipment in line with EU standards. • To analyse strengths and weaknesses. • To prepare the projects in three phases related to the set objective. • To send the project for review and approval to the Government of the Republic of Kosovo. • Operationalization of specific premises for FVA needs.
PRIORITY: High.
EXPECTED OUTCOME: Plans and projects developed for BIP.
INDICATORS: Development of internal mechanisms to review and adapt FVA investment policy in line with Government decisions for BIP. Establishing financial programmes to support strategic and investment plans.
RESPONSIBLE AUTHORITY: FVA.
INVOLVED STAKEHOLDERS: OPM, Line Ministries, FVA and international donors
COST FOR KEY STAKEHOLDERS: Authority: FVA. Cost: Envisioned with the budget of the Government of the Republic of Kosovo and potential donors. Financial value is defined by the group that identifies needs and develops construction project. Benefits: Infrastructure and equipment according to EU standards.
DURATION: Ongoing.
PROPOSED TIMELINE: June 2018.
RISKS Lack of funds. Various administrative barriers.
ACTION 2: Assessment of use of existing equipment and identification of needs for new equipment for inspection in the area of public health and food security, animal health protection and wellbeing, and plant health.
ACTIVITIES <ol style="list-style-type: none"> 1. Assessment of use of existing equipment 2. Identification of needs for additional equipment. 3. Development of investment plan. 4. Purchase, installation/operationalization and maintenance of equipment.
PRIORITY: High
EXPECTED OUTCOME: Use of equipment, equipment provided and operational.
INDICATORS: Findings, investment plans are developed and provision of equipment.
RESPONSIBLE AUTHORITY: FVA
INVOLVED STAKEHOLDERS: OPM, line ministries, FVA and other international partners
COST FOR KEY STAKEHOLDERS Authority: FVA Cost: Envisioned with authority budget and potential donations. Benefits: Adequate use of equipment and more quality services.
DURATION: Ongoing

PROPOSED TIMELINE: Ongoing
RISKS Lack of funds. Administrative barriers.
ACTION 3: To increase efficient use of equipment and their ad-hoc and regular inspection and definition of responsibilities on the use according to applicable AI and SOPs.
ACTIVITIES <ul style="list-style-type: none"> • Identification of existing equipment in use at BIP. • Use of equipment, • Monitoring and reporting
PRIORITY: High.
EXPECTED OUTCOME: Completion of efficient and effective inspections according to good performance standards and practices.
INDICATORS: Improvement of inspection performance at BIP
RESPONSIBLE AUTHORITY: FVA
INVOLVED STAKEHOLDERS: FVA.
COST FOR KEY STAKEHOLDERS Authority: FVA Cost: Envisioned with authority budget. Benefits: Adequate use of equipment and more quality services.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS Lack of funds. Administrative barriers.

**COOPERATION AMONG AUTHORITIES
(KP-KC-FVA)**

LEGAL FRAMEWORK

OBJECTIVE 1: Reaching a cooperation agreement among authorities and other relevant institutions that are not involved with IBM.

INDICATORS: Agreements are signed and put in practice.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
---------	---------------------	--------------

<p>CURRENT SITUATION Cooperation between IBM authorities and other institutions is based on the Law no. 04 L/ 216 for cooperation between involved stakeholders in IBM and AI No. 11/2013. The majority of signed Memoranda of Understanding (MM) and Standard Operating Procedures (SOP) are applicable and practical implementation in the field has started.</p> <p>REQUIREMENTS AND GOOD PRACTICES Revision of agreements and supplementing the existing ones and their implementation will improve entire spectre and coordination of activities in implementation of law in order to improve inter-institutional coordination. This is a requirement of EU standards and good practices.</p>	<p>1. Revision, supplement and entering agreements as needed.</p>	<p>OPM, MIA, MF, Ministries and Other relevant institutions.</p> <p>KP, KC, FVA.</p>
<p>ACTION 1: Revision, supplement and entering agreements as needed.</p>		
<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Establishment of working groups among authorities. 2. Revision of applicable agreements among border authorities and other institutions. 3. Drafting of new agreements. 4. Approval and putting in practice. 5. Monitoring of practical implementation. 		
<p>PRIORITY: High.</p>		
<p>EXPECTED OUTCOME: Coordination of actions between authorities and institutions.</p>		
<p>INDICATORS: Memoranda are signed and they are implemented.</p>		
<p>RESPONSIBLE AUTHORITY: OPM, MIA, MF, Ministries and other relevant institutions, KP, KC, FVA.</p>		
<p>INVOLVED STAKEHOLDERS: KP, KC, FVA and other relevant institutions.</p>		
<p>COST FOR KEY STAKEHOLDERS: Authority: KP, KC, FVA. Cost: 6.000 EUR for 3 years Benefits: Increase of cooperation, coordination of activities, avoiding activity overlap, increase of efficiency and effectiveness.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>RISKS: Various administrative barriers.</p>		
<p>ORGANISATION AND MANAGEMENT</p>		
<p>OBJECTIVE 1: Improvement and development of cooperation and coordination capacities of border authorities in the area of information exchange, joint criminal intelligence, risk analysis, prevention of illegal acts.</p>		

INDICATORS: Capacities developed and operational.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>State authorities of the Republic of Kosovo have developed capacities, but the required developments of border safety have not been met yet, considering all information available about border traffic, situation with illegal migration, and illegal trafficking at cross-border and trans-national level. The lack of two-way flow of information and inadequate implementation of risk analysis at local and regional levels have resulted with continued inability to undertake specific actions with operational plans in timely and accurate manner for a joint activity at the border.</p> <p>Authorities within IBM, through NCBM/NJPIARK have established a joint mechanism for risk analysis and profile of threats for BCP, green and blue line and they produce monthly, semi-annually analytic and strategic reports. Through the mechanism of Assigning and Coordinating tasks, operational and strategic planning, personnel and technical resource allocation is done based on a continued analysis of environment and threats. Also, intelligence-led planning of activities for border management is done.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Operations’ management at the border and within the Republic of Kosovo needs to be based on continued assessment and analysis of situation at the border, within the territory, around state borders and in the region. Border officers who work in state border control are required to constantly obtain information related to potential risk and threat indicators on border safety and country safety in general.</p>	<ol style="list-style-type: none"> 1. To organize regular meetings on weekly, monthly-quarterly, semi-annually and annual basis. 2. Development of joint plans for prevention of illegal acts. 3. Development of joint operations. 4. Development of joint teams for prevention of illegal acts. 5. Reporting of results from joint operations. 6. To develop a strategic assessment, and at the same time find modality to operationalize a control strategy. 7. To develop SOP for the Group on Assigning and Coordinating Tasks (GACT) for IBM. 	<p>OPM, MIA, MF, Ministries and Other relevant institutions</p> <p>KIA</p> <p>KP, KC, FVA</p> <p>KFOR EULEX ICITAP EXBS</p>
ACTION 1: To organize regular meetings on weekly, monthly-quarterly, semi-annually and annual basis.		
ACTIVITIES:		

<ul style="list-style-type: none"> • To prepare plan for having meetings and instructions for action. • To organize regular meetings according to agreed plan. • To start practical implementation and to prepare reports on activities and tasks assigned in those meetings.
PRIORITY: High.
EXPECTED OUTCOME: Capacities developed, plan prepared, instructions drafted, mechanisms are operational.
INDICATORS Mechanisms are operational and meetings held and reported.
RESPONSIBLE AUTHORITIES: KP, KC, FVA.
INVOLVED STAKEHOLDERS: OPM, MIA, MF, Ministries and other relevant institutions KIA, KP, KC FVA KFOR, EULEX, ICITAP, EXBS.
COST FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Administrative Benefits: Increased cooperation and performance.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing
RISKS: There are no risks.
ACTION 2: Development of joint plans for prevention of illegal acts.
ACTIVITIES <ul style="list-style-type: none"> • To establish a working group among authorities. • To analyse current situation and analyse strengths and weaknesses of the objective. • To prepare plan and instructions for action. • To send the plan for review and approval. • To explore possibility to organize a study visit in order to obtain experiences. • To select a case where operationalization will be tested. • To kick off practical implementation.
PRIORITY: Medium.
EXPECTED OUTCOME: Capacities built, instructions developed, mechanisms are operational.
INDICATORS Developing mechanisms for investigation of cases. Development of operational mechanisms and suitable system that is related to prevention, investigation and discovery of illegal actions and activities. More effective and efficient control of state border and territory of RKS, based on European standards and good practices.
RESPONSIBLE AUTHORITIES: KP, KC, FVA.
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA, KFOR, EULEX, international partners.
COST FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Administrative. Benefits: Increase of border and country safety.

DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Non-implementation of approved plans.
ACTION 3: Development of joint operations.
ACTIVITIES <ul style="list-style-type: none"> • To implement joint operations based on operational plans. • To send operations for review and approval. • To kick off practical implementation.
PRIORITY: High.
EXPECTED OUTCOME: Capacities built, operations implemented, mechanisms are operational
INDICATORS Development of operational mechanisms and suitable system that is related to prevention, investigation, and discovery of illegal acts and activities. More effective and efficient control of state border and territory of RKS, based on European standards and good practices.
RESPONSIBLE AUTHORITIES: KP, KC, FVA
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA, KFOR and international partners.
COST FOR KEY STAKEHOLDERS Authorities: KP, KC, FVA. Cost: Administrative Benefits: Increase of border and country safety.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing.
RISKS: Non-implementation of joint operations.
ACTION 4: Development of joint teams for prevention of illegal acts.
ACTIVITIES <ul style="list-style-type: none"> • To establish working group among authorities. • To analyse current situation and analyse strengths and weaknesses of the objective. • To prepare plan and instructions for action. • To send plan for review and approval. • To kick off practical implementation.
PRIORITY: High.
EXPECTED OUTCOME: Capacities built, investigations completed.
INDICATORS: Development of operational mechanisms and suitable system that is related to prevention, investigation, and discovery of illegal acts and activities.
RESPONSIBLE AUTHORITIES: KP, KC, FVA
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA, EULEX, and international partners.
COST FOR KEY STAKEHOLDERS Authority: KP, KC, FVA.

Cost: Requires additional costs for involved stakeholders
Benefits: Increase of border and country safety.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-implementation of joint investigations.
ACTION 5: Reporting of results from joint operations.
ACTIVITIES
<ul style="list-style-type: none"> To report to leaders of IBM authorities and on quarterly basis to National IBM Coordinator.
PRIORITY: High.
EXPECTED OUTCOME: Increased quality of reporting. Operations completed.
INDICATORS: Development of operational mechanisms and suitable system that is related to reporting.
RESPONSIBLE AUTHORITIES: KP, KC, FVA
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA
COST FOR KEY STAKEHOLDERS
Authority: KP, KC, FVA.
Cost: Administrative
Benefits: Professional authorities and information and report exchange.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-implementation of joint investigations.
ACTION 6: To develop a strategic assessment, and at the same time find modality to operationalize a control strategy.
ACTIVITIES:
<ul style="list-style-type: none"> To analyse current situation and analyse strengths and weaknesses of the objective. To prepare strategic assessment and find modality for operationalization of control strategy. To send it for review and approval. To explore opportunities for a study visit to gain experiences. To kick off practical implementation of strategic assessment and control strategy.
PRIORITY: Medium
EXPECTED OUTCOME: Assessment completed. Taking over tasks and implementing them in practice.
INDICATORS: Control strategy is operational.
RESPONSIBLE AUTHORITIES: KP, KC, FVA
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA.
COST FOR KEY STAKEHOLDERS
Authority: KP, KC, FVA.
Cost: Administrative
Benefits: Competent and professional authorities.
DURATION: Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Non-development of strategic assessment and non-implementation of control strategy.

ACTION 7: To develop SOP for the Group on Assigning and Coordinating Tasks (GACT) for IBM.		
ACTIVITIES:		
<ul style="list-style-type: none"> • To establish working group. • To develop SOP • To send it for review and approval. • To kick off practical implementation. 		
PRIORITY: High		
EXPECTED OUTCOME: SOP drafted and approved.		
INDICATORS: Clear description of tasks and responsibilities.		
RESPONSIBLE AUTHORITY: KP, KC, FVA		
INVOLVED STAKEHOLDERS: MIA, MF, KP, KC, FVA, international partners.		
COST FOR KEY STAKEHOLDERS		
Authority: KP, KC, FVA.		
Cost: Administrative		
Benefits: Efficient structure in assigning and coordinating tasks.		
DURATION: Ongoing		
PROPOSED TIMELINE: June 2016		
RISKS: Non-development and approval of SOP		
OBJECTIVE 2: Advancement of operational capacities in fighting all forms of cross-border and trans-national illegal activities, with special focus in prevention and discovery of drugs, smuggling of weapons and munitions, weapons of mass destruction, radio-active tools, human trafficking, illegal migration, and terrorism as stipulated by United Nations Convention against trans-national organized crime and its protocols.		
INDICATORS: Successful and effective teams in prevention of all forms of illegal activities.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Teams have been established and trained for combating illegal activities and illegal trafficking within each authority involved in IBM and other authorities with responsibilities at the border. Despite daily results, there is a need for these activities to advance and increase operational capacities in prevention and combating illegal cross-border and within-country activities.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Clear objectives and additional tasks need to be defined for combating illegal activities and illegal trafficking based on National Strategies of RKS and European standards and good practices, always taking into consideration safety of the country. Funds need to</p>	<ol style="list-style-type: none"> 1. Development of joint plans and clear instructions to prevent and combat illegal activities and illegal trafficking. 2. Prevention and combat of illegal activities related to terrorism. 3. Provision of funds, number of sufficient qualified and trained personnel and adequate equipment. 	<p>OPM, MIA, MF, Ministries and Other relevant institutions</p> <p>KIA KARPNS KP, KC, FVA</p> <p>KFOR EULEX ICITAP EXBS</p>

be provided, as well as sufficient number of personnel qualified and trained, and adequate equipment.		
ACTION 1: Development of joint plans and clear instructions to prevent and combat illegal activities and illegal trafficking.		
ACTIVITIES		
<ul style="list-style-type: none"> • To establish a working group among authorities for development of joint plans. • To analyse current situation and analyse strengths and weaknesses. • To prepare a plan and instructions for action. • To send the plan for review and approval at the competent body. • To initiate practical implementation. 		
PRIORITY: High.		
EXPECTED OUTCOME: Cases prevented and discovered.		
INDICATORS: Plans are ready and instructions are clear.		
RESPONSIBLE AUTHORITIES: KC, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF, Ministries and other relevant institutions, KIA, KARPNS, KP, KC, FVA, KFOR, EULEX, ICITAP, EXBS		
COST FOR KEY STAKEHOLDERS		
Authority: KC, KC, FVA and KARPNS		
Cost: Administrative		
Benefits: Professional teams in the area of rule of law and prevention of illegal activities.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Non-approval of plan and instructions for actions.		
ACTION 2: Prevention and combat of illegal activities related to terrorism.		
ACTIVITIES		
<ul style="list-style-type: none"> • To analyse current situation of reception of information on passengers' data. • To find modalities for reception of information on passengers' data. • To pass received data to Directorate for Intelligence and Analysis and Directorate against Terrorism. 		
PRIORITY: High.		
EXPECTED OUTCOME: Identification of suspects related to terrorism.		
INDICATORS: Number of cases prevented and discovered		
RESPONSIBLE AUTHORITIES: MIA, KIA, KP, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MIA, MF, Ministries and other relevant institutions KIA, KARPNS, KP, KC, FVA, KFOR, EULEX, ICITAP, EXBS and other international partners.		
COST FOR KEY STAKEHOLDERS		
Authority: KC, KP, FVA		
Cost: Administrative		
Benefits: Increase of capacities in the area of rule of law and prevention of terrorist activities.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing.		
RISKS: Non-approval of the plan and instructions for action.		

ACTION 3: Provision of funds, number of sufficient qualified and trained personnel and adequate equipment.		
ACTIVITIES		
<ul style="list-style-type: none"> • To analyse current situation of funds, number of personnel and equipment. • To analyse needs for the future based on mid-term and long-term plans. • To prepare a comprehensive project and instructions for action. • To send the project for review to responsible body. • To initiate practical implementation of the project. 		
PRIORITY: Medium.		
EXPECTED OUTCOME: Funds provided, sufficient number and trained personnel.		
INDICATORS: Plans are ready, instructions are clear, and structure is well-trained.		
RESPONSIBLE AUTHORITY: KC, KP, FVA and AMRK.		
INVOLVED STAKEHOLDERS: MIA, MF, OPM KP, KC, FVA, other authorities with scope of work at borders and international partners and potential donors, ICITAP, EXBS, IPA.		
COST FOR KEY STAKEHOLDERS		
Authority: KC, KP, FVA and AMRK.		
Cost: Envisioned with the budget of authorities and potential donors (400.000 EUR for 4 years).		
Benefits: Professionalized structure in the area of rule of law and prevention of illegal activities.		
DURATION: Ongoing.		
PROPOSED TIMELINE: December 2016.		
RISKS: Non-approval of the project and lack of funds.		
OBJECTIVE 3: Development and implementation of the management and organizational system which eliminates or minimizes opportunities for bad behaviours and corruption.		
INDICATORS: Practical implementation of the Code of Ethics.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>The Government of the Republic of Kosovo and respective ministries under which operate authorities involved in IBM and IBM authorities themselves continuously make efforts to increase capacities to prevent bad and corruptive behaviours by establishing adequate mechanisms to combat these phenomena. Numerous awareness campaigns, trainings, workshops were organized and a series of formal documents were issued, including: government decisions, Law against Corruption, and internal AIs on the issue, with the sole purpose to meet required standards for an aware society and professional and ethical services. Each authority has established within their structures sectors or units for internal inspection and for professional standards that</p>	<ol style="list-style-type: none"> 1. Raising awareness of border officials for consequences of unethical behaviour and corruption. 2. Raising awareness for citizens and businesses on prevention of corruption and other illegal activities. 3. Completion of ad-hoc and regular inspection visits on implementation of anti-corruption plan. 4. Joint investigations of authorities for combating corruption (KP, KC, FVA, KPI, Anti-Corruption Agency) 	<p>OPM, MIA, MF,</p> <p>Anti-Corruption Agency (ACA). KPI</p> <p>KP, KC, FVA.</p> <p>EULEX ICITAP EXBS and International partners.</p>

<p>pertain to awareness, prevention, and treatment of potential cases.</p> <p>REQUIREMENTS AND GOOD PRACTICES To undertake steps towards development and advancement of procedures and instructions that ensure that all staff members support the rule of law and complete their tasks fairly, impartially, trustfully, professionally and firmly, always meeting European standards and good practices against unethical behaviours and corruption.</p>		
<p>ACTION 1. Raising awareness of border officials for consequences of unethical behaviour and corruption.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Preparation of a joint plan. • To organize joint visits to Regional Border Directorate, Regional Customs Departments, Regional FVA Offices. • Assessment of implementation of Code of Ethics for border officers. • To report findings. 		
<p>PRIORITY: Medium</p>		
<p>EXPECTED OUTCOME: Increased level of knowledge on consequences of unethical behaviour and corruption. Advancement of officers of IBM authorities towards ‘zero tolerance’ to corruption concept. Meeting European standards and good practices.</p>		
<p>INDICATORS: Project and action plan developed and approved. Authorities recognize importance of ethical approach. Ethical principles applied in practice. Directive of IBM National Coordinator put into practice.</p>		
<p>RESPONSIBLE AUTHORITIES: KP, KC, FVA, KPI</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MIA, MF, Anti-Corruption Agency (ACA), KPI, KP, KC, FVA and international partners.</p>		
<p>COST FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: 6.000 EUR for 3 years. Benefits: Professional authorities in the area of rule of law and ethical and professional principles.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: June 2016</p>		
<p>RISKS Non-approval of project and action plan. Administrative barriers.</p>		
<p>ACTION 2. Increase of awareness for citizens and businesses in prevention of corruption and other illegal activities.</p>		

<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Organize media campaigns under the leadership of the Office of the National Coordinator for IBM. • Organize joint visits to BCPs and near BCPs. • Participate in public debates, media campaigns and various events for citizens and businesses on prevention of corruption and other unlawful activities. • Coordinate activities with local authorities. • Utilise NCBM’s capacities, and enhance monitoring and reporting on potential corruption activities and other unlawful activities.
<p>PRIORITY: High.</p>
<p>EXPECTED OUTCOME: Increased awareness among citizens and business on prevention of corruption and other unlawful activities. Campaigns conducted and coordination with local authorities carried out.</p>
<p>INDICATORS: Number of calls made to the NCBM HOTLINE 080050095 Number of campaigns and visits.</p>
<p>RESPONSIBLE AUTHORITY: KP, KC, FVA.</p>
<p>INVOLVED STAKEHOLDERS: OPM, MIA, MoF, Anti-Corruption Agency (ACA), KPI, KP, KC, FVA, local authorities, media, EXBS, EULEX and other international partners.</p>
<p>COST FOR KEY STAKEHOLDERS: Authority: KP, KC, FVA. Cost: 4.000 Euros for 3 years by IBM authorities and potential donors. Benefits: Professional authorities in the area of rule of law and ethical and professional principles.</p>
<p>DURATION: Ongoing.</p>
<p>PROPOSED TIMELINE: June 2016</p>
<p>RISKS: Various administrative and budgetary obstacles.</p>
<p>ACTION 3: Joint investigations between authorities for countering corruption (KP, KC, FVA, KPI, ACA)</p>
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Develop Project and action plan. • Submit for review to the Executive Board for IBM and approval by National Coordinator for IBM. • Consider the possibility of going to a study tour. • Utilise NCBM capacities and other resources in monitoring and reporting potential corruption activities. • Organize joint investigations. • To kick off practical implementation.
<p>PRIORITY: Medium</p>
<p>EXPECTED OUTCOME: Corruption cases prevented and detected. IBM authorities strengthened towards zero corruption concept.</p>

European standards and best practices met.		
INDICATORS: Capacities enhanced and functional. Joint investigations organized. Authorities recognize the importance of an ethical approach. Ethical principles applied.		
RESPONSIBLE AUTHORITIES: KP, KC, FVA, KPI.		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF, ACA, KPI, KP, KC, FVA and other partners.		
COST FOR KEY STAKEHOLDERS: Authority: KP, KC, FVA. Cost: Administrative. Benefits: Professional authorities in the area of rule of law and ethical and professional principles.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Various administrative barriers		
PROCEDURES		
OBJECTIVE 1: To standardize BCPs based on applicable Administrative Instructions (for categorization) and in line with European standards.		
INDICATORS: BCPs standardized in accordance with the applicable legislation and European standards.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION The Government of the Republic of Kosovo, relevant Ministries and authorities involved in IBM have undertaken concrete actions to create conditions and meet standards. Currently, a number of BCPs are not in line with EU standards and best practices, although an AI on the categorization of BCPs issued pursuant to the applicable legislation foresees the rules for the functioning of BCPs as well.</p> <p>REQUIREMENTS AND GOOD PRACTICES When standardizing the BCPs, the future status of national borders should be taken into account and they should be identified as short-term, mid-term and long-term borders with a view to future EU enlargement. Standardization of BCPs aims to have the BCPs under</p>	<p>1. Analyse the need for standardizing BCPs in line with European standards.</p>	<p>OPM, MIA, MoF, MAFRD, MI, MPA, MFA.</p> <p>International partners, (EULEX, ICTAP, etc.) and EUO,</p>

<p>a certain category supplied with adequate facilities and equipment for carrying out border control as effective and efficiently as possible.</p>		
<p>ACTION 1: Analyse the need for standardizing BCPs in line with European standards.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish a Working Group comprising authorities on BCP standardization. 2. Compare the current situation of BCPs with EU good practices. 3. Amend UA No 07/2010 on the Categorization of BCPs. 4. Develop and approve the project. 		
<p>PRIORITY: Moderate.</p>		
<p>EXPECTED OUTCOME: BCPs standardized.</p>		
<p>INDICATORS: BCPs standardized in line with European standards and EU good practices.</p>		
<p>RESPONSIBLE AUTHORITY: Government of the Republic of Kosovo</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MPB, MoF, MFA, international partners (EULEX, ICITAP) EUO.</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Administrative Benefits: BCPs standardized in line with European practices.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: September 2016.</p>		
<p>RISKS Various administrative/legal obstacles.</p>		
<p>OBJEKTIVI 2: To mainstream IBM budget funding in agreement with all concerned authorities.</p>		
<p>INDICATORS: Budget funding mainstreamed between authorities</p>		
<p>CONTEXT</p>	<p>PROPOSED ACTIVITIES</p>	<p>STAKEHOLDERS</p>

<p>CURRENT SITUATION Currently, each authority has its own separate budget allocated from the Budget of the Republic of Kosovo. There is no separate IBM budget line. Efforts have been made to have the allocated funds mainstreamed, however it should be noted that the funding that could be coordinated between the authorities is insufficient.</p> <p>REQUIREMENTS AND GOOD PRACTICES IBM funding should be mainstreamed and sufficient in order to achieve the objectives of the IBM Strategy and Action Plan. The Government should set up a separate budget line under the MIA and allocate funding for IBM in order to achieve the objectives planned within the National IBM Strategy.</p>	<ol style="list-style-type: none"> 1. Identify objectives and projects with priority and coordinate budget funding with potential donors. 2. Allocate a separate budget line for IBM. 	<p>OPM, MIA, MoF MI, MPA</p> <p>KP, KC, FVA</p> <p>KARPNS and other authorities involved in border control.</p>
<p>ACTION 1: Identify priority objectives and projects and coordinate funding with potential donors.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Establish a Working Group on Joint Project Identification. • Develop a Budget Plan according to priorities. • Present projects before donors. 		
<p>PRIORITY: Moderate.</p>		
<p>EXPECTED OUTCOME: Projects identified and Budget Plan developed.</p>		
<p>INDICATORS: The Budget Plan submitted for approval.</p>		
<p>RESPONSIBLE AUTHORITY: KP, KC, FVA.</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MIA, MoF, other relevant ministries and international partners</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: On an as needed basis. Benefits: Sufficient budget funding for accomplishing the IBM Strategy objectives according to priorities.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>RISKS: Lack of budget funds. Various administrative barriers.</p>		

ACTION 2: Allocate a separate budget line for IBM.		
ACTIVITIES		
<ul style="list-style-type: none"> • Establish an Inter-Institutional Working Group. • Develop the Budget Plan according to priorities. • Approval by the IBM Executive Board. • Approval by the Government. • Implement the plan. 		
PRIORITY: High.		
EXPECTED OUTCOME: Budget line allocated.		
INDICATORS: The Budget Plan submitted for approval. Projects identified and Budget Plan developed.		
RESPONSIBLE AUTHORITY: KP, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF,		
COSTS FOR KEY STAKEHOLDERS		
Authority: KP, KC, FVA.		
Costs: Administrative.		
Benefits: Sufficient budget funding for accomplishing the IBM Strategy and Action Plan objectives according to priorities		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS Non-approval of a separate budget line for IBM		
HUMAN RESOURCES AND TRAINING		
OBJECTIVE 1. To organize continuous training amongst authorities and with other actors involved in border control.		
INDICATORS: Joint trainings for authorities conducted. Training curricula developed.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION IBM authorities continuously organize joint training based on the IBM concept and the needs arising at the BCPs. Specialized training programs based on the Training Needs Assessment, whether delivered within the IBM authorities or provided by external agencies, have had a positive impact in improving cooperation, enhancing professionalism and reducing negative phenomena that threaten national security,	1. Conduct training/development activities continuously.	OPM, MIA, MF, MMPH. KP, KC, FVA, KARPNS and other authorities involved in border control.

<p>revenues and public health.</p> <p>REQUIREMENTS AND GOOD PRACTICES Specialized training programs based on the Training Needs Assessment, whether delivered within the IBM authorities or provided by external agencies, will have a positive impact in improving cooperation, enhancing professionalism and reducing negative phenomena that threaten national security, revenues and public health. Specialized and advanced training courses should be delivered, with a special emphasis on:</p> <ul style="list-style-type: none"> • Back-office control, • Criminal intelligence, • Threat analysis and profiling, • Stolen vehicle detection, • Identifying and detecting forged travel documents, • Detecting people hidden in vehicles, • K9 unit training, • Human rights and asylum-seeker rights, • Early identification of individuals and groups linked to terrorist activities, • Trafficking in human beings, migrant smuggling, narcotics, etc. • Anti-corruption measures 		<p>International partners,</p>
<p>ACTION 1. Ongoing delivery of training/development activities</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Analyse training needs. • Identify gaps. • Continue the standard development of joint training programs. • Approve joint training programs. • Organize joint training programs. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Joint trainings continuously delivered.</p>		
<p>INDICATORS: Training curricula in place.</p>		
<p>RESPONSIBLE AUTHORITY: KP, KC, FVA.</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MIA, MoF, KP, KC, FVA, EULEX, EXBS and other authorities.</p>		
<p>COST FOR KEY STAKEHOLDERS: Authority: KP, KC, FVA and other authorities involved in border control.</p>		

Cost: 75.000 Euros for 3 years.		
Benefits: Reduction of negative phenomena that represent a threat to national security, revenues and public health. Staff performance enhanced.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Lack of funds. Administrative barriers.		
OBJECTIVE 2. Personnel placement, training and capacity building for authorities based on European standards.		
INDICATORS: Human resources managed optimally.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Current human resources and training situation is not at a satisfactory level. In many cases, human resource allocation decisions are not harmonious with other authorities operating on the border.</p> <p>REQUIREMENTS AND GOOD PRACTICES Effective and efficient border supervision and control requires for the number of staff should be adjusted according to threat analysis assessment. It is recommended that similar situations in the EU countries, which could serve as a role model, are studied.</p>	<p>1. Fill in job positions in accordance with the organizational structures.</p>	<p>KP, KC, FVA.</p>
ACTION 1: Fill in job positions according to BCP requirements.		
ACTIVITIES		
<ul style="list-style-type: none"> • Conduct a staffing needs assessment. • Fill in job positions according to BCP requirements. • Deliver trainings continuously. 		
PRIORITY: Moderate.		
EXPECTED OUTCOME: Sufficient staffing.		
INDICATORS		
<ul style="list-style-type: none"> • BCP staffing requirements have been met. • Joint trainings are organized. • Efficiency has increased and procedures are carried out in accordance with European standards. 		
RESPONSIBLE AUTHORITY: KP, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF and other relevant actors		
COSTS FOR KEY STAKEHOLDERS		
Authority: KP, KC, FVA.		
Cost: Administrative.		
Benefits: Enhanced efficiency and procedures carried out in accordance with standards.		

DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Non-approval of the request		
COMMUNICATION AND INFORMATION EXCHANGE		
OBJECTIVE 1. To develop a safe, functional and efficient information system which enables data and information collection, storage, analysis and dissemination.		
INDICATORS: Information exchange system established.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Current communication and information exchange system is not satisfactory, sufficient and does not enable an information exchange speed and quality that would be in line with EU best practices. Border authorities involved in IBM in the Republic of Kosovo are still lacking a joint information system, which is a prerequisite for the coordination of activities both amongst the different agencies in the country and at the level of international cooperation. Currently, IBM authorities in the Republic of Kosovo use multiple applications and databases. There has been some progress in border crossing control with the introduction of automatic scanning of passports, registration of entries/exits of people crossing the border. CCTV and ANPR system has been set up at the KBMC and is intended to be upgraded and linked to other systems in the near future.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Establishing and upgrading a communication and information exchange system amongst authorities is one of the key requirements for a more efficient and effective performance with a view to achieving European standards and best practices for a better and safer state border control. Cooperation in detecting and investigating cross-border crime, illegal migration, drug, arms, ammunitions, stolen vehicle and property smuggling, as well as with regard to the use of forged and stolen documents should be further</p>	<ol style="list-style-type: none"> 1. Develop and upgrade a communication and information exchange system amongst authorities. 2. Develop an early warning system(s). 	<p>OPM, MIA, MF, KIA</p> <p>KP, KC, FVA. (KBMC)</p> <p>EULEX international partners and ICITAP EXBS IPA</p>

<p>advanced.</p> <p>Cooperation and coordination between joint groups should be further enhanced as concerns the following:</p> <ul style="list-style-type: none"> • Crime detection and investigation; • Joint use of databases; • Setting up joint databases; • Joint threat analyses at all levels; • Joint meetings and training programmes. 		
<p>ACTION 1. Develop and upgrade a communication and information exchange system amongst authorities.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Establish a working group amongst authorities. • Analyse current situation. • Prepare the project and action plan. • Submit the plan for review and approval. • Commence practical implementation. 		
<p>PRIORITY: Moderate.</p>		
<p>EXPECTED OUTCOME: Linked databases. An effective and efficient communication and information exchange system.</p>		
<p>INDICATORS: A common information system enabling the coordination of activities both for the authorities within the country and at the level of international cooperation.</p>		
<p>RESPONSIBLE AUTHORITY: KP, KC, FVA.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, MoF, OPM, KIA, KP, KC, FVA (KBMC), EULEX, international partners, potential donors, ICITAP, EXBS, EUO.</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Estimated cost 110.000 US dollars (covered by the donor EXBS) for 3 years. Benefits: More efficient information exchange with other authorities.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: December 2016.</p>		
<p>RISKS Lack of funds. Administrative and legal obstacles.</p>		
<p>ACTION 2: Develop an early warning system(s).</p>		
<p>ACTIVITIES:</p> <ul style="list-style-type: none"> • Set up a Working Group amongst authorities. • Analyse the current situation with systems already in place and weigh their advantages and disadvantages. • Explore possibility to organize a study visit in order to obtain experiences. • Develop the project. • Draft a detailed plan and guidelines for action. • Submit them to the IBM Executive Board for review. 		

<ul style="list-style-type: none"> • Have the project approved. • Set up the system(s) within KBMC. • Kick off practical implementation. 		
PRIORITY: High.		
EXPECTED OUTCOME: Capacities developed. System developed and tested. General Directions Operational system. Information exchange.		
INDICATORS: Supporting the development of regional early warning mechanisms.		
RESPONSIBLE AUTHORITY: KP, KC, FVA.		
INVOLVED STAKEHOLDERS: MIA, MoF, OPM, KIA, IBM authorities, other authorities involved in border control and international partners.		
COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Cost a capacity development response Benefits: Increase of border and country safety.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS Non-approval of plans and projects. Lack of funds. Various administrative obstacles.		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE 1. To improve infrastructure and upgrade equipment at the BCPs.		
INDICATORS: Facilities and equipment operational and in line with EU standards.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Despite the numerous efforts put into this objective both by the Government of the Republic of Kosovo, relevant ministries, authorities involved in IBM (KP-KC-FVA) and international donors, it can be concluded that many factors within and around the Republic of Kosovo have led to not all BCPs be in line with the required standards and to face with inadequate infrastructure and associated equipment. Since the entry into force of the National IBM Strategy and Action Plan, most capital investments have been coordinated amongst authorities, and	<ol style="list-style-type: none"> 1. Prepare joint plans and projects for investments in the BCPs. 2. Build six joint BCPs with the Republic of Serbia. 	OPM, MIA, MoF, MESP, MLGA IBM Executive Board KP, KC, FVA EULEX EXBS UNOPS

<p>some significant improvements were made in a number of BCPs, both with investments by authorities and donors. Budget plans have been made for infrastructure upgrade in the upcoming years as well.</p> <p>REQUIREMENTS AND GOOD PRACTICES Needs for upgrading existing infrastructure and building new ones in future should be identified, alongside with continuous development of project plans which should be presented to the IBM Executive Board, so that they then can be articulated via this mechanism in the Inter-ministerial Group with political decision-making power and potential donors. These projects should be clearly defined and based on EU standards and criteria on the operation of BCPs. The future border status should also be taken into account as a critical element, so that funds are not spent for something that will not be used in the future.</p>		<p>EUO, Donors</p>
<p>ACTION 1. Prepare joint plans and projects for investments in the BCPs.</p>		
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Identify existing infrastructure and equipment improvements needed. • Prepare plans. • Develop the project. • Submit the plan for review and approval. • Kick off practical implementation. 		
<p>PRIORITY: Moderate</p>		
<p>EXPECTED OUTCOME: Plans and projects developed and approved.</p>		
<p>INDICATORS: Joint mechanisms to review investment policies in line with changes in the environments in place. Financial programs to support strategic and investment plans developed.</p>		
<p>RESPONSIBLE AUTHORITY: KP, KC, FVA</p>		
<p>INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA, IBM Executive Board, EUO, EULEX, potential donors, EXBS,</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: 500.000 EUR for 3 years. Benefits: Establishment of a management system to cover specific objectives, priorities and development and financial plans to ensure the balance between investment and resources.</p>		
<p>DURATION: Ongoing.</p>		

PROPOSED TIMELINE: Ongoing.		
RISKS Non-approval of plans and projects, Lack of budget funds.		
ACTION 2: Build six joint BCPs with the Republic of Serbia.		
ACTIVITIES: <ul style="list-style-type: none"> • Finalize BCPs' designs • Commence with the construction of facilities. • Conduct a study visit to a joint BCP abroad. • Kick off practical implementation. 		
PRIORITY: High		
EXPECTED OUTCOME: Design in place and visits carried out. BCPs built.		
INDICATORS: Functional facilities		
RESPONSIBLE AUTHORITY: KP, KC, FVA		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF, MESP, MLGA, IBM Executive Board, EUO, EULEX, UNOPS, potential donors, EXBS, etc.		
COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: A total of 21.000.000,00 Euro donation from EC. Benefits: Labour skills Implementation of EU standards		
DURATION: Ongoing.		
PROPOSED TIMELINE: September 2016.		
RISKS: Climatic conditions		
OBJECTIVE 2. To upgrade and standardize the CCTV and ANPR system based on the AI on NCBM.		
INDICATORS: ANPR and CCTV functional.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION The status of the NCBM is defined by Article of the Law No. 04/L-072 and the AI on NCBM. The NCBM is composed of three authorities and conducts BCP surveillance through CCTV on a 24/7 basis. The NCBM is equipped with CCTV, DVR and ANPR systems.</p> <p>REQUIREMENTS AND GOOD PRACTICES In order to functionalise the NCBM fully, it is necessary to develop its capacities both in terms of equipment and their maintenance as well as in terms of training its staff. Further capacity building for the NCBM should be carried out in</p>	<p>1. Maintain CCTV and ANPR systems and other equipment at the NCBM, as provided by the NCBM Development Plan 2014-2019.</p>	<p>OPM, MIA, MoF, KP, KC, FVA, (NCBM) ICITAP, EXBS, EULEX EUO, Other international partners</p>

line with its Development Plan (2014-2019).		and donors
ACTION 1. Maintain CCTV and ANPR systems and other equipment at the NCBM, as provided by the NCBM Development Plan 2014-2019.		
ACTIVITIES: <ul style="list-style-type: none"> • Prepare an inventory list of all equipment in use by the NCBM. • Submit the inventory list to the MIA Central Administration for maintenance budget planning. • Set up a new CCTV and ANPR system as per the contract. 		
PRIORITY: High.		
EXPECTED OUTCOME: Equipment at the NCBM upgraded.		
INDICATORS: Equipment provided and maintained.		
RESPONSIBLE AUTHORITY: KP, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MIA, MoF, KP, KC, FVA, EULEX, and international partners.		
COST FOR KEY STAKEHOLDERS: Authority: KP, KC, FVA. Cost: The costs foreseen for the maintenance of existing equipment to be covered from the MIA budget and those of additional investments on other equipment as foreseen with the NCBM Development Plan 2014-2019 from the Budget of the Republic of Kosovo and potential donors. Third action point: Estimated cost for investing in and setting up the new CCTV and ANPR system for three years are 300.000 Euros based on the project led by the KP. Benefits: Full functionalization of the NCBM and effective border supervision.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS Administrative barriers. Lack of funds. Non-execution of the contract/withdrawal of the economic operator.		
OBJECTIVE 3: Implement a project for green and blue borderline supervision.		
INDICATORS: Plan developed and approved. Equipment purchased and operational.		
ACTIVITIES <ul style="list-style-type: none"> • Establish a Working Group among authorities. • Prepare the project. • Send the plan for review and approval. • Consult experts. • Organize a meeting with donors via the MEI. • Organize study tours to countries with experience in this field. • Organize trainings. • Select a test area. • Commence with the pilot project stage. • Commence with practical implementation (broken down in stages). 		

PRIORITY: High.		
EXPECTED OUTCOME: Existing equipment functionalized, new equipment for green and blue border line supervision provided. Prevention of illegal cross-border activities. Develop the tourist package as per European standards. Better state border control and supervision.		
INDICATORS: Capacities have been built and equipment is functional. Borders are being controlled and safe.		
RESPONSIBLE AUTHORITY: KP, KC, FVA.		
INVOLVED STAKEHOLDERS: OPM, MEI, MIA, MoF, KP, KC, FVA, ICITAP, EXBS, EUO, other authorities involved in border control, international partners and potential donors.		
COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA. Cost: Estimated cost 2.000.000 million Euros for 3 years. Benefits: Full functionalization of the NCBM and effective state border supervision.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS Non-approval of the project. Lack of funds. Administrative barriers.		
OBJECTIVE 4: To equip BCPs with portals in order to prevent nuclear materials and nuclear source trafficking		
INDICATORS: Safer BCP management and control.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION In terms of radioactive material and other similar materials security, the Law No. 03/L-104 is in force, and the Kosovo Agency for Radiation Protection and Nuclear Safety (KARPNS) has been established, which has the mandate to lead, cooperate and coordinate activities in all cases of radioactive and nuclear materials both at the borders and within the territory of the Republic of Kosovo.</p> <p>REQUIREMENTS AND GOOD PRACTICES To advance and structure cooperation and coordination of activities between the authorities and KARPNS, including through signing MoUs and developing SOPs. It is necessary to organize specialized trainings for key IBM authorities as regards this specific field. The rules provided by the IAEA as well as EU standards and good</p>	<ol style="list-style-type: none"> 1. Implement the project for the set up of identification panels. 2. Manuals and SOPs for use and maintenance of equipment 	<p>OPM, MIA, MoF, MESP MIE, KP, KC, FVA</p> <p>KARPNS, ICITAP, EXBS,</p> <p>IAEA, EULEX and potential donors.</p>

practices should be taken into account at all times.		
ACTION 1. Implementation of the Project for placement of identification panels.		
ACTIVITIES		
<ul style="list-style-type: none"> • Establish a working group amongst authorities. • To prepare the pilot-project. • To send the plan for review and approval. • Select BCP to be tested (stage one). • To kick off practical implementation. 		
PRIORITY: High.		
EXPECTED OUTCOME: Project approval.		
INDICATORS: Upgrade of equipment.		
RESPONSIBLE AUTHORITY: KP, KC, FVA, KARPNS.		
INVOLVED STAKEHOLDERS: OPM, MIA, MF, MEI, IPA, MESP, KP, KC, FVA, KARPNS, ICITAP, EXBS, EULEX and potential donors.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KP, KC, FVA and KARPNS.		
Cost: 1,000 Euros		
Benefits: Upgrade of BCP equipment and effective border supervision based on European Standards.		
DURATION: 2 years after the approval of AP on IBM.		
PROPOSED TIMELINE: June 2016.		
RISKS		
Non-approval of the Project.		
Lack of funds.		
Legal/administrative obstacles.		
ACTION 2. Manuals and SOPs for use and maintenance of equipment		
ACTIVITIES		
<ul style="list-style-type: none"> • To establish a working group among authorities. • To prepare tender specifications. • To send the plan for review and approval. • To start a tendering procedure. • Select the economic operator. • To kick off practical implementation. 		
PRIORITY:		
High.		
EXPECTED OUTCOME:		
Upgrade of equipment and efficient border control according to European standards.		
INDICATORS:		
Capacities developed and operational.		
RESPONSIBLE AUTHORITY:		
KP, KC, FVA and KARPNS,		

<p>INVOLVED STAKEHOLDERS: OPM, MIA, MF, MESP, KP, KC, FVA, KARPNS and potential donors.</p>
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, KC, FVA and KARPNS. Cost: 1.000.000 Euros. Benefits: Equipment upgrade in BCP and effective and efficient border supervision based on European Standards.</p>
<p>DURATION: Ongoing</p>
<p>PROPOSED TIMELINE: June 2017.</p>
<p>RISKS Lack of funds. Administrative barriers.</p>

INTERNATIONAL COOPERATION

BORDER POLICE

LEGAL FRAMEWORK

OBJECTIVE: Implementation of existing agreements and signing of new cooperation agreements with other countries.

INDICATORS: Existing agreements approved.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION So far KP has signed a cooperation agreement (in the field of state border control and supervision) with neighbouring countries such as Albania, Macedonia and Montenegro, while agreements have been reached with the Republic of Serbia such as the Brussels Agreement for IBM and free movement. All approved agreements and protocols with the Republic of Albania are being implemented. Police cooperation agreements were signed with the Republic of Albania, Republic of Macedonia and Montenegro.</p>	<ol style="list-style-type: none"> 1. Draft and approve regulations that stem from existing agreements on cross border police cooperation. 2. Implement conclusions and agreements reached in Brussels with the Republic of Serbia on 02 December 2011, on IBM and free movement. 3. Draft and approve the agreement for green/blue border line supervision with the Republic of 	<p style="text-align: center;">MFA MIA MoF MEI</p> <p style="text-align: center;">EULEX International partners and authorities of neighbouring countries</p>

<p>REQUIREMENTS AND GOOD PRACTICES</p> <p>There will be follow up on changes and drafting and approval of new agreements and protocols as needed. Engagement in achieving MoU-s with other countries, requires intensive discussions for regulating joint activities at the border, cooperation in border management, cooperation in border controls.</p>	<p>Serbia.</p> <p>5. Reach a cooperation agreement with the FRINTEX and other law enforcement agencies.</p> <p>6. Intensify modalities for reaching other agreements, for regulating joint activities at the border, cooperation in border management, cooperation in border controls.</p>	
<p>ACTION 1: Draft and approve regulations that stem from existing agreements on cross-border police cooperation.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Current analysis of MoU-s. 2. Draft and approve regulations 3. Implementation in practice. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: They shall take all necessary actions for their implementation.</p>		
<p>INDICATORS: Approved regulations.</p>		
<p>RESPONSIBLE AUTHORITIES: MFA, MIA – Kosovo Police – Border Police.</p>		
<p>INVOLVED STAKEHOLDERS: MFA, MIA, MF, M of European Integration, international partners and authorities of neighbouring countries.</p>		
<p>COSTS FOR KEY STAKEHOLDERS</p> <p>Authority: MFA, MIA.</p> <p>Costs; Administrative</p> <p>Benefits: Coordination of activities with respective authorities of neighbouring countries.</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS: Failure to sign and implement regulations.</p>		
<p>ACTION 2: Implementation of conclusions of agreements reached in Brussels with the R. of Serbia on 02 December 2011, on IBM and free movement.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Implement reached agreements. 2. Prepare recommendations. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: MoU-s contain all necessary modalities for international cooperation.</p>		
<p>INDICATORS: Approved MoU-s.</p>		
<p>RESPONSIBLE AUTHORITIES: MFA, MIA – Kosovo Police – Border Police.</p>		
<p>STAKEHOLDER INVOLVED: MFA, MIA, MF, MI, international partners and respective authorities of neighbouring countries.</p>		
<p>COSTS FOR KEY STAKEHOLDERS</p>		

<p>Authority: KP. Costs; As needed. Foreseen in the KP Budget. Benefits: Coordination of activities with respective authorities of neighbouring countries.</p>
<p>DURATION: Ongoing.</p>
<p>PROPOSED TIMELINE: Ongoing.</p>
<p>RISKS: Failure to implement agreements and administrative, political and legal obstacles.</p>
<p>ACTION 3: Drafting and approval of the agreement for green/blue borderline with the Republic of Serbia.</p>
<p>ACTIVITIES 1. Current situation analysis related to the MoU. 2. Preparation of recommendations.</p>
<p>PRIORITY: High.</p>
<p>EXPECTED OUTCOME: MoU-s contain all the necessary modalities for international cooperation.</p>
<p>INDICATORS: MoU-s approved.</p>
<p>RESPONSIBLE AUTHORITY: MIA – Kosovo Police / Border Police.</p>
<p>INVOLVED STAKEHOLDERS: MFA, MIA, MF, MI, international partners and respective authorities of neighbouring countries.</p>
<p>COSTS FOR KEY STAKEHOLDERS Authority: KP, MIA. Costs: Costs projected in the MIA and KP budget. Benefits: Coordination of activities with respective authorities of neighbouring countries.</p>
<p>DURATION: Ongoing.</p>
<p>PROPOSED TIMELINE: Ongoing.</p>
<p>RISKS: Administrative/legal and political obstacles.</p>
<p>ACTION 4: Reach cooperation agreements with FRONTEX and other security agencies.</p>
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Negotiate through existing mechanisms for reaching agreements with FRONTEX and other security agencies • Participate in meetings and initiatives organized by FRONTEX and other security agencies. • Draft MoU with FRONTEX and other agencies.
<p>PRIORITY: Medium.</p>
<p>EXPECTED OUTCOME: Initiation of cooperation in different forms and Border Police membership in FRONTEX and other security agencies.</p>
<p>INDICATORS: Contacts with other countries, interested parties and joint recommendations.</p>
<p>RESPONSIBLE AUTHORITY: KP / Border Police.</p>
<p>INVOLVED STAKEHOLDERS: MIA, MFA, MF, EULEX and respective authorities of neighbouring countries.</p>
<p>COSTS FOR KEY STAKEHOLDERS Authority: Kosovo Police. Cost: Administrative Costs. Benefits: Increase and continue international cooperation based on approved agreements and protocols.</p>
<p>DURATION: Ongoing.</p>

PROPOSED TIMELINE: Ongoing.		
RISKS: Failure to approve agreements and different administrative/legal and political obstacles.		
ACTION 5; Intensify modalities for reaching other agreements, for regulating common activities in the border, cooperate in border management, cooperate in border controls.		
ACTIVITIES		
<ul style="list-style-type: none"> • Negotiate for reaching other agreements with neighbouring countries. • Draft and approval of MoU-s • Implementation of agreements 		
PRIORITY: Medium		
EXPECTED OUTCOME: Initiation of different forms of cooperation and regulation of forms of joint activities.		
INDICATORS: Contacts with other countries, interested parties and joint recommendations		
RESPONSIBLE AUTHORITY: KP / Border Police.		
INVOLVED STAKEHOLDERS: MIA, MFA, MF, MI, MH, EULEX and respective authorities of neighbouring countries		
COSTS FOR KEY STAKEHOLDERS		
Authority: Kosovo Police.		
Cost: Administrative cost.		
Benefits: Increase and continue international cooperation based on approved agreements and protocols.		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing.		
RISKS: Failure to approve agreements and different administrative/legal and political obstacles		
ORGANIZATION AND MANAGEMENT		
OBJECTIVE 1: Advance contacts with border police of neighbouring countries, including establishment of joint contact centres for cooperation and establishment of joint border crossing points.		
INDICATORS: The need for cross-border cooperation and facilitation of free circulation of people and goods.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Border Police holds regular meetings in all levels with their counterparts in neighbouring countries, including Rep. of Serbia. The joint Centre for information exchange with the Republic of Albania and Macedonia became fully operational, whereas there is an ongoing initiative for establishment of a joint trilateral centre for police cooperation between Albania, Montenegro and Kosovo with a seat in Plava Montenegro. In Kosovo-Albania border three joint BCPs have been established.	1. Hold regular meetings with officials from neighbouring countries at the local, regional, and central level with the aim of increasing efficiency in the field of information exchange, border control joint investigation etc. 2,921,0 Making centres for cross-border cooperation operational and equipping them with adequate	MFA, MIA, MF, (Border Police) EXBS IOM EULEX And Respective authorities of neighbouring countries.

<p>We have signed an agreement with the Rep. of Macedonia for opening of joint BCP in Sancic / Bellanoc and we established joint commissions for implementation of this agreement. These commissions had meetings throughout the last year and beginning of this year. .</p> <p>REQUIREMENTS AND GOOD PRACTICES Make constant efforts for close cooperation with other countries in the region with the aim of increasing the efficiency in the field of exchange of information, border control, joint investigations etc. At the same time the joint centres for cross-border police cooperation should be equipped with adequate technology for information exchange and constantly make plans and projects for establishing joint border crossing points.</p>	<p>technology for information exchange.</p> <p>3. Opening of joint border crossing points.</p>	
<p>ACTION 1. Hold regular meetings with officials from neighbouring countries in the local, regional and central level with the aim of increasing efficiency in the field of information exchange, border control, joint investigations etc.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Appoint liaison officers/focal points. 2. Draft and sign protocols for holding joint meetings with other countries. 3. Draft agendas for meetings and organisation of meetings. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Regular joint meetings and increase of mutual cooperation in the field of information exchange, border control, joint investigation etc.</p>		
<p>INDICATORS: Signing of protocols for holding meetings and organisation of joint meetings.</p>		
<p>RESPONSIBLE AUTHORITY: KP – Border Police.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, MF, MFA, respective authorities of neighbouring countries.</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: Border Police. Cost: From the planned budget. Benefits: Cooperation and coordination set out in paragraph 4</p>		
<p>DURATION: Ongoing.</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>RISKS: Different administrative/legal obstacles.</p>		
<p>ACTION 2: Making centres for cross-border cooperation operational and equipping them with adequate technology for information exchange</p>		
<p>ACTIVITY</p> <ol style="list-style-type: none"> 1. Establish joint commissions with counterparts from neighbouring countries. 2. Draft the plan for Making centres for cross-border cooperation operational and equipping them with 		

adequate technology for information exchange		
3. Approve the plan for making Centres for Cross-border Cooperation functional.		
PRIORITY: Medium.		
EXPECTED OUTCOME: Increased cross-border cooperation.		
INDICATORS: Joint centres made operational.		
RESPONSIBLE AUTHORITIES: KP – Border Police.		
INVOLVED STAKEHOLDERS: MIA, MF, MFA, EULEX, IOM, EXBS and respective authorities of neighbouring countries.		
COSTS FOR KEY STAKEHOLDERS		
Authority: Border Police.		
Costs: From the planned investment budget.		
Benefits: Information exchange.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Failure to approve protocol agreements and different administrative/legal and political obstacles		
ACTION 3: Determination of border crossing points		
ACTIVITIES		
<ol style="list-style-type: none"> 1. Reach agreements for establishing joint border crossing points 2. Establish joint commissions with counterparts from neighbouring countries for implementation of agreements 3. Opening joint border crossing points. 		
PRIORITY: Medium		
EXPECTED OUTCOME: Increase cross-border cooperation.		
INDICATORS: Make joint crossing-points operational		
RESPONSIBLE AUTHORITIES: KP – Border Police.		
INVOLVED STAKEHOLDERS: MIA, MF, MFA, EULEX, respective authorities of neighbouring countries.		
COSTS FOR KEY STAKEHOLDERS		
Authority: Border Police.		
Costs: From the budget planned for capital investments and possible donors.		
Benefits: Facilitated crossing of persons and goods.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Failure to approve protocols and agreements.		
PROCEDURES		
OBJECTIVE: Increase the number of joint and synchronized patrols with all relevant authorities of other countries and draft joint procedures and operational plans as well as emergency plans.		
INDICATORS: Joint plans and joint patrols.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Currently there are functional agreements for joint patrols being implemented with Albania, Macedonia	1. Draft procedures, operational and emergency plans with	MIA, MFA, MF, KFOR

<p>and Montenegro.</p> <p>Joint commissions appointed for implementation of agreements and protocols, in certain fields constantly draft and prepare procedures, regulations, plans and organise joint trainings as needed.</p> <p>REQUIREMENTS AND GOOD PRACTICES Sign MoU-s for cross-border cooperation with other neighbouring countries.</p>	<p>neighbouring countries.</p> <p>2. Sign MoU-s with the Republic of Serbia about joint or synchronised patrols.</p>	<p>EULEX and respective authorities of neighbouring countries.</p>
<p>ACTION 1: Draft procedures, operational and emergency plans with neighbouring countries.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish joint working groups of border police and their counterparts in neighbouring countries. 2. Prepare procedures, operational and emergency plans and their implementation. 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Prevent illicit activities and adequate response during extraordinary situations.</p>		
<p>INDICATORS: Joint plans prepared and approved.</p>		
<p>RESPONSIBLE AUTHORITIES: KP, KC, FVA.</p>		
<p>INVOLVED STAKEHOLDERS: MIA, MF. OPM. MFA, EULEX and relevant authorities of neighbouring countries.</p>		
<p>COSTS FOR KEY STAKEHOLDERS</p> <p>Authority: KP.</p> <p>Administrative expenses</p> <p>Benefits: Joint cross-border procedures on operational plans and concrete actions in emergency situations.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: Ongoing.</p>		
<p>RISKS: Failure to approve operational and emergency plans.</p>		
<p>ACTION 2: Sign MoU-s with the Republic of Serbia on joint or synchronized patrols</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Reach the agreement 2. Establish joint working groups for implementation of the agreement. 3. Determine patrolling sectors and prepare patrolling plans 		
<p>PRIORITY: Medium</p>		
<p>EXPECTED OUTCOME: Prevention of illegal activities in the border.</p>		
<p>INDICATORS: Agreement reached and joint plans prepared and approved.</p>		
<p>RESPONSIBLE AUTHORITIES: KP/Border Police</p>		
<p>INVOLVED STAKEHOLDERS: MIA, MFA, KFOR, EULEX and respective authorities of the neighbouring country.</p>		
<p>COSTS FOR KEY STAKEHOLDERS</p>		

<p>Authority: KP. Costs: Administrative Costs. Benefits: Border security.</p>		
<p>DURATION: Ongoing</p>		
<p>PROPOSED TIMELINE: Ongoing</p>		
<p>RISKS Failure to approve the agreement.</p>		
<p>HUMAN RESOURCES AND TRAINING</p>		
<p>OBJECTIVE 1: Organisation of joint trainings, participation in conferences, seminars and meetings with officials of other countries involved in IBM.</p>		
<p>INDICATORS: Delivery of training.</p>		
<p>CONTEXT</p>	<p>PROPOSED ACTIVITIES</p>	<p>STAKEHOLDERS</p>
<p>CURRENT SITUATION Joint meetings were held with the Rep. of Macedonia and Rep of Albania in the field of joint patrols, on dangerous substances and weapons of mass destruction, as well as for officials working in joint police cooperation centres. Likewise there are joint ongoing trainings being held in these countries. Study visits and trainings were organised in the field of risk analyses.</p> <p>REQUIREMENTS AND GOOD PRACTICES One of the preconditions for achieving objectives in the IBM and international cooperation is joint training. Joint training will help increase communication and efficiency between authorities involved in IBM.</p>	<ol style="list-style-type: none"> 1. Identification of trainings in common interest with other countries according to FRONTEX model. 2. Organisation of trainings, study visits, participation in conferences, seminars and meetings in EU countries and countries in the region. 	<p>MIA, KP, KC, FVA, ICITAP, EXBS, EULEX IOM, UNHCR, FRONTEX EASO And relevant authorities in neighbouring countries.</p>
<p>ACTION 1: Identification of trainings in common interest with other countries based on the FRONTEX model</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establishment of the joint group for identification of needs and drafting of curriculum for joint trainings. 2. Adoption and implementation of drafted plans. 3. Delivery of trainings 		
<p>PRIORITY: Medium.</p>		
<p>EXPECTED OUTCOME: Building of professional skills.</p>		
<p>INDICATORS: Adoption and implementation of plans.</p>		
<p>RESPONSIBLE AUTHORITY: Border police and authorities acting at the border with counterparts from neighbouring countries.</p>		

INVOLVED STAKEHOLDERS: MIA, ICITAP, EXBS, EULEX, IOM, UNHCR, EASO, FRONTEX.		
COSTS FOR KEY STAKEHOLDERS Authority: KP. Cost: Projected administrative and budget cost. Benefits: Professional development.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Failure to implement joint curriculums.		
ACTION 2. Organisation of trainings, study visits, participation in conferences, seminars and meetings in EU and neighbouring countries		
ACTIVITIES 1. Establish joint commission for organisation of trainings. 2. Draft joint training programs. 3. Delivery of training. 4. Organise study visits, participate in conferences, seminars and meetings.		
PRIORITY: Medium.		
EXPECTED OUTCOME: Trained and professional staff.		
INDICATORS: Delivery of trainings, participation in conferences, seminars and meetings.		
RESPONSIBLE AUTHORITY: 3=All other ethnicities living in Kosovo.		
INVOLVED STAKEHOLDERS: MIA, ICITAP, EXBS, IOM, UNHCR, EULEX, EASO and respective authorities of neighbouring countries.		
COSTS FOR KEY STAKEHOLDERS Authority: KP Cost: projected administrative, budget cost and supported by donors. Benefits: Personnel trained and professional.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS Failure to implement training curriculums. Various administrative barriers.		
COMMUNICATION AND INFORMATION EXCHANGE		
OBJECTIVE 1: Institutionalization of direct communication lines with neighbouring countries and wider, through exchange of reports, information, joint risk analyses, and full membership in international organisations such as FRONTEX, INTERPOL, EUROPOL, SECI, EURODAC, etc.		
INDICATORS: Communication and exchange of all information of interstate interest and operational communication lines.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION		

<p>Currently there are cooperation agreements and protocols with all neighbouring countries. There are agreements and protocols on IBM reached with the Republic of Serbia in Brussels, which foresee exchange of information in six border crossing points. Regular meetings are held in all levels with all neighbouring countries.</p> <p>There are direct focal points for cooperation and communication at the central level with the Rep of Macedonia, Albania and Montenegro.</p> <p>Operation of joint centres for police cooperation with Macedonia and Albania has created a possibility for direct communication and exchange of information.</p> <p>REQUIREMENTS AND GOOD PRACTICES Establish efficient mechanisms of external communication, in order to create accurate information system and interconnection of these systems of different interstate authorities. There should be constant intensification of efforts for membership in international organisations.</p>	<ol style="list-style-type: none"> 1. Make the direct communication lines with neighbouring countries operational through exchange of reports, information, compilation of joint risk analyses, investigation etc. 2. Intensification of efforts for full-fledged membership in international organisations such as FRONTEX, INTERPOL, EUROPOL, SECI, EURODAC, etc. 	<p>OPM, MFA, MIA, EULEX ICITAP International partners and respective authorities of neighbouring countries</p>
<p>ACTION 1. Make the direct communication lines with neighbouring countries operational through exchange of reports, information, compilation of joint risk analyses, investigation etc.</p>		
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1. Establish a unilateral of multilateral commission to draft and determine communication manners and channels, exchange reports, information, compile joint risk analyses, investigations etc. 2. Drafting MoU-s and protocols needed to establish direct communication channels with neighbouring countries and wider for exchanging reports, information, compilation of joint risk analysis, investigations etc. 		
<p>PRIORITY: Medium</p>		
<p>EXPECTED OUTCOME: Exchange necessary information for integrated border management through communication channels</p>		
<p>INDICATORS: Completed MoU-s and protocols.</p>		
<p>RESPONSIBLE AUTHORITIES: KP.</p>		
<p>STAKEHOLDERS INVOLVED: OPM, MFA, MIA, MF, EULEX, ICITAP, and respective authorities of neighbouring countries and international partners.</p>		
<p>COSTS FOR KEY STAKEHOLDERS Authority: Authorities acting in the border. Cost: From the planned budget. Benefits: Increase communication and exchange of information.</p>		
<p>DURATION: Ongoing</p>		

PROPOSED TIMELINE:		
Ongoing		
RISKS: Failure to make communication lines operational.		
ACTION 2. Undertake initiatives with the aim of membership in regional and international organisations such as FRONTEX, FRONTEX, INTERPOL, EUROPOL, SECI, EURODAC, etc.		
ACTIVITIES		
1. Establish the commission for identification of modalities for membership.		
2. Contact respective organisations one by one.		
3. Appoint meetings and prepare agreements of membership.		
4. Complete all procedures for membership in the respective organisations.		
PRIORITY: Medium.		
EXPECTED OUTCOME: Membership in respective organisations.		
INDICATORS: Membership in security organisations and mechanisms.		
RESPONSIBLE AUTHORITIES: MIA, KP.		
INVOLVED STAKEHOLDERS: MFA, MIA, MF, ICITAP, EULEX and respective authorities of neighbouring countries and international partners.		
COSTS FOR KEY STAKEHOLDERS		
Authority: MIA, KP.		
Expenses: From the planned budget.		
Benefits: Full court hearing		
DURATION: Ongoing		
PROPOSED TIMELINE: Ongoing		
RISKS: Different political obstacles.		
OBJEKTIVI 3: Completion of cooperation protocols, for allowing the use of equipment by interstate authorities acting in the BCP when needed.		
INDICATORS: Cooperation agreements signed, signed and implemented protocols.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Currently a joint use of equipment is only implemented with the Republic of Albania, whereas in relation to other countries border authorities only use their own equipment.	1. Compile protocols of cooperation that regulate the use of assets – equipment of two or more authorities in an interstate level.	MIA, MFA, KP, EULEX International partners and respective authorities of neighbouring countries.
REQUIREMENTS AND GOOD PRACTICES Use of equipment of other interstate authorities when needed.		
ACTION 1. Compile protocols of cooperation that regulate the use of assets – equipment of two or more authorities in an interstate level.		
ACTIVITIES		
1. Establish joint interstate commission.		
2. Verify current situation related IT and other equipment.		

3. Draft cooperation protocols that regulate the use of equipment. 4. Sign cooperation protocols.
PRIORITY: Medium.
EXPECTED OUTCOME: Joint use of equipment
INDICATORS Signed protocols.
RESPONSIBLE AUTHORITY: KP.
INVOLVED STAKEHOLDERS: MFA, MIA, MF, EULEX respective authorities of neighbouring countries and international partners.
COSTS FOR KEY STAKEHOLDERS Authority: KP, Costs: From the budget planned for investments. Benefits: More efficient communication in exchanging information as well as regulation of joint use of IT equipment.
DURATION: Ongoing
PROPOSED TIMELINE: December 2016.
RISKS: Different administrative and legal obstacles.

INFRASTRUCTURE AND EQUIPMENT

OBJECTIVE 1: Construction of functional facilities jointly with neighbouring countries.		
INDICATORS: Common construction of facilities		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Currently, the Border Police of the Republic of Kosovo uses three joint BCPs with the Republic of Albania: Orqush/Orgjos, Borje/Glloboqicë and Krushevë/ Shishtavec.</p> <p>A joint BCP is being constructed with the Republic of Macedonia in Stanqiq/Bellanoc, and pending response of the Macedonian party for the joint use of BCP Glloboqicë.</p> <p>Construction of six joint BCPs with the Republic of Serbia shall begin in September 2016, donated by the EC. Joint BCP agreement is pending with the Republic of Montenegro in Kuqishtë.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Construction of joint BCP facilities and associated infrastructure shall improve efficiency and effectiveness of performance, and facilitate cross-border movement of people and goods.</p>	<ol style="list-style-type: none"> 1. Draft BCP infrastructure projects to cover the current needs and situation of infrastructure. 2. Construct joint BCPs and supply associated infrastructure. 	<p>OPM, MFA, MIA, MF MI, MESP.</p> <p>BP EUO, EULEX, international partners and partner authorities of neighbouring countries.</p>

ACTION 1: Draft BCP infrastructure projects to improve the current condition and needs of infrastructure.

ACTIVITIES
<ol style="list-style-type: none"> 1. Development of joint operations. 2. Identification of current condition and priorities. 3. Project drafting, approval and implementation.
PRIORITY: High.
EXPECTED OUTCOME: Facilitation of Facilitation of cross-border movement, more rational use of equipment and cost reduction.
INDICATORS: Conclusion and approval of projects.
RESPONSIBLE AUTHORITIES: KP.
INVOLVED STAKEHOLDERS: MFA, MIA, MF, MI, EULEX, EUO and international partners.
COSTS FOR KEY STAKEHOLDERS
Authority: KP.
Expenses: Budget planned for investment and donations.
Benefits: Construction of joint facilities and facilitated movement through BCP.
DURATION Ongoing
PROPOSED TIMELINE: Ongoing
RISKS: Lack of budget and failure to enter into cooperation agreement.

ACTION 2: Construct joint BCPs and supply associated infrastructure

ACTIVITIES
<ol style="list-style-type: none"> 1. Identification of crossing points for joint facilities. 2. Allocation of donor funds for both countries, and implementation. 3. Operationalization of joint facilities
PRIORITY: Medium.
EXPECTED OUTCOME: Facilitation of cross-border movement, direct communication, common use of facilities and equipment, and cost reduction.
INDICATORS: Project drafting, fund allocation and project implementation.
RESPONSIBLE AUTHORITIES: BP
INVOLVED STAKEHOLDERS: OPM, MIA, MF, KP, KC, FVA, EULEX, and international partners.
COSTS FOR KEY STAKEHOLDERS
Authority: KP.
Costs Budget planned for investment and donations.
Benefits: Improvement of working conditions and facilitated cross-border movement.
DURATION: Ongoing

PROPOSED TIMELINE: Ongoing

RISKS: Lack of Budgetary Support and inability to secure donations.

INTERNATIONAL COOPERATION

KOSOVO CUSTOMS

LEGAL FRAMEWORK

OBJECTIVE 1: Entering into customs cooperation agreements and protocols with strategic partners.

INDICATORS: Agreements and protocols signed and implemented.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Currently, Kosovo Customs have signed 12 bilateral agreements for mutual customs assistance with countries in the region and wider: Albania, Macedonia, Montenegro, Turkey, Slovenia, France, Finland, Hungary, Poland, Austria, Italy and the United Kingdom. Also, KC has signed 3 protocols with Albania, Macedonia and Montenegro, and based on conclusions between Kosovo and Serbia, Kosovo Customs currently exchanges customs pre-arrival data by the SEED application with all countries of the region.</p> <p>REQUIREMENTS AND GOOD PRACTICES International cooperation for customs purposes is based on agreements entered into with respective administrations. Identification of strategic areas of common interest, with a view of exchanging experiences, prevention and combating illegal activities, facilitation of free movement of goods and persons, etc., based on European standards and best practices.</p>	<p>1. Initiate, negotiate and finalize agreements and protocols.</p>	<p>Government of the Republic of Kosovo, MF, MFA</p> <p>KC,</p> <p>EULEX</p> <p>International partners Specialized authorities.</p>

ACTION 1: Initiation, negotiation and finalization of agreements and protocols.

ACTIVITIES

1. Establish negotiation teams.

<ol style="list-style-type: none"> 2. Initiate agreements. 3. Negotiate agreements in compliance with domestic legislation. 4. Recommendation for signature. 5. Monitor and evaluate implementation of agreements and protocols. 		
PRIORITY: High.		
EXPECTED OUTCOME: Agreements signed.		
INDICATORS: Initiate, negotiate and sign agreements and protocols.		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: RKS Government, MF, MFA, KC and International partners.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Allocated with the authority's budget 30,000.00 Euros for three years		
Benefits: Improved cooperation in combating illicit trade and traffic and facilitation of legitimate commerce.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
ISKS: Political hindrances		
OBJECTIVE 2: Membership with international organizations and ratification of international conventions.		
INDICATORS: Membership into international organizations and mechanisms.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION</p> <p>Currently, Kosovo Customs is member with the Balkan Info System, while actions are taken for membership in the OBD and SELEC.</p> <p>REQUIREMENTS AND GOOD PRACTICES</p> <p>Cooperation must be improved within the framework of existing legal framework with all regional and international organizations and mechanisms, to facilitate information and experience exchange in combatting illicit cross-border activities, based on European standards and best practices.</p>	<ol style="list-style-type: none"> 1. Take initiative to obtain membership with regional and international organizations in which the Republic of Kosovo is not member 2. Initiation of membership with international conventions. 	<p>RKS Government, MF, MFA,</p> <p>KC,</p> <p>EULEX</p> <p>International partners, Specialized authorities.</p>
ACTION 1: Take initiative to obtain membership with regional and international organizations in which the Republic of Kosovo is not member.		
ACTIVITIES;		
<ol style="list-style-type: none"> 1. Establish contacts with representatives of international organizations. 2. Prepare action plan. 3. Initiation of membership applications 		
PRIORITY: High.		

EXPECTED OUTCOME: Membership in international organizations.		
INDICATORS: Applications initiated, application and membership.		
RESPONSIBLE AUTHORITY: KC.		
STAKEHOLDERS INVOLVED RKS Government, MF, MFA, KC, International partners, specialized agencies.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Projected by authority budget, 30.000 euros for 3 years.		
Benefits: Participation in international forums and improved cooperation in combatting illicit trade and traffic.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Various political hindrances.		
ACTION 2. Initiate membership in international conventions		
ACTIVITIES		
<ol style="list-style-type: none"> 1. Establish working group. 2. Initiate membership. 3. Deposit applications for membership. 		
PRIORITY: High.		
EXPECTED OUTCOME: Membership into conventions		
INDICATORS: Number of initiatives and applications deposited		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS		
RKS Government, MF, MFA , KC, Chamber of Commerce , International partners, specialized agencies.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Projected with authority's budget for 3 years.		
Benefits: Development of certificates (veterinary and phito-sanitary) according to EU standards.		
DURATION: Ongoing.		
PROPOSED TIMELINE Ongoing.		
RISKS: Various political hindrances.		
ORGANIZATION AND MANAGEMENT		
OBJECTIVE 1: Enhanced customs cooperation by undertaking and attending joint activities.		
INDICATORS: Participation in joint activities. Increased cooperation.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Currently, Kosovo Customs have signed 12 bilateral agreements for mutual assistance in customs matters with regional countries and beyond.	<ol style="list-style-type: none"> 1. Attend international activities in the area of customs. 	MF, KC , EULEX International partners,
REQUIREMENTS AND GOOD		

PRACTICES		
Rapid and necessary data exchange in regional and international levels. Attendance of international events in preventing cross-border crime.		
ACTION 1: Attendance of international activities in the area of customs.		
ACTIVITIES		
Initiate joint activities.		
<ol style="list-style-type: none"> 1. Establish working groups. 2. Implement activities. 		
PRIORITY: Medium.		
EXPECTED OUTCOME: Enhanced cooperation		
INDICATORS: Implemented activities.		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: MF, KC, EULEX, International partners.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Envisioned with authority budget 3,000.00 EUR (3 years).		
Benefits: Enhanced customs cooperation.		
DURATION : Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Various administrative barriers.		
PROCEDURES		
OBJECTIVE 1: Advanced international cooperation in risk analysis.		
INDICATORS: Established groups.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Upon ratification of agreements with regional countries, full implementation has begun, including exchange of intelligence and criteria for profiling suspicious loads, as a first step in harmonizing law enforcement procedures	<ol style="list-style-type: none"> 1. Establish Risk Analysis groups. 	KC and regional administrations
REQUIREMENTS AND GOOD PRACTICES Although procedures are set with agreements, certain groups for joint analysis between customs administrations based on best EU practices.		

ACTION 1: Establish Risk Analysis groups		
ACTIVITIES:		
<ul style="list-style-type: none"> • Initiate the Establishment of working groups. • Establish working groups. • Exchange profiles and intelligence. 		
PRIORITY: Medium		
EXPECTED OUTCOME : Advanced cooperation and coordination in risk analysis matters.		
INDICATORS: Groups established and profiles exchanged.		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: KC and other administrations.		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Envisioned with authority's budget for 3 years.		
Benefits: Advanced cooperation in risk analysis and information sharing, etc.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Various administrative hindrances.		
HUMAN RESOURCES AND TRAINING		
OBJECTIVE: Joint specialized training in relevant customs fields.		
INDICATORS: Attendance of regional and international training workshops.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION Kosovo Customs takes part in regional initiatives and the Customs 2020, a European Commission Program. Due to non-membership in international organizations such as WCO, SELEC etc., Kosovo Customs does not attend training organized by them.	1. Membership with the Customs 2020	MF, MFA, KC, International Organizations
REQUIREMENTS AND GOOD PRACTICES Attendance of regional and international events.		
ACTION 1: Membership into the Customs 2020		
ACTIVITIES		
<ul style="list-style-type: none"> • Application for membership with the Customs 2020. • Attendance of activities organized by the Customs 2020. 		
PRIORITY: Involvement in common activities and programs.		
EXPECTED OUTCOME: Specific training.		

INDICATORS: membership with the Customs 2020
RESPONSIBLE AUTHORITY: KC.
INVOLVED STAKEHOLDERS: MF, MFA, KC, International organizations.
COSTS FOR KEY STAKEHOLDERS Authority: KC. Cost: Envisioned with the budget of authority and potential donors, 210.000 EUR for 3 years. Benefits: Combatting cross-border and international crime, professional advancement of personnel, improved cooperation, etc.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Lack of budget funds and various administrative barriers.

COMMUNICATION AND INFORMATION EXCHANGE

OBJECTIVE 1: Advanced communication and information sharing at bilateral and multilateral levels.		
INDICATORS: Advanced and efficient communication and information sharing.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Based on bilateral agreements and in its good will, Kosovo Customs has intensified international communications and information sharing with other customs administrations.</p> <p>REQUIREMENTS AND GOOD PRACTICES High level meetings with regional countries and internationally are a precondition for drafting strategies in preventing and combating international crime.</p>	<p>1. Improved communication and information sharing at central and local cross-border levels.</p>	<p>MF, MFA, KC, EULEX International organizations,</p>
ACTION 1: Improved communication and information sharing at central and local cross-border levels		
ACTIVITIES:		
<ul style="list-style-type: none"> • Holding bilateral meetings. • Information exchange. • Initiate joint activities to improve communication and information sharing with regional administrations. 		
PRIORITY: High.		
EXPECTED OUTCOME: Prevention and combating of illicit activities.		
INDICATORS: Activities undertaken, information shared.		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: MF, KC, EULEX, EXBS, International organizations, Customs administrations.		
COSTS FOR KEY STAKEHOLDERS		

Authority: KC.		
Cost: Envisioned with the authority's budget for three years and potential donors.		
Benefits: International border cooperation.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		
RISKS: Lack of budget funds. Various administrative and political hindrances.		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE: Advancing mutual use of equipment between administrations operating at the border		
INDICATORS: Equipment is provided and used.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION All border points are equipped with customs control equipment. Pursuant to Bilateral agreements, common use of equipment is planned.</p> <p>REQUIREMENTS AND GOOD PRACTICES Pursuant to best EU practices, advanced use of equipment between border sharing administrations.</p>	<p>1. Joint use of equipment with neighbouring countries</p>	<p>MF, KC, Other customs administrations</p>
ACTION 1: Joint use of equipment with neighbouring countries		
ACTIVITIES:		
<ul style="list-style-type: none"> • Identification of common use equipment. • Needs assessment. 		
PRIORITY: Medium.		
EXPECTED OUTCOME: Improved performance.		
INDICATORS: Equipment used		
RESPONSIBLE AUTHORITY: KC.		
INVOLVED STAKEHOLDERS: MF, KC, Other customs administrations		
COSTS FOR KEY STAKEHOLDERS		
Authority: KC.		
Cost: Administrative		
Benefits: Planning and implementation of joint activities		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing.		

RISKS:

Lack of equipment
 Various administrative and technical hindrances

INTERNATIONAL COOPERATION

FOOD AND VETERINARY AGENCY

LEGAL FRAMEWORK

OBJECTIVE: Entering into agreements or MoUs in the area of food safety, animal health and welfare and plant protection with similar authorities.

INDICATORS: Signed agreements or MoUs.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Current legislation does not hinder the signature of Agreements or Memoranda of Understanding with similar authorities</p> <p>REQUIREMENTS AND GOOD PRACTICES Identification of regional and international organizations and institutions (of food safety, animal health and welfare and plant protection) we aspire to become member, and identify relevant areas for entering into Memoranda of Understanding.</p>	<p>1. Initiate and enter into Agreements or Memoranda of Understanding</p>	<p>OPM, MAFRD, MFA, MoH FVA and international partners.</p>

ACTION 1: Initiate and enter into Agreements or Memoranda of Understanding

ACTIVITIES

- Initiate agreements or MoUs.
- Sign agreements or MoUs
- Implement agreements or MoUs

PRIORITY: Medium.

EXPECTED OUTCOME: Signed agreements or MoUs

INDICATORS: Adopted agreements or MoUs

AUTHORITY: FVA.

INVOLVED STAKEHOLDERS: OPM, MAFRD, MFA, MOH, FVA and International partners.

COSTS FOR KEY STAKEHOLDERS

Authority: FVA.
Cost: Envisioned with the authority's budget and potential donors.
Benefits: MoUs signed.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Lack of funds. Administrative barriers.

ORGANIZATION AND MANAGEMENT

OBJECTIVE: Advanced cooperation with neighbouring and other countries.
INDICATORS: 1. Contacts placed

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Cross-border cooperation is not satisfactory and needs to improve</p> <p>REQUIREMENTS AND GOOD PRACTICES Coordination and cooperation with neighbouring countries must be compliant with applicable legislation. Cooperation with veterinary services of other countries must be intense</p>	<p>1. Establishment of an International Cooperation and European Integration Section</p>	<p>OPM, MAFRD, MFA FVA and International partners.</p>

ACTION 1: Establishment of an International Cooperation and European Integration Section

<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Decision to establish the International Cooperation and European Integration Section • Appointment of a liaison officer/contact point • Terms of reference for the section • Identification of cooperation areas
--

<p>PRIORITY: High.</p>

<p>EXPECTED OUTCOME: Advanced international cooperation.</p>

<p>INDICATORS: Establishment of the international cooperation and EU Integration section</p>

<p>RESPONSIBLE AUTHORITY: FVA.</p>

<p>INVOLVED STAKEHOLDERS: OPM, Line Ministries, FVA and international donors</p>

COSTS FOR KEY STAKEHOLDERS		
Authority: FVA.		
Cost: Envisioned with the authority's budget and potential donors.		
Benefits: Efficient services and border control.		
DURATION:		
Ongoing.		
PROPOSED TIMELINE:		
Ongoing		
PROCEDURES		
OBJECTIVE 1: Harmonisation of border control procedures with EU standards.		
INDICATORS: EU streamlined procedures.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION To provide infrastructure and equipment in line with EU standards.	1. Develop cooperation and coordination SOPs	OPM, MAFRD, MFA
REQUIREMENTS AND GOOD PRACTICES Reporting on irregularities must be present throughout the region. These are provided by MoUs. SOPs must be comprehensive and meet best EU standards and practices		FVA and International partners
ACTION 1: Develop cooperation and coordination SOPs.		
ACTIVITIES:		
<ul style="list-style-type: none"> • Establish working groups. • To analyse current situation. • Analyse strengths and weaknesses of current SOPs • Develop streamlined SOPs • Submit for adoption • Kick off practical implementation. 		
PRIORITY: Medium		
EXPECTED OUTCOME:		
Advanced cooperation and coordination		
INDICATORS: Procedures developed and under implementation.		
RESPONSIBLE AUTHORITY:		
FVA.		
INVOLVED STAKEHOLDERS:		
OPM, MAFRD, MFA, FVA, International partners.		

COSTS FOR KEY STAKEHOLDERS		
Authority: FVA.		
Cost: Envisioned with the authority's budget and potential donors.		
Benefits: Streamlined SOPs		
DURATION:		
Ongoing		
PROPOSED TIMELINE:		
Ongoing		
RISKS: Lack of budget funds and administrative barriers.		
HUMAN RESOURCES AND TRAINING		
OBJECTIVE: Training of FVA inspectors on international cooperation procedures, and participation in working meetings and international seminars.		
INDICATORS: Participation in regional and international training workshops by FVA inspectors.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION There is currently no training unit specialized for international cooperation.</p> <p>REQUIREMENTS AND GOOD PRACTICES FVA inspectors must receive training on international cooperation procedures, and must have an opportunity of attending foreign language courses. International seminars and training workshops must be part of training programs.</p>	<p>1. Draft a training curriculum.</p>	<p>OPM, MAFRD, MFA FVA and International partners.</p>
ACTION 1: Draft a training curriculum.		
ACTIVITIES:		
<p>1. Establish a working group.</p> <p>2. Identify training needs.</p> <p>3. Develop a training curriculum.</p> <p>4. Submit draft training curriculum for adoption.</p> <p>5. Implement of training programs and foreign language courses.</p> <p>6. Draft policies for participation in working meetings and international seminars</p>		
PRIORITY:		
Medium		
EXPECTED OUTCOME:		
Trained inspectors		

INDICATORS: Prepared training curriculum		
RESPONSIBLE AUTHORITY: FVA.		
INVOLVED STAKEHOLDERS: OPM, MAFRD, MFA, FVA and International partners.		
COSTS FOR KEY STAKEHOLDERS Authority: FVA. Cost: Envisioned with the authority's budget and potential donors. Benefits: Staff training and development?		
DURATION: Ongoing.		
PROPOSED TIMELINE: December 2016		
RISKS: Lack of budget funds and administrative and legal hindrances.		
COMMUNICATION AND INFORMATION EXCHANGE		
OBJECTIVE 1: Advanced communication and information sharing at bilateral and multilateral levels		
INDICATORS: Efficient communication.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
CURRENT SITUATION There are MoUs with Albania and Macedonia, communication and information sharing improved.	1. Advancement of communication and information exchange	OPM, MAFRD, MFA FVA and International partners.
REQUIREMENTS AND GOOD PRACTICES Guarantee (secure) information sharing to allow for rapid sharing at all modes: phone, fax or email. Regular meetings must be held at all levels.		
ACTION 1: Identification of weaknesses in communication and information exchange		
ACTIVITIES:		
1. Establish a working group. 2. Identify shortcomings. 3. Develop a guide for advancement. 5. Submit a draft guide for adoption 6. Implement Guide		

PRIORITY: Medium.		
EXPECTED OUTCOME: Advanced communication and information sharing internationally		
INDICATORS: Regular communication and information sharing		
RESPONSIBLE AUTHORITY: FVA		
INVOLVED STAKEHOLDERS: OPM, MAFRD, MFA, FVA and International partners.		
COSTS FOR KEY STAKEHOLDERS Authority: FVA. Cost: Envisioned with the authority's budget and potential donors. Benefits: More advanced communication and information exchange.		
DURATION: Ongoing.		
PROPOSED TIMELINE: Ongoing		
RISKS: Lack of budget funds and administrative and legal hindrances.		
INFRASTRUCTURE AND EQUIPMENT		
OBJECTIVE: Finding modalities for constructing joint Border Inspection Points		
INDICATORS: EU streamlined infrastructure and equipment		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION Current infrastructure and equipment do not meet minimum border control (veterinary and phito-sanitary) criteria as per EU standards.</p> <p>REQUIREMENTS AND GOOD PRACTICES Conduct a current condition survey of veterinary and phito-sanitary border control under the scope of the FVA and find modalities for constructing joint BIPs.</p>	<p>1. Construction of joint BIPs as per EU standards</p>	<p>RKS Government, MFA, MAFRD, MIA, MESP, FVA International partners and potential donors.</p>
ACTION 1: Construction of joint BIPs as per EU standards		
ACTIVITIES:		
<ul style="list-style-type: none"> • Identification of needs and development of projects. • Provide infrastructure and equipment in line with EU standards. • Submit for review and adoption of the RKS Government and potential donors. • Project implementation 		
PRIORITY: High.		

EXPECTED OUTCOME: Construction of facilities to facilitate, assist and accelerate veterinary and phito-sanitary border control

INDICATORS: Improved conditions for veterinary and phito-sanitary border control.

RESPONSIBLE AUTHORITY: FVA

INVOLVED STAKEHOLDERS: OPM, MAFRD, MFA, MIA, MESP, FVA, International partners and potential donors.

COSTS FOR KEY STAKEHOLDERS
Authority: FVA
Cost: RKS Government budget and potential donors.
Benefits: Important points

DURATION: Ongoing.

PROPOSED TIMELINE: Ongoing.

RISKS: Lack of funds.

COOPERATION IN THE AREAS OF VISAS, ASYLUM AND MIGRATION WITHIN THE IBM CONTEXT

OBJECTIVE 1: Consular and diplomatic missions are equipped with proper, conforming and secure technology, to be able to issue visas in short terms, and identify false documents

INDICATORS: Consular and diplomatic missions are equipped with proper, conforming and secure technology. Consular and diplomatic missions are connected to IT (intranet) networks.

CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION In the majority of embassies and consulates, the MFA has supplied appropriate technology for visa issuance, and databases to facilitate the performance of consular and diplomatic missions in visa issuance.</p> <p>REQUIREMENTS AND GOOD PRACTICES To be able to perform their duties, consular and diplomatic personnel must use necessary equipment for visa issuance, identification of false documents and information sharing.</p>	<p>1. Based on needs analysis, consular and diplomatic missions are supplied with equipment</p>	<p>MFA, MIA, MF, And other relevant institutions</p>

ACTION 1: Based on needs analysis, consular and diplomatic missions are supplied with equipment

- ACTIVITIES**
- Analyse infrastructure and equipment needs
 - Establish an IT network
 - Supply consular and diplomatic missions with appropriate communication and document examination

equipment		
PRIORITY: Medium.		
EXPECTED OUTCOME: Visas are issued in compliance with policies Consular and diplomatic personnel efficient in identifying false documents Increased information sharing		
INDICATORS: needs analysis for infrastructure and equipment. Equipment supplied. IT network established		
RESPONSIBLE AUTHORITY: MFA		
INVOLVED STAKEHOLDERS: MFA, MIA, MF and other interested institutions		
COSTS FOR KEY STAKEHOLDERS Authority: MFA. Cost: 2) Euro 1.000.000.00 Benefits: Increase of work efficiency.		
DURATION: Ongoing.		
PROPOSED TIMELINE: December 2018		
RISKS: Lack of budget funds.		
OBJECTIVE 2: Continued with advanced training for KP-DCAM on interviewing and profiling irregular migrants and asylum seekers.		
INDICATORS: KP and DCAM personnel trained in interviewing, profiling and treatment of asylum seekers.		
CONTEXT	PROPOSED ACTIVITIES	STAKEHOLDERS
<p>CURRENT SITUATION In relation to migration and asylum applications, the KP role is to undertake initial procedure for migrants and asylum seekers, including: initial interview, profiling, finger prints, picture, applications and delivery to the Asylum or Accommodation centre.</p> <p>REQUIREMENTS AND GOOD PRACTICES KP and DCAM personnel well trained in identification, profiling, interviewing, and treatment of potential migrants and asylum seekers</p>	<p>1. Based on training needs, draft and implement an appropriate training program.</p>	<p>MIA-DSHAM, KP, UNHCR, IOM, EXBS FRONTEX, VTC project As well as Other interested stakeholders.</p>
ACTION 1: Based on training needs, draft and implement an appropriate training program		
ACTIVITIES: 1. Training needs' assessment. 2. To prepare action plan 3. Implement the training program		
PRIORITY: Medium.		
EXPECTED OUTCOME: Appropriate treatment of migrants and asylum seekers		

INDICATORS: Performance of gap analysis. Develop a training program. Trained personnel of KP-DCAM
RESPONSIBLE AUTHORITY: KP and DCAM.
STAKEHOLDERS INVOLVED: MIA-DCAM, KP, UNHCR, IOM, EXBS, FRONTEX, Twinning Project
COSTS FOR KEY STAKEHOLDERS Authority: Border Police and DCAM. Cost: Envisioned with the budget of the Ministry, KP and potential donations. Benefits: Qualified personnel for treatment of asylum seekers.
DURATION: Ongoing.
PROPOSED TIMELINE: Ongoing.
RISKS: Various administrative and technical problems