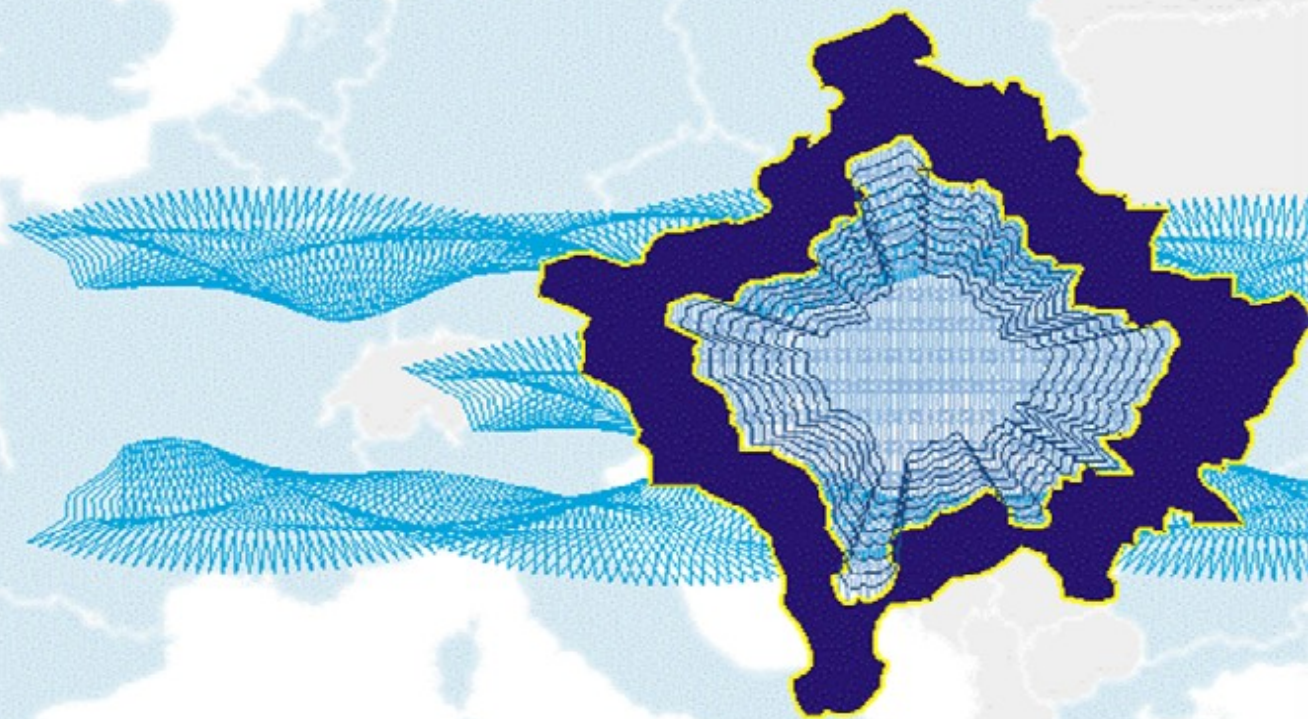**Republika e Kosovës**

Republika Kosova-Republic of Kosovo

Qeveria - Vlada – Government

NATIONAL STRATEGY OF THE REPUBLIC OF KOSOVO ON INTEGRATED BORDER MANAGEMENT

CONTENT

CHAPTER IV

CHAPTER V

API	Advance Passenger Information
ACA	Anti Corruption Agency
AI	Administrative Instructions
AEO	Authorized Economic Operator
ASYCUDA World	Automated System for Customs Data
BMS	Border Management System
BCP	Border Crossing Point
BIP	Border Inspection Point
BP	Border Police
CE	Council of Europe
CO	Customs Office
C-TPAT	Customs Trade Partnership against Terrorism
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CVED	Common Veterinary Entry Document
DMCP	Diplomatic Missions and Consular Post
DFM	Directory for Foreigners and Migration
DCAM	Department on Citizenship, Asylum and Migration
DG	Director General
DPE	Designated entry points
EU	European Union
EUOK	European Union Office in Kosovo
EWS	Early Warning System
EC	European Commission
FVA	Food and Veterinary Agency
FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders of the member States of the European Union
GIZ	Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH
GDHCP	General Directory for Health and Consumer Protection
IAP	International Airport of Prishtina "Adem Jashari"
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
INTERPOL	International Criminal Police Organization
ILO	Immigration Liaison Officer
IOM	International Organization for Migration
IHR	International Health Regulations
ICS	Inland Control Station
IPPC	International Plant Protection Convention
IT	Information Technology
KFA	Kosovo Forestry Agency
KAPS	Kosovo Academy for Public Safety
KC	Kosovo Customs
KFA	Kosovo Forestry Agency
KC	Kosovo Customs
KSF	Kosovo Security Forces

KFOR	Kosovo Force
KVFL	Kosovo Veterinary and Food Laboratory
KPIS	Kosovo Police Information System
MoIA	Ministry of Internal Affairs
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MJ	Ministry of Justice
MCYS	Ministry of Culture, Youth and Sports
MF	Ministry of Finances
MEI	Ministry of European Integration
MFA	Ministry of Foreign Affairs
MI	Ministry of Infrastructure
MED	Ministry of Economic Development
MH	Ministry of Health
MPA	Ministry of Public Administration
MLGA	Ministry of Local Government Administration
MoU	Memorandum of Understanding
NCBM	National Centre on Border Management
OAF	Organization for Agriculture and Food
OIE	Epizooties International Organization
PMO	Prime Minister's Office
ROD	Revenue Operations Directorate
SOF	Strategic Operative Framework
SOP	Standard Operating Procedures
SIS	Schengen Information System
SELEC	South East Law Enforcement Centre
TNA	Training Needs Analysis
TAIEX	Technical Assistance of the Information Exchange Unit
ToR	Terms of Reference
TRACES	Trade Control and Export System
UNHCR	United Nations Senior Commissioner for Refugees
USAID	United States Agency for International Development
UNDP	United Nations Development Program
UNCAC	United Nations Convention against Corruption
UNODC	United Nations Office on Drugs and Crime
WCO	World Customs Organization
WHO	World Health Organization
WB	World Bank

CHAPTER

I

INTRODUCTION

1. THE CONCEPT OF INTEGRATED BORDER MANAGEMENT

2. ADVANTAGES AND OBJECTIVES OF THE STRATEGY

Introduction

Republic of Kosovo has clearly defined the vision and its interests and at the same time will monitor and enforce with commitment all democratic, economic, social and political processes and the institutional reforms in the integration process towards the European Union and in Euro Atlantic integrations.

Integrated Border Management and safety at the border, constitutes a particular engagement in relation to the Constitution of the Republic of Kosovo, applicable legislation, political actions and National Security within the country, as well as in international relations in particular in the membership process toward European Union, other international structures and in building confidence with neighboring countries and beyond.

Approximation and membership into European Union for the Republic of Kosovo is an orientation and strategic objective, meaning it recognizes the European values and at the same time approves the highest sectorial standards. Free movement of humans and goods is a key element based in EU, which convenes the introduction of measures and standards for border controls. The European Union has developed an effective system on border control and management which provides free movement of people and goods, the prevention of inter border crime by adhering always the highest standards of human rights and freedoms.

Implementation of the concept on Integrated Border Management is as well a clear indicator to the international partners that Republic of Kosovo is ready to contribute to regional security and widely, become a reliable partner for the EU and others, in the area of its border control.

The Government of the Republic of Kosovo in the development process of a National Strategy on IBM, took into consideration the socio-political and legal system of the Republic of Kosovo and of the region, compared the experiences of other countries in this area, the transformation made in this process, has accepted and adopted in the IBM Strategy 2013-2018, all domestic and international legislation on border management issues such as: Border Control Law and the Law on Cooperation between the authorities involved in the Integrated Border Management as well as strategic documents such as: Council Conclusions of 4-5 December 2006 on Integrated Border Management (2768th Justice and Home Affairs Council meeting in Brussels), the Guidelines for Integrated Border Management in EC External Cooperation 2009, recommendations drawn by the Schengen Catalogue (EU Schengen Catalogue on External borders control, Return and readmission Agreements Council of the EU, 7864/09), Schengen Borders Code (Regulation EC No 562/2006 of the European Parliament and of the Council on establishing a Community Code on the rules Governing the Movement of persons Across borders, the Lisbon Treaty , basic criteria of the Copenhagen document, EU Blueprint on Customs , requirements in the field of economy and trade, other standards of the EU, Regulation (EC) No. 810/2009 of the European Parliament and of the Council of 13 July 2009 establishing a Community Code on Visas (Visa

Code) and best practices of the EU.

By using the experience from best European practices, Republic of Kosovo is making efforts to overcome the system of existing impediments and in line with its specifications will assign priorities for action and will take comprehensive and radical steps for changes along with border agencies in full compliance with EU rules and standards.

The Strategy and Action Plan on IBM are flexible documents which may be supplemented and amended continuously in term of gradual enforcement of parameters, objectives, actions and work processes, in the area of cooperation and coordination of activities by adjusting the rules and opportunities in compliance with the situation on the field, strategic interests of Kosovo and changes within the EU standards.

1.   THE CONCEPT OF INTEGRATED BORDER MANAGEMENT

The EU concept on IBM can be defined as: "national and international coordination and cooperation among all the relevant authorities and agencies involved in border security and trade facilitation to establish effective, efficient and coordinated border management, in order to reach the objective of open, but well controlled and secure borders".

An overall model for Republic of Kosovo border management that is in line with European border management is important for safeguarding internal security, for preventing illegal migration and other cross-border crime and for ensuring smooth border crossings for legitimate travelers. The Republic of Kosovo IBM concept has therefore been developed to ensure efficient, extensive and cost-effective management of borders of the Republic of Kosovo and in the future the external borders of European Union. The policy is and will continue to be developed on the basis of three main blocks in place: common legislation, operational cooperation and financial solidarity.

The Republic of Kosovo IBM concept and EU IBM concept includes all the measures relating to policy, legislation, systematic cooperation, reciprocal assistance (the distribution of the burden), personnel, equipment and technology taken at different levels by the competent authorities of the Republic of Kosovo, acting in cooperation and, where necessary together with other actors, utilizing *inter alia* the four-tier access control model and integrated risk analysis.

Border management must meet three objectives, which are equally indispensable and fully compatible with each other:

- Protection of internal security and management of migration flows to prevent irregular migration, related crime and other cross-border crime;

- Smooth and fast border crossings for the vast majority of travelers who do meet the conditions laid down in relevant Regulations;

- Full respect of fundamental rights, including treating each individual with full respect for human dignity, and allowing access to international protection to those in need thereof.

Integrated Border Management is a concept that consists of the following dimensions based in Regulation (EC) No 562/2006 released from the Justice and Home Affairs Council of the EU;

- Border control (checks and surveillance) as defined in the Schengen Borders Code, including relevant risk analysis and crime intelligence

- Detection and investigation of cross-border crime in coordination with all competent law enforcement authorities

- Coordination and coherence of the activities of Member States and Institutions and other bodies of the Community and the Union.

- Inter-agency cooperation for border management (border guards, customs, police, national security and other relevant authorities) and international cooperation.

- The four-tier access control model (measures in third countries, cooperation with neighboring countries, border control, control measures within the area of free movement, including return).

Simply put, the first two of these dimensions describe **what** should be done (border control, risk analysis, crime intelligence, detection and investigation of cross-border crime), whereas the following two dimensions describe **how** this should be done (through coordination, coherence, inter-agency cooperation and international cooperation, and the last dimension states **where** it should be done. The IBM concept will be achieved by the Republic of Kosovo by using internal measures, based on the existing and future legislation, secondary legislation, SOP's and international cooperation.

IBM foresees **cooperation and coordination between all actors involved in border management**. By improving communication, information exchange and mutual assistance of and between the services, the state border can be managed more successfully.

1.1   Three main pillars which support the EU concept on IBM

Key aspects of the IBM concept are cooperation and coordination and are supported by the three following pillars:

- Intra-service (intra-agency) cooperation (within a service or ministry)
- Inter-agency cooperation (between different ministries or border agencies)
- International cooperation (with other countries and international organizations)

1.2   INTRA – SERVICE (INTRA-AGENCY) COOPERATION

Intra-service cooperation refers to procedures, exchange of information and resources within one ministry or agency. This includes

(a) vertical cooperation: between central, regional and local levels; and

(b) Horizontal cooperation: between different units of the same levels.

Both forms of cooperation require a clear division of responsibilities, active communication and regular information exchange.

Intra-service cooperation thus refers to interaction between:

- A ministry and its respective border management agency
- A border management agency and other services within the same ministry
- Different units at headquarters
- Different local units: border crossing points (BCPs), border inspection posts (BIPs), designated entry points (DPEs) and inland control stations (ICSs)
- Headquarters, regional units and the local BCPs and ICSs

Intra-service cooperation is also the basis for the other two pillars of IBM: inter-agency and international cooperation. Without each individual agency internally communicating and cooperating effectively, the ability for a state to implement the IBM concept as a whole is limited. If an individual agency is underperforming, its ability to effectively cooperate with other agencies is reduced

1.3   INTER -AGENCY COOPERATION

Inter-agency cooperation refers to cooperation and coordination between different ministries or border agencies, as well as between the operational officers of the different agencies active at the border or ICSs. It starts at the ministry/central level where mid- and long-term strategies are

discussed and extends to the operational contacts at the level of regional directorates and day-to-day operations at the BCP-s. Coordination at the strategic level helps to avoid policy inconsistencies; at the local level, inter-agency cooperation should lead to more efficient workflows, shortened processing times and higher detection rates of illicit trans-border activities such as irregular migration and smuggling of goods and animals.

Although responsible for different aspects of border management, all border management agencies share the same core goals:

- Protection against threats to national security, order, economy and public health

- Prevention of trans-border crime and irregularities

- Facilitation of legal cross-border movements

In order to fulfill these goals, all of the involved agencies must **cooperate, share information and coordinate their work**.

1.4 INTERNATIONAL COOPERATION

Closer international cooperation in the field of border management with neighboring and other relevant countries, as well as with relevant regional/international organizations such as INTERPOL, EUROPOL FRONTEX, MARRI, EASO, WCO, SELEC, UNODC, UNCTAD, UNHCR or IOM, and other organizations, is an effective tool to facilitate legitimate cross-border travel and trade, and at the same time fight trans-border crime and irregular migration. While the central level focuses on coordination of strategic aspects such as joint protection and surveillance of the border sections most at risk, cooperation at the regional and local levels focus on day-to-day operational issues.

International cooperation thus refers to cooperation:
- Between neighboring states covering various issues, such as the organization of joint patrols or coordination of border surveillance, joint border crossing points, information exchange, joint risk analyses, joint training, common contact offices and main points
- At the multilateral level to better approach common fields of work such as trans-border crime, irregular migration, trafficking in human beings, terrorism and smuggling of goods, through cooperation with international stakeholders, participation in regional/international forums and signing international agreements
- At the local level between officials on both sides of the border

2.   AIM AND OBJECTIVES OF THE STRATEGY

The strategic goal of the Republic of Kosovo Government, is to develop a system that protects and secures the borders which will integrate all authorized agencies for integrated border management and control of the border through the right application of the IBM dimensions foreseen in the Schengen Borders Code (Regulation No 562/2006 of the European Commission) and the EU Schengen Catalogue on External Borders Control and Return and readmission and especially the four-tier access control model.

Based on the need for both inter-agency and international cooperation (local, bilateral and multinational), the Republic of Kosovo is committed **to step by step** implement the four-tier access control model that is described as the core of IBM in the EU Schengen Catalogue on External Borders Control and Return and readmission.

This model consists of a set of complementary measures to be implemented in four different tiers:

- Measures in third countries;
- Cooperation with neighboring countries;
- Border control; and
- Control measures within the area of free movement, including return

2.1   PARAMETERS OF THE STRATEGY

Actions of the Government to ensure open, controlled and secure borders should be focused in the following parameters:

- Legal framework,
- Institutional framework,
- Procedures,
- Human Resources and training,
- Communication and information exchange
- Infrastructure and equipments
- Budget.

2.2   OBJECTIVES

- Implementation of respective legislation for three pillars which ensures that the authorized agencies for integrated management and control of the border will be organized and operate according to EU standards.

- Cooperation and coordination of activities of relevant agencies involved in border and reforming of their organizational and managing structure.

- All border agencies procedures related to human resources, training, finances and logistics, are determined by internal regulations through joint agency consultations.

- Adequate selection and appointment procedures for the personnel in the border agency are applied with the purpose to enhance professionalism and quality.

- The competence of staff at the border is essential to the quality of the service delivered. It is therefore crucial that specific training on border-related tasks takes place, and that competent staff is recruited according to objective criteria. Border management tasks are highly specialized, which should be reflected in the training plans, basic and advanced theoretical and practical classroom-based training as well as on-the-job training, complemented by coaching and mentoring in the field. Training should be a continuous element for staff throughout their careers (refresher, specialization and new skills/information training) and be based on regularly updated curricula and manuals. The concept of IBM should be an integral part of the trainings. In addition to direct border management training, courses on management skills, languages and computer skills are recommended. Joint training of officers with different profiles could be considered, in order to encourage cross-fertilization of ideas. Border agencies should have a centralized training facility and – depending on size and the resources of the country – several "satellite" training offices or centers. The introduction of a training of trainers system could be considered, through which more internal trainers would be available to quickly cascade knowledge down to the field level.

- Communication and information exchange between authorized border agencies should be improved and a general system of information management should be established as foreseen in the Council Conclusions of 4-5 December 2006 on Integrated Border Management (2768th Justice and Home Affairs Council meeting in Brussels,) EU Schengen Catalogue on External borders control, Return and readmission (Council of the EU, 7864/09), Schengen Borders Code (Regulation EC No 562/2006 of the European Parliament and of the Council on establishing a Community Code on the rules Governing the Movement of persons across borders and the Guidelines for Integrated Border Management in EC External Cooperation 2009.

- All relevant border agencies will undertake joint risk analyses and operational planning and will implement effective joint control procedures in order to combat cross border crime whilst facilitating legitimate traffic.

- Development of appropriate infrastructure and equipment to support the efforts of agencies in order to provide professional services for citizens and other beneficiaries.

- Ensuring sustainable funding for constant exercise of tasks in the integrated border management system and the creation of mechanisms for ensuring international donations.
- The objective of IBM Strategy is to develop further capacities of NCBM for national and international coordination and cooperation of all relevant agencies involved in border security and trade facilitation in order to establish effective and efficient border management that will guarantee open, but well controlled and secure borders
- Other important objective in the context of IBM is the prevention and combating of corruption. Due to the nature of their tasks and their frequent interaction with the public, border management agencies are particularly vulnerable to corruption. In this respect each agency involved in IBM have in place an agreed Code of Ethics coupled with additional preventive Anti-corruption measures. However, a number of preventive actions should be taken by each border agency.
- Each border management agency should develop an overall border and inland control policies and procedures to be implemented through headquarters. The border control policy and strategy should determine and include the standards for risk analysis and selective, systematic, comprehensive and flexible controls; information flow, both top-down and bottom-up; the bodies responsible for planning (at the central, regional and local levels); cooperation with other border agencies; cross-border cooperation; relations with trade and the public; management; personnel (human resources, required competencies and codes of ethics); training; facilities, equipment and information technology. The starting point should be to identify those controls that can be moved inland from the borders without negatively affecting the risks they address and those which have to be carried out at BCP-s. The objective is to ensure that priority is given to security and that controls are carried out where they are most effective.

2.3   PRINCIPLES OF MEETING OBJECTIVES OF THE STRATEGY

When meeting objectives foreseen in the National Strategy and Action Plan on IBM, Republic of Kosovo institutions and agencies are guided by the following principles:

- **The principle of constitutionality and legality** – Actions undertaken to prevent and combat all forms of crime and illegal acts at the border, cross border and beyond them, should be based on provisions provided in the Constitution of the Republic of Kosovo, applicable legislation, international agreements and EU standards.
- **Principle of human rights and freedoms –** This principle indicates guaranteeing freedoms and rights of all individuals, during all stages of institutional engagement in preventing and combating all forms of crime and illegal acts committed at the border, cross border and beyond.
- **Principle of security –** This principle indicates guaranteeing the rights for security and protection for all citizens, through prevention and reduction of all forms of crime and illegal acts committed at the border, cross border and beyond.
- **Principle of priority** – Prevention and fighting against crime and other illegal acts at the border, cross border and beyond, for Republic of Kosovo institutions and agencies is a priority. The overall commitment to deal seriously with these issues is a crucial element.
- **Principle of professionalism** – Prevention and fighting against crime and other illegal acts at the border, cross border and beyond, requires good experts, exchange of experiences, appropriate techniques / best practices. This means a combination of training, education and professional development for institutions and agencies of the Republic of Kosovo and also ensuring the recruitment of specialists of the finest quality only.
- **Principle of continuity** – All foreseen activities should be seen as part of an ongoing strategy. This is particularly important due to the existence of administrative / procedural time limitations and due to the initiatives / various activities, which are necessary to be linked in actions which will endure for many years.
- **Principle of reliability –** Institutions and agencies responsible for prevention and fighting against crime and illegal acts should take care to build confidence in preserving the integrity of investigations, misuse of data and information by those who have access to them.
- **Principle of proportionality –** It means the exercise of authority of institutions and agencies that deal with prevention and fighting against crime and illegal acts, only when necessary and only to the extent required to attain legitimate objectives, by appropriate means and methods and in shortest time possible.
- **Principle of analysis, scientific and proactive approach**
  Conducting an unbiased analysis of the facts and update the Kosovo national policy's implementing measures on a regular basis;
- **Principle of Accounting, monitoring and control**
  Developing regular reports on the overall IBM situation in Kosovo.

CHAPTER

II

3. POLITICAL OVERVIEW, GEOGRAPHICAL AND TOPOGRAPHICAL FEATURES OF THE REPUBLIC OF KOSOVO

3.1   Territory of the Republic of Kosovo

Territory of the Republic of Kosovo is defined by the Constitution of the Republic of Kosovo.

The border with the Republic of Albania and the Republic of Macedonia is marked, while both Republic of Montenegro and Republic of Serbia are pending for future marking.

3.2   Geographical data

Republic of Kosovo is situated in the centre of the western side of Balkans Peninsula and shares the borders with: Republic of Albania in the south - west, Republic of Macedonia in the south, Republic of Montenegro in the north – west, Republic of Serbia at the north east. The Republic of Kosovo borders with neighboring countries mainly cross through mountains and have natural terrain features. The geographical position is:

GEOGRAPHICAL COORDINATES		
No.	Longitude	Latitude
North	20:48:42.9995	43:16:23.9901
West	20:00:52.3818	42:43:45.7964
South	20:37:17.5130	41:51:07.2305
East	21:47:23.5206	42:39:04.4173

Surface of the Republic of Kosovo is 10.908 km^2, with state border longitude as shown below:

STATE BORDER LONGITUDE ACCORDING TO COUNTRIES AROUND KOSOVO		
ALBANIA	113.551 km	
MACEDONIA	170.772 km	
MONTENEGRO	79.165 km	
SERBIA	380.068 km	
Total	**743.556 km**	

3.3   Topographical data

Almost all country borders are rural and surrounded by mountains. The border landscape of the Republic of Kosovo is mostly mountainous. Types of relief vary, from uneven mountains, hills, fields and lakes. This type of terrain makes it difficult for border traffic, particularly during winter season.

3.4   Border crossing points, number, types, categorization and standardization

The definition and categorization of border crossing points to road traffic, rail and air is regulated by Republic of Kosovo Governmental decision No. 02/124, date, 10.04.2013, on determining and categorization of the BCP of the road, railway and air traffic of Republic of Kosovo, where based on that decision, the Republic of Kosovo has 8 (eight) BCP-s defined as category A, 6 (six) BCP-s as category B and 3 (three) BCP-s as category C.

In the Republic of Kosovo currently operate 17 BCP-s, 3 of them are temporary BCP-s: Orqushë, Krushevë/Shishtavec and Glloboqicë/Borje, which are under the BCP Vërmica supervision.

 The Border Crossing Points for road traffic between Republic of Kosovo and Republic of Albania are as follows:

- Vërmicë
- Orqushë
- Krushevë/Shishtavec
- Glloboqicë/Borje
- Qafë e Prushit
- Qafë e Morinës

The Border Crossing Point for road traffic between the Republic of Kosovo and Republic of Montenegro is:

- Kulla.

The Border Crossing Points for the road traffic between the Republic of Kosovo and Republic of Serbia are as follows:

- Bërnjak/Tabavije[1]
- Jarinje/Rudnicë
- Merdarë/Merdare
- Mutivodë/Motivode
- Dheu i Bardhë /Konqul
- Muçibabë/Depce

The Border Crossing Points for the road traffic between the Republic of Kosovo and Republic of Macedonia are as follows:

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[1] Based on technical protocol for the implementation of operational conclusions for IBM, 2nd December 2011 and agreed Agreement in Brussels with the Republic of Serbia

- Hani i Elezit
- Glloboqicë
- Stanqiq/Bellanoc[2]

The Border Crossing Point for railway traffic between the Republic of Kosovo and Republic of Macedonia is:

- Hani i Elezit,

While with the Republic of Serbia is:

- Leshak

The Border Crossing Point for airways is Prishtina International Airport "Adem Jashari".

PRESENCE OF AGENCIES AUTHORIZED FOR IBM WITHIN BCP				
Border Crossing Point	**BORDER POLICE**	**KOSOVO CUSTOMS**	**FOOD AND VETERINARY AGENCY**	**BY STATES**
IPA "Adem Jashari"	Present	Present	Present	
Vërmica	Present	Present	Present	Albania
Krushevë/Shishtavec	Present			Albania
Orqushë	Present			Albania
Borje/Glloboqicë	Present			Albania
Qafa e Prushit	Present	Present		Albania
Qafa e Morinës	Present	Present		Albania
Kullë	Present	Present	Present	Montenegro
Bërnjak	Present	Present	Present	Serbia
Jarinje	Present	Present		Serbia
Merdarë	Present	Present	Present	Serbia
Mutivodë	Present			Serbia
Dheu i Bardhë	Present	Present	Present	Serbia
Muçibabë	Present	Present		Serbia

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[2] Based on Interstate agreement Republic of Kosovo and Republic of Macedonia for joint BCP Stanqiq/Bellanovc (also based on Kosovo Government decision April 2013 on BCP categorization).

Hani i Elezit	Present	Present	Present	Macedonia
Glloboqica	Present	Present		Macedonia
Stançiq/Bellanoc	Present	Present	Present	Macedonia
Hani i Elezit (Railroad)	Present	Present	Present	Macedonia
Leshaku (Railroad)				Serbia

3.5   Categorization and standardization of BCP-s

Criteria for categorization and standardization of BCP-s are developed taking into consideration the evaluation of internal factors and external and under interstate agreements (international agreements). This categorization is developed based on the current situation, future forecasts and fulfillment of the EU standards, such as:

- Movement of people and goods;
- Cross – border crime;
- Migration and asylum;
- Presence of agencies authorized for the integrated management and state border control;
- Number of personnel.

Determination of BCP categories is completed by the Governmental decision and based on the recommendations drawn by the IMB Executive Board as well in accordance with bilateral agreements with neighboring countries changes could be initiated in regard to future categorization of this BCP-s. Border crossing points for the road, railway and airway as per the importance and activities are categorized as follows:

- **Category A:** BCPs are opened 24 hours and serve for movement of people, vehicles and goods. In these BCPs, KP, KC and FVA are constantly present.

- **Category B**: BCPs are opened 24 hours and serve for movement of people, vehicles and non commercial goods. In these BCP's KP is present 24 hours, while KC and FVA during time intervals determined under bilateral agreements with neighboring countries.

- **Category C:** BCPs are temporary BCPs and are opened for certain time intervals. These BCP's serve only for circulation of persons and are opened in accordance to bilateral agreements with neighboring countries.

Republic of Kosovo Government, in agreement with relevant neighboring countries may establish temporary BCPs with the purpose to:

- Perform cultural, sports, religious, scientific, professional and touristic activities;

- Reaction to natural disasters and emergency cases;

- Implementation of cross border agreements;

- Performance of agricultural, farming or other economic activities.

Standardization of BCPs has the purpose so that BCPs of adequate category be equipped with facilities and accompanying equipments for conducting safe and economic border control.

3.6   The green and blue border

Based on the Republic of Kosovo Constitution, Kosovo Police / Border Police are responsible for border control and surveillance in direct cooperation with national and international authorities. KFOR in cooperation and coordination with KP continues to supervise the green and blue line with the Republic of Serbia.

CHAPTER

III

4. INSTITUTIONAL BODIES

Main agencies of the Republic of Kosovo in the field of IBM categorized according to their function: control of persons and control of goods, are:

- Kosovo Police - MoIA;
- Kosovo Customs - MF;
- Agency for Food and Veterinary - PMO.

4.1 Ministry of Internal Affairs – Kosovo Police

Within the Kosovo Police framework, operates the Border Police which is responsible to control the state border, the control within the territory of the Republic of Kosovo, issuance of temporary documents for border crossing, security at international airports in cooperation with the airport operator and relevant authorized authorities, prevention of terrorist acts in partnership with law enforcement agencies, determination of the right for each individual who desires to enter or to depart from the Republic of Kosovo, as concerning the visas and entry applications, temporary closure of borders, based on the Government's decision, granting temporary authorization to cross the green and blue line.

The main Border Police duties are as follows:

- Controls the application legitimacy for entry into the country of each passenger:
- Prevents and prohibits the unauthorized state border crossing;
- Controls passengers, including also types of transport means and personal belongings in order for them to cross the border in compliance with laws and other normative acts in force.
- Conducts, at least, minimal, fast and direct controls on validity of documents which authorize the legitimate holder to cross the border and verify the presence of frauds and falsification signs;
- Take necessary measures if the person meets the conditions to enter or to depart from the Republic of Kosovo;
- Meets the obligations specified in international agreements, governs the activities mandated to investigate the incidents at the border, controls the work related to the state border supervision;
- Prevents and fights violent activities against order at the state border
- Performs police duties for the foreigners as specified on the Law on Foreigners and in legal acts;
- Cooperates in order to perform the duties with the responsible body for migration and asylum, as stipulated with relevant laws;
- Undertakes actions necessary to manage any emergency which involves refugees and conflict situations which jeopardize directly the state border order;
- Cooperates with administrative procedures specified by legal provisions in order to preserve the order at the state border;
- Exercises powers, supported by legal provisions, for some minor offences cases;
- Collects, evaluates, and analyzes information about threats and risks for the relevant authorities.
- Conducts investigations in compliance to applicable legislation.

Current organizational structure of Border Police

Kosovo Border Police is part of Kosovo Police and is organized: into central and local level. The central Border Police level is consisted by Border Police Department within which is, the Division for Border Control and Surveillance and the Division for Integrated Border Management.

The local level includes regional and local level which consists of:

- North Regional Directory,
- East Regional Directory,
- West Regional Directory and
- Police Station at the Prishtina International Airport "Adem Jashari" (which is under the direct command of Border Control and Surveillance Division).

The local level consists of Border Police Stations (BCP-s) and border patrolling platoons

Border Regional Directories manage and control Border Police stations at BCP's and border patrolling platoons.

4.2   MINISTRY OF FINANCE – KOSOVO CUSTOMS

Kosovo Customs is part of the state central administration within the Republic of Kosovo Ministry of Finance. Customs and its personnel competencies and responsibilities are defined in the Customs and Excise Code; other normative acts in force for functioning of state administration and Customs internal acts.

Kosovo Custom's mission is divided into three:

4.2.1   FISCAL MISSION

Fiscal mission is on the main Customs mission that consists of collection of taxes for Kosovo budget, of goods imported in the Republic of Kosovo such as: customs taxes, value added tax, excise, tax on gambling etc. The fairest evaluation of values of imported/exported goods, through the automated system for processing customs data ASYCUDA World, serves as an essential record for the Republic of Kosovo Tax Administration in calculation and collection of taxes and as well as for the Kosovo Statistics Agency on statistical data.

4.2.2   ECONOMIC MISSION

Kosovo Custom's economic mission gets more and more special importance in protection and development of country's economy. Customs as an important organism of the state, by applying different levels of taxes, tariffs and by controlling the licensing system, protects the local producers and stimulates certain domain imports by encouraging foreign investments in our country.

Also implementation of customs legislation is in accordance to the European model, where an important place is occupied by customs procedures for import, export, goods transit and customs procedures with economic impact such as: temporary import/export, inward processing, outward processing, processing under customs supervision, customs warehousing etc, which has created favorable conditions in developing and increasing commercial exchanges with abroad as well as stimulation of local production.

4.2.3   PROTECTIVE MISSION

Kosovo Customs same as the European administrations, pays very much attention to the protective mission. Based on strong legal support, being positioned in border crossing points, having under surveillance the border area and keeping under control the national roads network, Customs has a very important role which is expanded in many national security domains and public order such as: fighting against illegal activities, increase of security by being present at the border points, fighting against border crime, drug trafficking, prevention of illegal trafficking of weapons, explosives, toxic substances, money laundering etc.

Kosovo Custom's main duties are:

- To supervise the entire customs territory of the Republic of Kosovo on goods subject to customs supervision;
- To collect customs revenues;
- To protect the environment;
- To protect the country's financial interests;
- To protect the country from illegal trade, while supporting legal activities of businesses;
- To increase business competitiveness in the country, through modern working methods based on an easier electronic approach to the customs environment;
- To conduct border control and control within the territory in order to facilitate legal traffic of goods;
- To undertake necessary measures in external and internal borders in order to ensure compatibility with international rules to protect legality, national security and free movement of goods and people;
- To control in accordance to suspensions and restrictions by protecting in such way the citizens safety and the surrounding;
- To perform customs procedures (release from clearance) in customs border offices and within the territory;
- To conduct investigations regarding the facts collected during controlling or border surveillance;
- To conduct passengers control, goods and traffic of vehicles and consignments that pass through the state border in accordance to international agreements and in collaboration with other authorities;
- To collect and review necessary information for performance of customs duties;
- To undertake control measures and customs verification as well as customs release, excise control and taxes with the purpose of collecting certain revenues;

- To cooperate in international trade domains, monetary traffic, sanitary, phyto-sanitary, and veterinary and to regulate other issues connected to cross-border traffic of goods and persons.
- Preparation, collection and sharing of statistical data on foreign trade for other public bodies foreseen in the legislation in force,
- Performs other duties assigned according to the applicable legislation.

Kosovo Custom's current structure

Kosovo Customs is organized into four (4) directories which are headed by directors and managed by Kosovo Customs Director General. These four directories are:

- Revenue Operation Directory - ROD;
- Law Enforcement Directory - LED;
- Legal Directory – LD and
- Finances and Systems Directory – FSD

4.3 PRIME MINISTER OFFICE – FOOD AND VETERINARY AGENCY

Food and Veterinary Agency is the highest authority which is responsible to protect the life and health of people, by providing a high level of safety and quality of food from animal and plant origin including animal's food. It's also responsible for animal and plant health through prevention, combating and elimination (eradication) of infectious diseases.

FVA has the following duties and responsibilities:

In the field of veterinary and phyto-sanitary:

- Prevention, fighting and elimination (eradication) of infectious diseases of animals and plants;
- Animals welfare
- Security check of food of animal and plants origin;
- Control of non nutritive products of animal and plants origin
- Control of animal and plant products
- Control of Waste of animal and plant origin;
- Control of plant protection products (active substances according to EU lists)
- Control of fertilizers;
- Control of plant reproductive material (seeds, rhizomes, sapling, etc.)
- Control of veterinary medicaments, veterinary pharmaceutical products and other products for animal care;
- It will participate, along with other competent authorities, in controlling the circulation of animal food and food additives;
- Registration of farms, matriculation of animals and herds, marking of herds, control of animal movement;
- Registration of plant producers and processors of herbs;
- Control, veterinary expertise and classification of (bodies) meat (classification of meat);
- Manages cases for (refusal or disposal) of loads of animal and plants origin if they pose risk to the public health and of animals and plants

- Controls the cargo transit– which contain animals, plants and animal and plants products if the load is not compatible to the referred standards
- Plans and regulates sampling, transport of sampling for analysis to accredited laboratories;
- Regulates the destruction of loads which contain plants and plant productions, if deemed as necessary, under veterinary and phyto - sanitary requirements;
- Food safety;
- Conducts regular numbering and registration of loads to be controlled;
- Tax collection for official control;
- Cooperation with ministries, Customs, Border Police and other services
- Cooperation with similar public institutions within and outside the territory i.e. ministries, universities, customs services, accredited laboratories, etc.

FVA exercises its duties and responsibilities within the Republic of Kosovo and at BCPs.

Organizational Structure of FVA

- FVA is organized into Directories, Sectors, and Regional offices and in Food and Veterinary Laboratory.

FVA is established under the Law on Food, and has these governing (managing), supervisory and advisory bodies, such as:

- Governing body: Chief Executive

- Supervisory Body: Board of Directors, and

- Advisory body, the Scientific Council of the Agency

The following directories function with the internal regulation of the FVA:

- Animal Health and Welfare Directory;

- Public Health Directory;

- FVA Inspectorate Directory (Veterinary Inspectorate, Phyto - Sanitary and Sanitary);

- Administration Directory;

- LFVA (Laboratory).

4.4   Agencies and other bodies of Republic of Kosovo involved in IBM

In the Integrated Border Management are involved other agencies and bodies which are not directly involved in the practical border work, but to a certain extent depend or interact with main IBM agencies.

Agencies and other abovementioned bodies are, but not limited to:

Department for Road Transport – **MI**

Inspectorate Department **- MI**

Department of Civil Aviation Transport, Railway and Naval transport - **MI**

Kosovo Agency for Medical Products – **MH**

Kosovo Cadastral Agency - **MESP**

Information Technology Department - **MPA**

Kosovo Forestry Agency – **MAFRD**

Agency for Radiation Protection and Nuclear Safety - **PMO**

Other agencies and services

Also in IBM are included the following as well: MJ, MFA, MF, MALG, MEI, PMO and in emergency cases MKSF and other non - state stakeholders which operate in BCPs.

Cooperation with other stakeholders

Besides the main border management agencies there are additional governmental and private sector stakeholders whose activities and interests need to be taken into account, and who should also be involved in the IBM coordination/cooperation structures, be it ad hoc or on a more permanent basis. Cooperation and communication with both groups of stakeholders should be regulated by legislation or through bilateral/multilateral agreements and procedures.

That cooperation is divided into:

- **Cooperation with state actors**

While the agency responsible for controlling persons, such as the border police, is responsible for the checks at the BCP-s and surveillance of the border line and immediate border zone, the police and immigration authorities are responsible for the inland control. This can lead to overlapping responsibilities concerning the fight against trans-border crime, where both agencies are involved. Apart from a clear division of responsibilities for such cases and precise procedures for cooperation, information sharing and follow-up activities are necessary. Both authorities have to agree on which data they should have joint access to, such as data on persons to whom entry

has been denied. Special attention has to be paid to the issue of data protection, rights and obligations of those officers who have been authorised to access the data.

Since one of the main tasks of border management is to prevent trans-border crime, close cooperation with the **state prosecutor's office** (ministry of justice) is necessary. With respect to extradition, both agencies need to cooperate closely. Written instructions and ad hoc information sharing on return and related issues must therefore be agreed upon.

The border police should check and may accept, refuse or revoke visas and should, if the BCP is not directly connected, establish a consultation mechanism with the consular department of the **ministry of foreign affairs**. Even if different IT systems are used at the BCP and in the consulates, the border police should have access to the visa register so that they can check issued visas at the border.

An agreement between the border management agency responsible for controlling persons and the national office responsible for issuing and controlling labour permits (e.g. national labour office, **ministry of labour**), could be considered, foreseeing joint controls and information exchange about foreigners staying or working in the country illegally and people who employ foreigners without permits or organise illegal stay.

MoUs should be signed with **airport authorities** or the **ministry of infrastructure**, since information exchange and coordination regarding working hours and the use of infrastructure are needed.

- **Cooperation with non-state actors**

The cooperation of border agencies with non-state actors includes airlines, and other operators, air and transport cargo carriers, railway companies, postal companies or services, freight forwarders and importers in countries of origin and destination of goods.

In order to **facilitate trade**, relevant procedures should be as simplified as possible, whilst still maintaining adequate control. Updates in procedures should be routinely communicated to all trade companies. Waiting times at borders affect business, so when an individual BCP – due to inadequate infrastructure or lengthy procedures – has significantly longer waiting times, this may motivate transport companies to look for alternative routes, which in turn eventually may lead to downgrading the BCP and loss of local jobs.

Whereas the state border agencies need information on cross-border movements regarding persons and goods (e.g. time-tables, passenger lists, information on cargo), non-state actors require information on procedures and requirements for crossing the border, including opening hours, guidance on tariffs, rules and procedures for import, transit and export, documentation to be provided and fees to be paid. This information can be disseminated via public notices, internet publications, newsletters, leaflets or as a handbook. Urgent information should be displayed on public notice boards. To facilitate communication, appropriate structures (e.g. local networks, information points/desks in customs offices) should be created where operators and other appropriate persons can obtain relevant information. In addition, standards for services offered to trade and the public, but also for complaint procedures, should to be set.

Carriers/operators transporting passenger and goods by air or land (rail or road) have access to data and information which is of importance for the operational work of the border agencies. This includes arrival times, cargo inventories, passenger and crew list from the carriers, which should be compiled and shared in advance.

The carriers on the other hand need access to detailed information on relevant legislation procedures and fees or duties to be paid, visa requirements, the opening hours of the BCP and the working hours of the relevant border agencies. Whether this information is disseminated through brochures, posters or via a web site is secondary, as long as the information is up-to-date and easily accessible for its target group.

In certain cases customs can expedite the movement of trusted carriers, which means that specific enterprises can receive preferential treatment on the condition that they forward all information about their operations in advance and have maintained a positive and correct working relationship for a certain period of time. However, also these carriers should be supervised and randomly evaluated. Carriers can lose their privileges and be excluded from Authorised Economic Operator (AEO) procedures for three years in case of violations, and may also be subject to carrier liability sanctions in accordance with the respective national legislation.

Railway companies may provide premises for officers from border management agencies at train stations in neighbouring countries, since these companies profit from the time saved from in-train border checks (instead of stopping at the border).

- **Cooperation with the public**

Easily understandable, accessible and up-to-date information on issues relevant for crossing the state border should be provided to the public, including standards, statistics on border crossings, relevant regulations and procedures as well as information on offences. This can take the form of public notice boards at BCPs or brochures, posters, and websites.

Where feasible, communication with the general public should be encouraged with the provision of toll-free (free call) telephone numbers and simplified internet contact methods. This also increases the chances of receiving intelligence from the public, which could be channelled to the internal risk analysis unit.

A joint web portal of several border management agencies could be considered to inform the public about BCPs opening hours, visa regulations, car insurance requirements, vaccination certificates for animals and other relevant information, explaining the tasks and responsibilities of all the agencies present.

CHAPTER

IV

5. COORDINATING   AUTHORITY

With the purpose of coordination and cooperation in regard to IBM, Government of the Republic of Kosovo has established the coordinating structure with political decision making powers which involves representatives from ministries directly involved in IBM. The main task of the decision making body is to ensure political commitment to the national IBM strategy and oversees its implementation

Within the coordinating structure, coordination mechanism for regional and international cooperation is also functional

5.1 Duties of the decision making body:

- Identification of priorities in the area of IBM cooperation
- Providing sufficient financial means – from the Kosovo Budget and external funds in order to enliven reforms within the IBM framework
- Adoption of official documents related to IBM or initiation of legal procedures for the adoption (depending on the national legal system and the level of participants in the body)
- Monitoring the implementation of IBM Strategy an Action Plan and regular update of the Strategy in line with national priorities.
- Coordination of the Strategy with neighboring countries, and monitoring the application of activities related to international cooperation in the field of IBM coordination and cooperation with other high level coordinating bodies in the region;
- Synchronization of the work of all bodies of the state administration involved in border management as well as with legal persons involved in border traffic at the national, regional and local levels
- Supervision of the Executive Board's work.
- Cooperation with and provision of guidance to all bodies of the state administration and regional and local bodies in matters related to IBM and providing suggestions for resolving issues of contention

Within the coordinating structure operates the IBM Executive Board which consists of:

- IBM National Coordinator;
- Border Police Department Director;
- Kosovo Customs Director General;
- Kosovo Food and Veterinary Agency Chief Executive;
- MEI Permanent Secretary and
- Representatives from other institutions as required.

IBM Executive Board is responsible for taking decisions on matters relating to:

- Initiate and coordinate the necessary reforms to ensure that the administrative, institutional and legislative conditions exists for implementation of IBM;
- The implementation of the Action Plan of the IBM Strategy, regarding the IBM pillars;

- Drawing recommendations to improve cooperation and coordination between authorities;
- Regular updating of the IBM Strategy and Action Plan
- Cooperation with all state administration, local and regional bodies for IBM related issues.
- Providing the assistance for state administration bodies in IBM related issues, including the coordination of activities and particular projects;

- Review of the IBM Strategy and Action Plan;

- Providing the assistance for state administration bodies in IBM related issues, including the coordination of activities and particular projects;

- Establishment and coordination of sub working groups for implementation of the action plan;

- Provide suggestions for resolving the issues in dispute between the relevant authorities involved in IBM and legal persons involved in border traffic.
- Other duties as required by the decision making body

5.2 Duties of the IBM and Action Plan implementing body shall be as follows:

- Drawing up a detailed work plan and timeline for the development of the strategy and action plan
- Conducting of a thorough gaps and needs assessment on the national border management situation
- Drafting of the strategy, as well as an action plan for the implementation of the strategy
- Implementation of the sections of the action plan related to inter-agency cooperation
- Periodically review and update the IBM cooperation strategy and action plan
- Providing recommendations for improved cooperation and coordination between agencies
- Providing assistance to the bodies of the state administration in matters of IBM cooperation, including in the coordination of individual activities/projects
- Creation and coordination of expert sub-working groups where necessary
- Regular reports to the decision-making body, including monitoring, evaluation and review results, based on terms of reference for the frequency and timeframe of reporting.
- Other tasks as requested by the decision-making body

5.3 **Duties of the IBM Secretariat** (IBM National Coordinator's Office)

1. The basic right and duty of the secretary is collection of information and data by other institutions for the implementation of National Strategies under MIA responsibility.
2. The Secretariat analyzes and evaluates that information.
3. The Secretariat drafts the analytical reports for the National Coordinator.
4. Secretariat under National Coordinator's supervision monitors and evaluates the performance of activities arising from the action plan.
5. Proposes amendments and supplements in the systems and mechanisms of National Strategy through the National Coordinator.
6. The secretariat recommends and advices the National Coordinator for steps to be undertaken towards the implementation of the IBM Strategy.
7. On behalf of Coordinator's Office, the Secretary presents the implementation of activities for IBM National Strategy.
8. Encourage the transparency of the activities of state institutions included in the National Strategy by cooperating with other institutions and with the civil society.
9. The Secretariat administers the IBM data base and reports to the National Coordinator.
10. Monitors the activity of institutions entrusted for the implementation of IBM Strategy.

5.4 **Budgetary means**

For the implementation of IBM Strategy and Action Plan, one of the key factors is to ensure sufficient financial means or sustainable funds.

Currently all agencies included in IBM, are financed by the Republic of Kosovo budget and face financial problems due to the limited budget within the relevant ministries. There is a lack of separated budget on IBM.

Upon IBM is being implemented some of the expenditures will increase and some of them will be reduced. Increase of expenditures will largely be a consequence of additional engagements which derive from the IBM Strategy. In the other hand some of the expenditures will be reduced (joint use of equipments, joint groups, joint infrastructure etc) and those may be reallocated for other purposes or there were deficiencies are noticed.

Without transparent and clearly defined budget engagement it would be very hard not only to enforce the IBM Strategy and Action Plan, but also to guarantee professional work of all the agencies.

The most affordable manner would be a budget for IBM separated by the Republic of Kosovo budget and allocation for each ministry in IBM. IBM budget should be separated from the main budget which is allocated regularly to each ministry and in timely manner. In addition, the expenditure of IBM budget should be coordinated in agreement with all agencies.

CHAPTER

V

6. COOPERATION AND COORDINATION OF THREE IBM PILLARS

This chapter is the core of the strategy outlined in its strategic objectives.

The chapter is divided in sub chapters under three IBM pillars: inter service cooperation, inter agency cooperation and international cooperation. Each sub chapter covers the following cooperation fields:

- Legal and regulatory framework (describes the necessary legal basis for cooperation and information exchange)
- Institutional framework (provides the recommended organizational setting for introducing IBM)
- Procedures (for cooperation)
- Human resources and training (deals with recruitment and educational/training issues in the framework of coordination and cooperation).
- Communication and information exchange (provides guidance on how best to create standardized and efficient flows and exchanges of information).
- Infrastructure and equipment (complements each chapter by recommending how equipment and facilities can support cooperation and coordination at all levels)

For each sphere of cooperation a brief outline of the existing state is made, current deficiencies assessment and strategic objectives of each parameter.

Specific steps to be undertaken towards the enforcement of strategy aims will be outlined in the action plan.

6.1   INTRA AGENCY COOPERATION

6.1.1   BORDER POLICE

Cooperation within BP based on the parameters presented in the National Strategy for the Integrated Border Management is at good level. This cooperation is exercised in two levels, at the local and central level. In following we will elaborate all parameters presented in the IBM Strategy.

6.1.1.1   Legal framework

BP exercises its duties and responsibilities in support by the national Constitution, Law on Police, Criminal Procedure Code, Law on Control of State Borders, Law on cooperation of authorities involved in IBM, Law on Foreigners, Law on Asylum and the Internal Police Regulation and other legal acts, which regulate the KP scope in the border work.

All laws which regulate the field of Border Police are in force and harmonized with the EU legislation.

BP objective is harmonization of the Internal Kosovo Police Regulation, with applicable legislation where a precise job description for BP is done, with the purpose to increase work efficiency.

6.1.1.2   Organization and Management

Current Border Police organizational structure guarantees an efficient management of human, financial and logistical resources. This structure is harmonized with the new Law on Police and with the overall structure of KP, which guarantees a normal function in order to meet the daily needs and duties.

One of the BP objectives is functionality– implementation of a new BP structure. Another BP objective is the gradual acquisition of responsibilities from KFOR for controlling the green and blue line in the border with Republic of Serbia.

6.1.1.3   Procedures

Procedures that are carried in the border are based on laws and are in harmony with EU standards. Responsibilities of police personnel are clear in relation to responsibilities of other agencies. All duties carried out by border police are regulated by Law, sub legal acts and SOP.

BP objective is close cooperation with other department in the Kosovo Police, with the purpose to control the border line, when needed inside the countries territory and this should be done based on risk analysis.

6.1.1.4   Human Resources and Training

BP has lack of human resources and there is a need for a significant increase of human resources within the BP.

BP officials take part in several trainings held in Kosovo Academy for Public Safety (KAPS), as well as in service training. The organized trainings that BP officers attend meet the service needs and often trainings, seminars, workshops and various study visits are organized being supported and funded by various local and international institutions. The special manual on training border police officers has been drafted and approved; a manual provides specialized and general training for all the staff with the view to attain a proper professional level.

Training should be a continuous element for staff throughout their careers (refresher, specialization and new skills/information training) and be based on regularly updated curricula and manuals. Specialized and advanced courses should be developed for:

- border checks
- crime intelligence
- risk analysis and profiling
- detection of stolen vehicles
- detection of forged and falsified travel documents
- detection of people hiding inside vehicles
- using state of the art devices
- dog handlers
- human rights and dealing with asylum seekers

The concept of IBM should be an integral part of the trainings. In order to strengthen the overall efficiency, with the purpose to prevent illegal and criminal activities the manual on training is based on:

Law on Control of State Borders, Law on cooperation of authorities involved in IBM, Law on Police, Criminal Code, Criminal Procedure Code, Law in Asylum, Law on Foreigners, and other

legal acts which regulate the scope for fighting against contraband and trafficking in human beings, detection of forged documents, detection and procession of stolen vehicles, fighting against contraband with narcotics, firearms, explosives and other hazardous substances.

In order to attain this training management should be respected under the criteria defined by border police, and the human resources management to be respected the independently from KP according to Schengen agreement.

6.1.1.5	Communication and exchange of information

The purpose of communication and information exchange is to regulate and standardize an efficient and expeditious flow of information and effective documentation.

Operational staff must have relevant and up to date information on their performance in order to respond adequately to threats, risks and emergencies. A central unit, on the other hand, has a need for statistics and data, as well as information about the activities of other units, as this forms the basis for the budget, resources, guidance, planning and formulation of strategies and assists in monitoring the work of local and regional units.

In order to ensure an efficient communication, the vertical and horizontal communication should be sustainable and free from external interventions. In all BPCs the landline phone and intranet is installed. To enable closer cooperation and higher operational efficiency in the field between BP and other police pillars the communications system for information exchange CSBP functions in all BCPs.

Information exchange system should be described in the operating instructions or manual, which should also include standardized forms and samples for reporting statistical data or information. Having a harmonized system of data collection also facilitates data exchange and cooperation with other services.

 Border Police is now using the BMS system for recording entries – departures of passengers and vehicles through all border crossing points, which is functional and there are constant various technical problems as (system shutdown, slowdown of registration and reading of documents, etc). This system is EU donation and after completion of its testing period will be under Kosovo Police management.

Border Police in addition to BMS system uses the data base, the Kosovo Police Information System. IT system enables the receipt and dissemination of information for all activities within the Police framework.

The Border Police objective is the full functioning and avoidance of identified problems, as well as maintenance of the system as per the EU standards.

6.1.1.6   Infrastructure and equipments

From all current 17 BCPs (three of them are temporary) there are two railway BCP-s , Hani i Elezit and Leshak, which are functional.

A significant improvement was done about road infrastructure conditions, facilities and equipments expect the BCP at the border with Montenegro and Serbia, where all police activities are carried out in containers.

Real investment plans are compiled in order to ensure the infrastructure and equipments are in accordance with EU standards for all levels.

With the purpose to have as more as possible efficient services and to increase the overall security, police officers must constantly be adequately trained in order to use equipment that they use and posses.

Border Police is at the stage of establishing the K-9 unit with accompanying infrastructure. This project will be implemented in three phases. The first phase is June 2012- 2013, the second phase June 2013-2014 and third phase in December 2014.

Based on conclusions agreed for the Integrated Border Management (IBM) and free movement, concluded with international mediation in Brussels, at the border with Republic of Serbia is construction of six (6) joint facilities with accompanying infrastructure at the Border Crossing Point is foreseen.

With Macedonia is ongoing construction of the joint BCP Stanqiq/ Bellanovc, which is EU funded project.

6.1.2 KOSOVO CUSTOMS

Kosovo Custom's main duties are clearly defined in the Strategic Plan 2013-2015 and other strategic documents where the primary goal is to ensure rapid circulation of lawful goods and passengers and security of border zones by effectively collecting revenues, in accordance to rules with the sole purpose of developing the Republic of Kosovo economy.

Kosovo Customs in its work follows the European Union standards, World Customs Organization's and World Trade Organization's standards with the purpose to act in accord with best practices. KC by fulfilling the obligations within the its competency, shall facilitate local and foreign companies businesses which take part in customs procedures, in other side by applying measures related to protection of state borders, protection of the budget, economy, trade, cultural inheritance, protected plants and animal species, protection of citizens health and protection of environment.

Kosovo Customs, in frame of respecting the international requirements and standards and with the purpose of securing the customs territory and rapid development of economy in the Republic of Kosovo, development and implementation of mechanisms to facilitate trade concentrated in rapid circulation of lawful goods, reduction of documents and creation of a paperless business doing, decrease of expenditures for performance of customs procedures, as well as simplifying goods declaration, where it shall actively apply and complete these international requirements and standards.

6.1.2.1 Legal framework

Basic Customs legislation in the Republic of Kosovo is consisted by the: Customs and Excise Code, Administration Instruction for its implementation, other normative decisions and acts from the Minister of Finances and Customs Director General.

Customs and Excise Code in force is in compliance with EU requirements. However, more work is being performed to update it so that it becomes consistent with the new EU customs legislation.

Systematization and clear description of customs official's duties is described in the Internal Administrative Instruction over personnel organizing and systematization.

Kosovo Customs regardless the well coordinated and functional existing cooperation, aims at improving the cooperation further within the central and local level service as well as within the organizational unit.

For this purpose a number of normative acts are drafted to regulate the forms of cooperation, exchange of information, training and use of equipments and infrastructure. All these activities

regulate relations and procedures for cooperation between organizational levels and customs units.

During the application the need for amending and supplementing existing acts and also the issuance of other normative acts is noted, with the purpose to implement best EU practices in this area and objectives arising from the EU – Blueprint to be met.

Customs Legislation must be reviewed in order to have a modern a simplified Customs which is a cost reducing for businesses and increases citizens' law security.

6.1.2.2 Organization and Management

Measures were taken and they continuously are being taken to improve circulation of goods and persons, by decentralizing the decision making system. For this reason it is important to ensure sufficient financial and human resources based on adequate management plans. Efficient and independent control has been placed with the purpose to use properly all of the above-mentioned resources regarding the customs official's duty performance in all the levels. Strategic planning, allocation of personnel and technical resources based on a constant analysis of environment and threats are continuously being done. Intelligence driven border management planning and activities are being conducted.

Kosovo Customs has an established organizational structure which enables effective and efficient application of its duties as well as it offers efficient cooperation and communication within the agency (service).

The Customs organizational structure is defined once per year by Director General according to the prior approval of the Ministry of Finances and procedures given in the internal customs instructions.
KC structure is organized into two levels:
- Central level – Customs Directory General;
- Local level – Customs Offices and BCPs.

According to the organizational structure approved in year 2012 from the Customs Director General, KC is organized in the following four directories:

- Revenue Operations Directory
- Law Enforcement Directory
- Legal Directory
- Finances and Systems Directory

In order to ensure efficient use of above-mentioned resources and review the work of customs personnel, in Customs Directory General there is a special structure which carries out internal, effective and independent audit by using a qualitative managing system. Internal Audit, Internal Inspection and Professional Standards are structures dependant on Director General.

KC objective is organization and management of an organizational structure that corresponds to the current situation in our country, with the purpose to better manage personnel, by corresponding to legal requirements of business community and citizens of the Republic of Kosovo and by attaining the following objectives:

- Drafting plans for the professional advancement of existing personnel and supplementation with personnel according to organizational structure;

- Developing an effective managing system of human resources, which is supported in attaining KC objectives, that is based and is in compliance with the applicable legislation and international standards and in particular consider the fact that the people are the most valuable source of the organization;

- Development and implementation of management and organizational system which eliminates or minimizes possibilities for misbehaviours and corruption;

- To constantly work in building capacities in order for structures to be more flexible, able to facilitate free trade, fully operational and able to prevent illegal activities.

Customs personnel salaries are financed by Kosovo budget. Each year under the applicable legislation investment funds for the state administration are approved. Currently KC has prepared some projects regarding the existing infrastructure and it's expecting the financing and implementation of these projects.

Currently there is no project which is being financed by foreign agencies or programs.

6.1.2.3   Procedures

KC competencies, authorizations and procedures are defined according to the Customs and Excise Code and its implementing provisions. However, in order to attain the efficiency and standardization of their implementation, KC has brought acts, standard operation procedures and other instructions of the Director General.

Having the purpose of securing the customs territory and rapid development of Republic of Kosovo's economy, mechanisms will be developed and applied for trade facilitation which aim is rapid circulation of lawful goods, reduction of documents and creation of paperless businesses,

as well as simplification of goods declaration. Also, Kosovo Customs shall concentrate its endeavours in developing an information system in order to ensure the electronic support for the simplified procedure of goods declaration based on accounting rules, through which the electronic monitoring of simplified procedures shall be enabled and customs terminal's activities shall be facilitated. In addition, plans are made for the future after the membership the Customs Information System ATA Carnet to be implemented.

Customs procedures must aim to reach a required balance between the necessity to facilitate trade circulation and collection of revenues and protection of citizens. They should enable legal trade facilitation, as implementing and supporting security needs.

To accomplish this goal should continue to promote the use of risk analysis system as the basis of decision making in order to implement control measures to selection.

Standardization in the implementation of customs procedures requires issuance of new and other clarifying acts, updating in force SOP and issuance of new SOPs based on the EU Blueprint documents and best EU practices.

In this way, until now a considerable number of instructions are drafted and disseminated, SOPs and other acts for Customs Offices / BCPs and in future an update of current SOPs and compilation of new SOPs based on EU Blueprint documents and best EU practices is planned.

In addition to instructions which are applied in normal circumstances, emergency plans for extraordinary situations which endanger life, security and human's health are necessary.

6.1.2.4 Human Resources and Training

Customs is committed to trust the customs duties and activities to professionally trained customs officials. Drafting of best plans for human resources in KC is in harmony with the "EU Blueprint" document and is the responsibility of Human Resources Department within which Personnel and Training Sectors are organized. For this purpose, Customs is applying a human resources management strategy which defines their roles, functions and responsibilities within Kosovo Customs and by training needs analyzing (TNA) in the level of Directories, Departments and Sectors. The developed activities character is disseminated in the training/developing domains: professional, managerial, technical and re-training / re-certification.

Because of more complex forms of international trade, Customs shall continuously develop new training programs for customs officials, in order for them to completely recognize the customs legislation and secondary acts for its application, working procedures and private sector's operational techniques.

Special attention shall be dedicated to the professional development in below mentioned fields:

- Combating contraband (specially narcotics, weapons, dual use goods),
- Intelligence
- Transit procedures
- Use of special equipments
- Risk analysis
- Intellectual property
- Knowledge for foreign languages and
- Other activities.

Also trainings about IBM should be an integral part of these trainings. Insertion of one training system for trainers may be considered by which more internal trainer will be available to as fast as possible conduct their knowledge (in a cascade form) down to the field level.

With the purpose of better motivation in relation to engaging its employees, Customs shall continue to function in a transparent valuation system, promotion of rewards system based on merits and commitment and also to monitor their impartial way of performance.

6.1.2.5	Communication and Exchange of information

Kosovo Customs applies a clear and simple approach and availability to the latest most important information for the approval of resistant and uniform decisions with the purpose of implementing customs procedures, in harmony with EU Blue-print practices.

Instructions are offered for proper management of information in terms that each customs official is aware of the information content before starting the duty. Good management of information is also important when the question is about the early warning system because it enables the timely response in a special situation.

Communication between officials is achieved and maintained by conducting regular meetings and joint trainings for different profiles, through which better cooperation between officials and better duties management is achieved.

Clients are provided with easier approach to information regarding customs procedures in accord with legislation in force. Regardless the utilized form (performed or through the IT application, exchange of information by hard-copies or telephone), protection of data must always be guaranteed. *(Law on protection of personal data).*

Customs is involved in prevention of various forms of crimes, where new forms and manners of cooperation with the media are drafted. Kosovo Customs, as part of the state system, aims to build, protect and increase public's confidence toward the customs system as an important institution, oriented toward serving, professionalism, confident and neutral which efficiently and effectively performs its mission in protecting the society and economy against contraband and fraud, environmental threats, cultural inheritance and other assets.

Kosovo Customs in compliance with EU Standards, shall stimulate development of information and communication technology, relatively systems which completely support Customs performance, support risk management, facilitate trade circulation, enable customs activities in the highest level of efficiency and authorize inter-action and inter-communication with other systems. As a long term purpose it is foreseen, a step by step implementation of electronic systems called "Paperless".

Customs management recognizes the huge importance of investing in information technology because establishment Customs development in higher aims is not possible without IT support. The Information Technology plays an important role in application of these parameters. Kosovo Customs started applying the ASYCUDA World. One of key points which Kosovo Customs has established as criteria for selection of this new system is also the support for IBM and Single Window. Initial trainings of the staff are concluded and trainings shall continue in the future as well.

IT system in KC should be constantly updated and should:
- ensure communication at various levels of transmittable information;
- functionalize and update a central data base;
- posses an efficient and timely system of collection, procession and exchange of important information as regards to cross border activities;
- enable automated exchange of information between all border organizational units according to best EU practices;
- protect adequate data through security codes;
- ensure the integration of electronic systems for border control, and
- Allow authorized users to have constant access in certain information resources.

Relevant units for administration data and information in KC should transmit to BCPs data information and received information from local and international resources, information which would serve to customs officers, according to instructions, to identify and prohibit suspected companies, transport means and passengers.

As far as it concerns the ASYCUDA World system one of the objectives to be realized is building up effective risk profiles and selection of consignments to be automated.

Customs officers who are allocated in BCP's should follow up feedbacks in regard to findings under the received information to the relevant unit for administration and further procession of information, and regularly should submit the received information to the local level.

6.1.2.6 Infrastructure and equipments

Infrastructure and equipment support operational staff and should be adequate for performing their respective duties.

The majority of existing facilities at BCP's do not facilitate the coordination and cooperation of activities and construction of new facilities should be a priority for KC. An overview of the infrastructure is also necessary not only at BCP's but as well in the Customs General Directory.

The equipments used by border agencies usually are comprised by essential and special means. They should be adequate and sufficient for proper borders surveillance and processing of passengers and vehicles flow in each BCP, designated point of entry (DPE) and PIK. The equipments standards should be formalized by each agency and in accordance with the general investments policy which takes under consideration the traffic volume and nature in each BCP. Not every BCP or Internal control station needs to be equipped equally, but the minimum standards must be fulfilled; BCP and internal control station's needs determined for the high risk process of goods must be considered as well.

While the budgetary restrictions are usual, the investment plans are needed to ensure that the infrastructure and adequate equipments should be timely procured, by enabling the usage of economic scale. Real investment plans / projects must be drafted in order to ensure that the necessary infrastructure and equipments are present, whenever needed. These plans, by including the short-terms, midterms and long-terms must be drafted for Customs offices and BCP's, border surveillance units, controlling equipments, infrastructure, communication tools, vehicles, roads, parking places etc. with the purpose of enhancing the KC infrastructure and equipments with the sole purpose of offering as much as optimal conditions for customs personnel working performance.

6.1.3   KOSOVO FOOD AND VETERINARY AGENCY

FVA is established and operates based on the Law on Food and other applicable legislation. Currently FVA as an agency operates within the Prime Minister's Office. It is organized and coordinated in organizational units (Directories) of agency and in various fields which in one way or another are related to the implementation of border controls in the field of veterinary and phyto – sanitary.

FVA is planned to be transferred from PMO to MAFRD and this transfer practice will have a negative impact in functional and professional capacities upraise.

Functioning and coordination of FVA in horizontal and vertical plan with European standards will have impact in the stable presentation of epizootic situation in the Republic of Kosovo.

6.1.3.1   Legal framework

FVA operates based on the Law on Food. Legal scope of FVA is supplemented by: Law on Veterinary, Law on Animal Care, Law on Veterinary Medical Products, Law on Plants Protection and other legal acts, based on this legal framework which facilitates the implementation of these laws.

Current legal framework is based in EU legislation. It should continue the issuance of sub legal acts (regulations) based on the EU legislation.

Harmonization of national Legislative Framework from the area of veterinary, phyto –sanitary and food with Acquis Communaitaire remains the FVA's objective.

6.1.3.2   Organization and Management

Currently FVA is organized in five directories which are headed by directors. Integral parts of directories are sectors which are headed by chief of sectors, managed by Chief Executive of FVA, Supervisory Board and Scientific Board.

Veterinary and Phyto –sanitary Border Inspectorate operates within the frame of FVA Inspectorate Directory.

Organizational structure based on the legal framework has established regional offices of FVA throughout the Republic of Kosovo. FVA organizational structure is stipulated by the Regulation 03/2010.

The strategy provides the categorization of BIP according to European standards.

6.1.3.3 Procedures

Currently FVA carries its border controls based on the applicable legislation and Manuals and SOP on veterinary and phyto – sanitary border control. These controls conducted in close cooperation with Kosovo Police and Kosovo Customs, as well as with other relevant subjects, depending on the nature of actions, i.e. sending deliveries in certain places (customs storages), their quarantine, health care, sampling, analysis and at the end depending on the results, other procedures for supplementing official controls.

Joint SOP (BP, KC, FVA) are very efficient. This practice should continue in terms of joint SOP as they increase the efficiency of border control and approximate the "one stop control" procedures.

Setting the veterinary and phyto-sanitary inspectors at BCP-s, closer to customs officials at BCP-s, will facilitate and accelerate more phyto-sanitary and veterinary inspection procedures.

Inefficiency of competent courts has an impact in FVA as well. It causes difficulties when enforcing legal procedures. This is especially noticed in the pending cases for release or not of live animals, a pending which causes unnecessary expenses to the budgetary means. FVA does not deliver mandatory fines. Cases pending court decision cause expenses.

FVA operates with the purpose to harmonize SOP with European standards.

Joint SOP has made the fighting against negative occurrences more effective, therefore this practice should continue by adding new SOPs for specific issues.

6.1.3.4 Human Resources and Training

During the planning process and reorganization of FVA the human resource management according to EU standards is needed. This requires improving the current planning system from central to local level, in order to achieve better results. This new structure will manage the staff and will prepare job descriptions for each position and the corresponding criteria for work assessment, in accordance to EU standards. This should include the structure responsible for Border Inspectorate in relation to the Regional Office. Within the restructuring of FVA, the FVA should organize a personnel selection process, training and logistical support as well as better management of the budget.

Currently at FVA most of the work vacancies with officers are already completed. The number of professional staff based on proper budget planning should be increased. Training shall be delivered based on the nature and the agency's budget, by not ignoring the training priorities and possible proportional share by including more trained officers. Currently, trainings are based on

numerous donations from abroad, based on specifications from the veterinary, phyto - sanitary and sanitary fields, where proper trainings are delivered abroad, trainings which in some cases cannot be accomplished due to financial costs. Training should be organized by the FVA and include the organization of initial training and basic re-training and specific ones in accordance to EU requirements. Once assigned to tasks, veterinary inspectors should receive refreshment trainings to achieve the highest degree of professionalism. Recruitment of staff should be performed under the Law on Civil Service, in order to avoid inappropriate movements of trained personnel.

Organization of mobile teams at the airport and railway stations and CS Inter Europe. The main objective of FVA for human resources remains to advance them in conformity to requirements and needs of this agency as well as their continuous training.

6.1.3.5 Communication and information exchange

Currently FVA communication is regulated in different ways and forms as: landline telephone, mobile official phone, internet, Outlook (intranet which does not work in BIP).

Communication and exchange of information in FVA in both horizontal and vertical plan has deficiencies.

Currently at FVA in addition to daily communication with IT as needed various meetings on daily, weekly, monthly basis are organized. In the field of communication as deficiency technical aspects appear to be, such as malfunction of the network throughout the border inspection points, these are defects which are regulated daily by the contractor. Application of IT - ASYCUDA could hamper it more. There should be a joint IT for FVA and KC.

CVED document for communication should be applied, which will facilitate access to TRACES.

For an effective communication, FVA has set the continuous perfection of communications devices and their maintenance as a target in order to increase efficiency and control of work at the border inspection points.

Development and maintenance of IT should be a priority. Integrating FVA's IT into TRACES should be planned in a long term.

A database to centrally store information received it should also be established in connection with: BIP, rapid alert system of EU and other countries. This advanced IT system will enable a second phase of using the TRACES information system.

BIP-s are equipped with a FVA software system for data entry, where each official can communicate with the centre in relation to various information, including the data on import during the day and all other activities performed at BIP-s.

FVA currently owns the (INTETRACE) software, in which all records of identification and registration of animals are indexed, a fact which allows the determination of smuggled animals because even in the field the inspectors are equipped with PDAs, and are able to verify the data for each recorded animal. The software is built as WEB application.

Development and maintenance of IT should be a priority to FVA.

Deficiencies in IT area are mainly of technical natures which then create difficulties in communication.   The small number of personnel is specialized in IT for maintenance of information technology equipments creates difficulties as well. FVA should plan a professional capacity increase on IT.

6.1.3.7   Infrastructure and equipments

The infrastructure situation in KPI has been recently minimally improved. Currently in all BIP environments there are no suitable facilities for border inspection as required by EU. They also do not create conditions for cooperation within the agency and with other agencies.
This situation is expected to improve in the following various programs, aiming at a second stage on labour conditions to comply with EU requirements. The state budget should support the development of infrastructure of border inspection. Donations should be used from various projects such as IPA.

Currently the border inspection equipments are not fully completed. The unit responsible for border inspection management and organization in FVA will ensure direct control of the infrastructure and equipments and will determine the manner of cooperation for the common use of this infrastructure and equipment. Meanwhile, this structure will enable the ongoing maintenance of all infrastructure and resources available. Lack of separate offices for border inspectors is evident. (Only in Vërmica BIP).

FVA goal is for its inspectors to have separate offices including the Office for Equipment and Preparation of Sampling. In order to create a comprehensive and efficient border management system, close cooperation between all involved agencies is essential. This cooperation should not be limited to the BPCs, but should be extended to other areas including the central level too. In this regard, coordination of work between BP, KC and the FVA is necessary. This should be done in order to maximize efficiency while minimizing overlaps and discrepancies. All this will serve to the main objective for open, but controlled and secure borders.

6.2   INTER AGENCY COOPERATION

There is good cooperation between agencies which has the form of a horizontal approach to cooperation and coordination, where the border agencies and ministries / central authorities responsible for these services have a good cooperation and coordination. This results in daily contacts at the central level and BCP level (whether official or non-official level), and further continues with coordination of activities in implementation of objectives foreseen in IMB Strategy. This cooperation aims to facilitate optimal treatment of practical issues such as alignment of policies and practices, where necessary, development of new infrastructures and finding financial resources for them, the possibility of using the same structure (IT facility or service), but also the development of joint training for the existing and new staff.

For these strategic issues, joint working groups have been established between agencies (at in all levels, with the purpose to adequately resolve problems at a higher level and finding appropriate solutions, where we can consider that positive movements were made. This cooperation is evident in all agencies involved in IBM but even with other state agencies as well.

Relevant IBM authorities will closely cooperate and coordinate activities with relevant international partners operating in Kosovo, especially with the European Commission, EU Office in Kosovo, EULEX and with other supporting projects, in order to realize the objectives arising from this Strategy. All this should serve for the main objective: of open, but well controlled and secure borders.

Under the new legal provisions institutional cooperation between all competent authorities involved in IBM should be enhanced and their capacity should be strengthened in order to perform their duties effectively and independently.

6.2.1   Legal framework

Based on existing legislation regarding inter-agency cooperation improvements are made and the current legislation is the basis for cooperation and coordination of activities which is in line with EU standards. There is a law on cooperation between authorities involved on integrated border management and also memorandums of cooperation between agencies, however, as appropriate, additional agreements which will be comprehensive should be drafted and approved

Cooperation has been advanced in the field of combating transnational crime and a clear division of responsibilities and duties is made in particular in BCPs where not all agencies are involved (category B, C).

Capacities of NCBM are advanced and the strengthening of capacities of this coordination center for coordinating the cooperation between agencies involved in IMB will continue. In the area of information exchange are in use databases of agencies. This is regulated by the law on state border control, law on cooperation between authorities involved on integrated border management, Administrative Instruction on the duties and responsibilities of NCBM.

When appropriate, the agreements can be signed with other agencies that are not involved directly in IBM.

6.2.2   Organization and management

Agencies involved in IBM consistently undertake joint operations and regular meetings between agencies. There is a need to strengthen cooperation, by increasing the number of joint operations and joint investigation, joint risk analysis and criminal intelligence, having more effective and efficient control of persons, vehicles, goods and emergency response in emergency situations. Joint strategic planning, allocation of personnel and technical resources based on a constant analysis of environment and threats are continuously being done. Joint intelligence driven border management planning and activities are being conducted.

For the implementation of the IBM Strategy and Action Plan 2013 -2018, cooperative and coordinative capacities of responsible border management agencies should be enhanced.

Specific tasks in order to fulfill the Strategy and Action Plan in this parameter should include:

- To ensure that agencies hold regular meetings at all levels in order to resolve problems, provide mutual assistance in carrying out and performing common actions that are supervised by the IBM Executive Board.

- To improve border control (checks and surveillance) in and between BCP-s, with particular emphasis in strengthening of risk analysis and criminal intelligence, to ensure control of persons, vehicles and goods crossing the border and effective surveillance of all border crossings.

- To ensure that BCP categorization are based on criteria agreed with state agencies and neighbouring countries. This categorization should be based on the current situation, future expectations and EU requirements and should also consider the future status of national borders and identifying them as short-term, medium term or long-term borders from the aspect of EU's future enlargement. Finally, organizational changes within a service should consider their impact on other agencies.

6.2.3 Procedures

All main agencies involved in IBM possess common SOP-s based on relevant laws.

Procedures in the BCP are harmonized and simplified. There should be a better coordination of joint border controls and border checks at BCP-s and to keep up with organizing joint or coordinated operations with the purpose to synchronize activities. Other SOPs should be drafted as needed.

In order to achieve more results in the fight against cross-border crime and illegal activities should be continued with the organization and implementation of joint actions based on risk analysis. Information obtained from risk analysis systems can serve as a basis for selection of controls and checks.

For different situations, joint contingency and emergency plans for border areas will be drafted in order to clarify the division of responsibilities between agencies in situations involving threats to national security, public health or extreme situations such as natural disasters, pandemic diseases, a sudden influx of refugees, terrorist activities or major accidents and fires that may occur in the border area.

6.2.4 Human Resources and Training

According to the current situation the number of authorized personnel in IBM does not meet the daily needs and requirements. Difficulties that emerge in the field are of different natures.

Completion of work places must be filled according to the organizational structure and agencies needs, joint trainings should be consistently organized based on the concept of IBM and European standards.

Joint training activities should involve staff from all border management agencies. Not only do these activities have a confidence-building and information exchange function, but they also result in more efficient use of resources. The main goal of staff trainings is to increased effectiveness in mutual assistance and to raise awareness among the IBM authorities. It could be achieved by broadening the knowledge of the cooperating officers and improve understanding of each other's work. First of all officers of cooperating parties should be aware of the tasks, powers and responsibilities of the other cooperating agency, as well as provisions concerning information exchange, how actual operational cooperation can be improved and other forms of cooperation. During training clear benefits may be gained for all the services.

Joint training activities result in more efficient use of resources. It can be a basic training for new staff or a continuous training. Joint trainings are the best way to encourage officers to exchange of experiences and good practices. The trainings should be of practical nature focusing on coordination of procedures and the sharing of relevant information between the services.

Various forms of inter-agency training can be distinguished:
- Training on rules and procedures which deal with or involve cooperation with other actors
- Joint training with other agencies on issues of common concerns
- Training to familiarize staff with the tasks and activities of their counterparts and to raise general awareness about the importance and benefits of inter-agency cooperation.

These training activities should not only target new recruits, but form part of continuous, in-service training and include operational as well as management level of all agencies.
A typical inter-agency training with the aim of introducing participants to the other agencies at the border would cover the following areas:

- organizational structure,

- legal framework,

- basic tasks and competencies, and

- Areas of joint interest.

In addition to the abovementioned joint training session for all agencies, the following inter-agency training activities are possible

- Staff from other agencies invited to attend training on a topic of relevance for more than one agency (e.g. on the tasks of liaison officers)
- Sharing of expertise and training materials between agencies, e.g. on-entry staff training for visa and consular staff on issues such as document examination and investigative interviewing; training by the inspection services for customs staff on procedures for preventing the introduction of harmful organisms or on anti-smuggling controls for products of animal origin etc.
- In some cases, the training units themselves can benefit from common national training centers. These are shared training centers used by several agencies. In addition to a reduction in costs for individual agencies and increased access to resources, these also facilitate the exchange of ideas, provide situations in which staff from different agencies can come into contact, informally and formally, and reinforce the concept of a nationally cohesive approach to border management.

Deployment of staff

The working hours of the border management agencies, including shift changes, should be harmonized at each BCP to make a common briefing of shift leaders possible. Shift changes, whether synchronized or not, should foresee at least 30 minutes overlap between two shifts to avoid disrupting any ongoing procedures and allow for a proper hand-over.

6.2.5	Communication and information exchange

Official communication between the IBM agencies, at all levels is in appropriate level. Communication between agencies is regulated by the Communications Manual which is empowered with the decision of the Minister of Internal Affairs.

The public is informed about the border crossing procedures, based on manual on communication between agencies and IBM Web site: **http://www.mpb-ks.org**

An objective to be achieved remains the enhancement and structuring of inter agency communication with other forms, according to EU standards and best practices, especially through the Early Warning System.

An effective early warning system needs to be in place, be it through a system of contact points in individual agencies or through NCBM or IT solutions.

Special emphasis should be given to five inter-connected areas of information management and information sharing:

- Information gathering

- Information exchange

- Early warning

- Risk analysis

- Data protection

The system of information exchange should be described in **operational instructions or a manual,** which should also include standardized forms and templates for the reporting of statistical data or information. Having a harmonized system of collection also facilitates data exchange and cooperation with other services. Regardless of the method used, (tailor-made or a basic **IT system**, exchange of information via hard-copies or phone) **data protection** must always be assured (Law on the protection of personal data).

An important role in the implementation of this parameter plays Information Technology. In all BCP-s IT systems, internet, intranet, radio communications and landline phone and also camera surveillance systems and ANPR by NCBM are placed. Border Police is using the BMS system.

In Kosovo Customs ASYCUDA World system is being applied. FVA possesses KFVA software system for data entry, with the exception of border points.

Now we are in the process of integrating databases among agencies, where a joint IT strategy has been drafted and adopted. When this Strategy has been developed, the following steps have been taken into consideration:

- Compatibility

- Security (data protection, access regulation);

- Accountability (records of access, usernames etc.);

- Adaptability (adding/amending components/modules, users etc.).

All efforts should be made to integrate current exchange of information systems and camera surveillance and ANPR and those that will be established in the future in order to become a more effective and efficient exchange of information and with less expenses

6.2.7 Infrastructure and equipments

Currently BCP infrastructure has been significantly improved and in the future remains an objective to make improvements in infrastructure, based on BCP categorization and standardization, construction of new buildings and facilities, renovation of existing buildings and facilities.

Common facilities, sharing and joint procurement of equipment reduces costs and increases cooperation between agencies at the same time. It is required and necessary to conduct joint investments in BCP so that they are equipped according to EU standards, with the sole purpose to provide and ensure free movement and proper border control and border checks (traffic division, division of border area, placing signs on BCP, etc.). Regular assessments of existing facilities and equipment are recommended, as is needs identification. This includes the selection of priority border crossing points in coordination with all border management agencies, where resources should be focused based on risk and threats analysis. Decisions on priority BCP-s or the upgrading of BCP-s should also be coordinated with other interested stakeholders such as ministries of infrastructure, department of transport and freight operators through the use of a systematic process of strategic and operational risk analysis. It is also important to consult the neighbouring state(s) and take their BCP development plans into account.

Whilst for commercial consignments inspected in BIP-s and DPE-s detailed requirements in relation to the infrastructure and technical equipment have to be respected in order to avoid any cross-contamination between the goods checked, certain facilities can be shared for joint use in case the veterinary and food and feed inspections do not compromise themselves or are not compromised by other border checks. According to the infrastructure available for a BIP, it can

be approved for certain animal products only or for the full range of animal products (at ambient, chilled and frozen temperature) as well as for different live animal types (Ungulates (U), registered single Equine (E) or other animals (O)). For BIP-s approved for checks on live animals there should be a separate traffic lane to the BIP facilities to avoid unnecessary waiting periods for live animals to be checked.

Joint use of equipment, common use of facilities, the possibility of the use and sharing of equipment should always be taken into consideration.

The establishment of an inter-ministerial joint procurement office could help to save costs by making use of economies of scale. Where this is not possible, one of the border agencies could, upon request and for particular goods of common interest, take on the responsibility of issuing the tendering procedure on behalf of all border agencies.

6.3   INTERNATIONAL   COOPERATION

6.3.1   BORDER POLICE

In order to increase efficiency in border management the international cooperation is very important as well. This cooperation can best be done through exchange of information, determining the emergency procedures and communication channels.

BP aims to promote international cooperation on three levels: the multilateral, bilateral and local level. BP also aims to be engaged more actively in multilateral processes of European cooperation through active participation in relevant working groups of the Budapest Process.

6.3.1.1   Legal Framework

Currently, in the field of international cooperation, BP is based on Memoranda of Cooperation with neighboring countries such as Albania and Macedonia. We are under the process of adopting agreements on police cooperation with Montenegro also but with Republic of Serbia there is no initiative except the agreements reached with international mediation in Brussels. Important role in this aspect play bilateral agreements on demarcation of border line with neighboring countries. State border demarcation with Macedonia has been completed. This process is expected to start and be completed with Montenegro. However, there is a need of renewing certain existing agreements and memorandums of understanding. It is very important to reach an agreement on Supervision of Green - Blue Border with the Republic of Serbia with the aim of advancing the management of border control, due to being a mutual interest, given that the Republic of Kosovo has the longest border line with this Republic.

Substantial progress has been achieved in joint patrols with Albanian and Macedonian Police, as well as synchronized patrols with Montenegro police.

Short-term goal is the adoption and implementation of cross-border police cooperation agreement with the Republic of Montenegro.

Another objective is to achieve a Cooperation Agreement with FRONTEX.

Also, the Border Police aims to be an active part of regional initiatives and international mechanisms on police co-operation as: Vienna Convention on Border Security in South Eastern Europe, DCAF, etc.

6.3.1.2   Organization and Management

Within the Border Police Department there is the Border Control and Surveillance Division and Integrated Border Management Division and Cross - border Cooperation Office. BP holds cross-border regular meetings at local, regional and central levels. Currently with Albania, meetings at all levels are held under the protocol approved for such meetings. Protocols of this type remain to be adopted with other countries. In this field BP intends to be more active in terms of bilateral relations, advancing contacts with neighboring countries border services and prioritizing them.

Meetings with the Republic of Serbia based on the agreement are being held on monthly bases at the regional level and on six monthly bases at the central level.

This is intended to happen by initially designate a contact person (in places where they are not set yet), then opening joint contact centers for exchange of information. This will ensure more efficient exchange of information and not only for BP needs, but it will also help other institutions within the Republic of Kosovo, such as Kosovo Police, Customs, Courts, etc.

Another objective remains the opening of new BCP with neighboring countries according to the evaluated needs and bilateral agreements.

6.3.1.3   Procedures

The legal framework that deals with international cooperation, within which BP operates, is satisfactory. The aim is to reach cooperation agreements with other countries.

Also in this area the current situation should be considered as well, which is specific in the Republic of Kosovo, especially in terms of green and blue border line with Serbia, which is still under full responsibility of KFOR.

BP's goal is to obtain full responsibility from KFOR and to monitor the green and blue border with Republic of Serbia.

Another KP aim is development of standard operating procedures with neighboring countries and other countries agencies.

BP now performs planned joint patrols with Macedonia and Albania, and synchronized patrols with Montenegro. An ongoing goal for BP remains the increase of joint patrols number of the border line and this to be gradually done as circumstances change (transfer of responsibilities from KFOR to BP, in regard the green and blue line with Serbia), as well as renewal of existing agreements and conclusion of new cooperation agreements with neighboring countries.

In order to increase the border management efficiency, BP aims to develop future operational and joint action plans in case of different situations and communication system with neighbouring countries

6.3.1.4 Human Resources and training

BP has lack of human resources and there is a need for substantial increase in human resources.

Border Police officers participate in several trainings held in Kosovo Academy for Public Safety (KAPS), however organized training that BP officers attend do accomplish the service needs and frequently training, seminars, business workshops and various study visits are organized abroad supported and financed by various national and international institutions.

Training events and workshops with international participation, study visits and exchange programs for officers are means to learn about practices in other countries and foster contacts with counterparts

This aim could also be achieved by inviting counterparts from neighboring countries or directly at the BCP concerned.

The organization of specific training courses on IBM should be considered in a multilateral context, allowing officials from various border services in different countries to learn about the concept of IBM, as well as to share good practice and experiences.

Basic information on the equivalent authorities of the neighboring countries, including general legislative background, institutional framework and operational procedures, as well as international cooperation, should form part of the curriculum for new officers and inspectors in order to increase mutual understanding.

Wherever suitable regional forums exist, they can work towards formation of training benchmarks: including regional training centers, common terms of reference and qualifications of trainers, as well as standardized training curricula and material.

Anyway constant need to organize training directly related to the work of the officials of Border Police is very important to organize language trainings such as English language, Macedonian and Serbian language in order to increase communication skills between BP officials and with officials of neighboring countries.

The English language is particularly important to participate at the international level. Also specialized training should be organized in the field of Integrated Border Management, knowledge for Schengen related issues, training in the field of transnational crime and joint training with members of the Border Police of neighboring countries and other countries in the region and wider countries in order to exchange best practices.

BP is comprehensive in terms of gender and ethnicity as well as it continues to strengthen participation in this process.

6.3.1.5 Communication and information exchange

BP exercises the communication with police agencies and other regional countries agencies and beyond, in different ways, commencing as of regular meetings and also through the cooperation offices that are within Kosovo Police and Border Police and joint centers for exchange of information.

It is aimed in future to have direct communication with neighbouring states border authorities (landline telephony and radio).

Also, possibility of exchanging weekly reports and ad hoc reports will be reviewed in order to have better monitoring of the situation at the borders.

The possibility of intensifying bilateral meetings, as well as regional ones for the purpose of presenting common positions and harmonization of policies dealing with IBM it will also be reviewed.

BP in order to have a more efficient and effective communication, aims to be a member of regional and international organizations on police cooperation FRONTEX, EUROPOL, INTERPOL, etc.

The current situation in BP in terms of information technology meets the needs but continuous improvement and development remains to be done. There are several devices which meet the conditions to a great extent. Cooperation with Department of Information Technology which is responsible for maintaining these IT equipments is satisfactory and any request by Border Police is taken with priority due to the specifics of the job that it carries.

One of the main goals will be cooperative agreements allowing the use of assets between two neighbouring countries. Currently a joint use of border management systems exists only with Albania (integration of BMS and TIMS systems).

6.3.1.7 Infrastructure and equipments

From 17 BCP's, conditions regarding road infrastructure, facilities and equipment are in good level, in particular in BCP at the border with Republic of Serbia and Montenegro, where police officers use containers. In same situation are BCPs at Bërnjak, Jarinje, Merdarë, Mutivodë, Dheu i Bardhë, Muçibabë and Kullë on the border with Montenegro.

Regarding the railway BCP, from two of them, only one is controlled by BP, the one in Hani i Elezit, while BCP at Jarinje-Leshak is controlled in coordination with EULEX.

Future objective is to build joint operational facilities along with other national and international agencies that serve at BCP. Supported by the European Commission joint BCPs with Macedonia in Stançiq-Bellanovc are under construction.

BP goal is also construction and equipment of 6 joint BCP-s with the Republic of Serbia foreseen in the conclusions reached in Brussels on Integrated Border Management, which is EU project. Such common buildings also are expected to be built on the border with Montenegro.

6.3.2   KOSOVO   CUSTOMS

In order to facilitate legitimate trade on the one hand and to prevent and combat the smuggling of goods, drugs, weapons, and other restricted and prohibited goods, Kosovo Customs has established a good cooperation with customs authorities of neighboring countries which are based in bilateral intergovernmental agreements for administrative assistance in customs matters.

6.3.2.1   Legal framework

Customs and Excise Code, foresees cooperation in customs matters and those related to the exchange of information regarding goods, smuggling, cross-border crime and the procedures to be undertaken. Kosovo Customs has initiated 24 bilateral agreements on mutual cooperation in customs matters; 10 of them are signed and 14 other are at the negotiating stage of the agreements text or awaiting confirmation of the date of signature. Finalized agreements foresee the establishment of investigative groups and shipment control, according to the legislation of the signatory countries. Through this mechanism, customs administrations in regard to current legislation facilitate customs procedures and conduct joint investigations and surveillance. Having agreements for mutual cooperation between border agencies and neighboring countries border agencies is more than necessary, for the purpose of regulating matters of common interest, which may contribute to trade facilitation, prevention and detection of smuggling of goods and people, as well as other administrative violations. Such agreements should provide:

• Mode of cooperation, including the harmonization of working procedures and working time;

• joint use of technical equipment and facilities;

• joint trainings;

• exchange of information;

• assistance in the detection of crimes and offenses;

• professional cooperation;

• promotion of conditions to ensure the free movement of people and lawful goods

• Mutual use of the databases;

• joint contingency plans (alternative);

• liaison officers / contact persons between countries;

• information on new methods and working practices;

The Republic of Kosovo has not yet signed the Stabilization and Association Agreement with the European Commission whereby will create opportunities for customs cooperation with the European Commission. It is necessary to establish a good cooperation with customs services of the EU and the third countries, in order to detect and prevent irregularities and fraud in the field of cross-border activities. Such cooperation would enable KC to have information on EU standards and in this way to help KC in the form of advice and training to achieve those standards. It is necessary to ensure all legal infrastructures in which KC could join as a member of various organizations at the international level, which is the goal of great importance for the performance of duties in a professional and modern way. KC in cooperation with other relevant ministries has deposited its instrument of accession to the World Customs Organization (WCO). At the same time a request has been sent in order to have for access to activities organized by the WCO, a process that is separate from membership, but two questions still remain open.

Within the exchange of information regarding the combating of cross-border crime, conducting joint operations and initiating joint investigations, participation or membership in the regional organization SELEC South East Law Enforcement Center), remains of particular importance.

In order to facilitate trade and to simplify customs procedures, Kosovo Customs will explore all options for membership in international conventions.

6.3.2.2	Organization and Management

Regular monthly meetings are held at the local level between border services (**not all states).** Meetings are held at bilateral level with representatives of neighboring countries on border issues with the initiative and organization of international organizations and institutions that are present in these countries. Meetings are held and are being held also at the level of multilateral cooperation on issues of IBM which is organized by the international community. More attention should be focused in relation of defining the needs and goals of Customs in terms of international cooperation in order to promote and enhance this cooperation. Cooperation with the European Union customs services and other international organizations should be established, by being involved in international activities carried out by these services. It is also necessary to encourage cooperation   at   the   operational   level.

In order to detect and prevent illegal trade of goods, it is necessary to adopt flexible operational methods that will enable the rapid and efficient exchange of information relating to the movement of goods and documents. In this sense, it is necessary to establish cooperation centers where border agencies and those of neighboring countries who operate at the border would be able to perform their activities, taking into account the practices and procedures in EU countries,

(*One of the European practices known as the centre for cooperation, are centers for cooperation between Police and Customs*).

It is necessary to continue and intensify the holding of regular meetings of high-level management, local level between the different services involved in cross-border activities in the Republic of Kosovo and its neighboring countries. The importance of informal contacts between officials on both sides of the border should not be underestimated and discouraged.

6.3.2.3 Procedures

After ratification of agreements with regional countries their full implementation has began, including intelligence exchanges and exchanges of profiling criteria of suspicious loads, as the first step in harmonization of procedures of law enforcement techniques.

Customs services on both sides of the same border and customs services at the international level, should inform each other about the established standards for documentation and physical checks, in order to harmonize their operational procedures to the greatest extent possible, by respecting the legal framework and responsibilities. In this way, there wouldn't be overlapped activities (work), the timeframe for implementation of customs procedures would be shortened and costs would significantly be reduced.

Intelligence information and data to prevent fraud should routinely be exchanged between the services and according to official requirements. Customs on both sides need to establish joint emergency plans and harmonize their working time by coordinating activities that are in harmony with the EU standards and practices.

6.3.2.4 Human Resources and Training

Within the KC operates International Cooperation sector, which based on agreements signed, is a focal point for their implementation, including training area. This sector also aims to coordinate international activities with IBM sector and Training sector. Joint regional trainings are organized with customs administrations initiatives, through technical assistance projects funded by the European Commission, EXBS, ICITAP, with French Customs initiative, Italian Customs and other international organizations.

Kosovo Customs participates in regional initiatives and in the Customs 2013, the European Commission program. As a result of non-membership in international organizations such as the WCO, SELEC, Balkan Info System etc. KC does not participate in training organized by them. Of particular importance is the establishment of genuine contacts with these organizations. Of great importance will be that all customs have sufficient number of qualified officers to participate in international cooperation. Officers engaged in international and cross-border cooperation (IBM), should have sufficient authority and they should be enabled with active participation in international activities (meetings, seminars, workshops, etc.). In order to strengthen international cooperation, special attention should be paid to the organization of

bilateral and multilateral meetings on self initiative or through donor-funded projects.

A great help in carrying out tasks in a professional manner is the organization of joint training between officials involved in cross-border activities in the Republic of Kosovo in order to be informed with policies, standards and procedures for the protection and border control. Such training must include introduction to duties and responsibilities of each service and the aim of improving their daily interaction.

The organization of specific training courses on IBM should be considered in a multilateral context, allowing officials from various border services in different countries to learn about the concept of IBM, as well as to share good practice and experiences. Basic information on the equivalent authorities of the neighboring countries, including general legislative background, institutional framework and operational procedures, as well as international cooperation, should form part of the curriculum for new officers and inspectors in order to increase mutual understanding. Wherever suitable regional forums exist, they can work towards regionalized training benchmarks: including regional training centers, common terms of reference and qualifications of trainers, as well as standardized training curricula and material. In order to facilitate communication with international counterparts, relevant courses should be offered for priority languages (usually those of the neighboring countries plus English) for the staff as a requirement for their daily work.

It is necessary that as soon as possible find ways to participate in international trainings for customs administrations. It is also necessary to establish a system for managing training, including e-training

6.3.2.5 Communication and information exchange

Communication with regional states border agencies varies according to states. In most developed countries neighboring communication at all possible levels while the rest, includes third countries only for exchange of information with the official character with regard to, cross-border crime, illegal migration, smuggling of goods, terrorism, etc.

In order to implement the agreements with regional communications are set in three levels: central / managerial level, sectorial and local level. In order to increase the efficiency of the legal trade facilitation, regular meetings are held at local level to prevent and combat informal economy an criminality, information is shared on a daily basis and regular meeting are held, while regarding the opened questions, suggestions and placement of administration policies and strategies are implemented twice a year between senior (high) level managers.

To ensure effective and efficient communication is necessary to coordinate activities and actions as follows:

• holding regular meetings between customs offices on both sides of the border;
• establishment of contact points in border crossing points;
• advancement of telecommunications;
• development and promotion of standards and IT programs;
• data exchange between different communication systems in line with EU standards.

KC objective is to enhance bilateral communication and increase the level of communication and information exchange in all areas.

An important role in the implementation of this parameter plays Information Technology. Within the IPA Project (Multi-Beneficiary) all customs administrations in the region benefit from the SEED Project for electronic data exchange in pre-arrival, which aims to facilitate trade and identify suspicious consignments. The exchange of information is standardized through this project on bilateral basis with each country in the region except with Serbia, where there is a significant lack of information exchange.

Integrated systems and information technology should be developed in such way as to include information from all services (agencies), which could be used at different levels of access and to enable a quick exchange of information.

IT systems should be designed in such form to ensure proper functioning of joint risk analysis and supporting procedures, in order to prevent irregularities and fraud on both sides of the border and internationally. This system should provide information on persons, goods and vehicles and to:

• Ensure communication at different levels of information and those which are transmittable;
• Establish a central data base;
• Ensure an efficient and timely system of collection, procession and distribution of information on all border activities;
• Enable automated exchange of information among all border units;
• Adequately protect the data and;
• Enable constant access to all authorized users in certain information resources.

Creating an early warning system with neighbouring customs services to timely detect and prevent cross-border criminal activities. This system will be deployed at all levels, local level - a system of direct communication, while at the central level through a protected digital communication.

6.3.2.7   Infrastructure and equipments

Increase of BCP standards in a higher level should be coordinated with neighbouring countries in regional / bilateral level. At a later stage, the cooperation should be developed in terms of establishing common infrastructure. The future status of national borders identified as short term, medium term or long-term borders from the view of EU future enlargement should be considered as an important element, in order not to spend funds on something that in future could not be used. Initial preparations are made for constructing shared facilities with Macedonia, the BCP in Stançiq - Bellanovc and talks with Montenegro for the BCP Kullë and & Kuqishtë.

Based on IBM conclusions reached, agreed by international mediation in Brussels, on the border with Republic of Serbia, construction of six (6) joint facilities at Border Crossing Points is foreseen.

As an objective in the future remains the improvement, infrastructure development, construction of new buildings and spaces in BCPs as well as providing tools and equipment suitable for work.

6.3.3 FOOD AND VETERINARY AGENCY

6.3.3.1 Legal framework

The main objective is to harmonize the legal framework concerning cross-border controls based on EU legislation. At the same time, veterinary and phyto-sanitary legislation will be approved to expand the current legal basis for international cooperation. Agreements with neighboring countries for veterinary-phytosanitary are regulated by agreement between counterpart institutions and structures which specify the technical procedures and obligations for their implementation.

National Legal Framework currently does not present an obstacle to international cooperation relations between the parties (it should be stressed that it is necessary and efforts are being made to establish an office within the framework of international cooperation for the FVA which is considered a bridge to the FVA's aspirations for membership in relevant international organizations).

FVA has cooperation with neighboring states border crossing points except with Republic of Serbia. Cooperation is needed particularly in official warning and reporting the animal diseases, which is obligation of competent authorities of all countries in the region and beyond.

In addition to this, due to specifications in the veterinary field, the agency works closely with the OIE, DG, SANCO, EFSA, FAO, TAIEX, USAID, KSBS, USDA, WHO, WORLD BANK, ECO, with which it exchanges information on epizootic situation. Efforts are made for Kosovo's membership in these organizations and FVA is currently in some mechanisms with observer capacity.

6.3.3.2 Organization and Management

Another key objective is to harmonize border inspection framework with that of neighbouring countries, in order to facilitate information sharing and cross-border cooperation. For this purpose, the border inspections site status, both sides of the border need to be coordinated in terms of veterinary and phyto-sanitary border inspection capacity and categories. Cooperation with EU and neighboring countries in relation to animal health - plants, should be intensified, providing rapid exchange of necessary information, especially about risk analysis. Another goal is effective coordination of joint controls and operations aimed at preventing entry and spread of harmful organisms to animals - plants and their products.

FVA aims to raise the professional collaboration with international veterinary - phytosanitary authorities, thus creating a safer environment with regard to plant-animal diseases and food safety. Having the purpose of realizing regional cooperation and coordination between Western Balkan countries and their neighbors, an initiative for a regional IBM platform should be taken.

6.3.3.3 Procedures

Veterinary and phytosanitary border inspection procedures relating to international cooperation and cross-border activities are being adapted to EU legislation and best work practices.

Cross-border cooperation is being facilitated by agreements with neighboring countries and will facilitate more with the addition of more agreements and introduction of standardized procedures.

FVA currently has no procedures established for international cooperation with the exception of legal obligations for reporting animal and plant diseases.

FVA aims to unify procedures with the relevant international authorities in their fields, to work more effectively in the IBM area.

6.3.3.4 Human resources and training

Training activities should be organized on international cooperation and border control activities, according to a predetermined program and organized by FVA in cooperation with counterpart agencies. The training of BCP veterinary and phytosanitary and inland inspectors should include procedures relating to cross border cooperation, information systems, foreign languages, etc. Training should be based on training manual, as required by EU legislation, and should include a joint training module with counterparts in neighboring countries. The need for proper language training should be considered. The ultimate objective is to ensure professionally skilled human resources, present on every level that requires national and international cooperation. International trainings in the field of IBM are organized where the FVA official participated.

The limited number of staff, lack of sufficient international trainings has influenced the level of international cooperation to be unsatisfactory.

FVA's goal is to organize trainings and the unification of training plans with other countries.

6.3.3.5 Communication and information exchange

Opened and active communication should be established at all levels between the FVA and services counterparts of neighboring countries. Meetings will be scheduled periodically with the purpose to identify international focal points to facilitate effective communication of risks, effective communication of risk related to public and animal health, changes in legislation and organizing Border Inspections.

Information and recommendations on legislation, risks, early warning systems from EU and international organizations should be exchanged (World Animal Health Organization IOE and World Food Organization FAO, etc.).

FVA currently communicates with relevant international authorities in form of reporting disease cases, exchange of information via email and in writing, which have to do with cases of animal-plant diseases and other hazardous threats.

Communication is not regular and sometimes due to delays in communication difficulties are created in border control from the veterinary field.

FVA's goal is to promote communication with all competent regional authorities and wider, while respecting the legal provisions in this area.

An important role in the implementation of this parameter plays Information Technology. Currently is being worked so that KPI has access to a joint high-tech information network and on intranet, because BP does not have Outlook. To ensure fast access to information a modem and standardized equipments should be set, which will enable access to international databases. Technological system will enable using TRACES system in a second phase.

FVA's goal is to integrate current systems towards SINGLE WINDOW.

6.3.3.6 Infrastructure and equipments

Cooperation between neighboring countries is facilitated by infrastructure and equipments at BCP, allowing an equal regime of border control on both sides of the border. In particular, BCP capacity and categories should be harmonized. Facilities and border - site inspections must meet EU requirements and standards in relation to their size and functions. Where facilities are lacking, temporary spaces should be unified with joint BCPs with the possibility of applying "one stop control."

FVA currently has no special facilities at BCP's and only has one office within the premises of KP or KC buildings.

FVA's goal for the future is to build common facilities for implementation of joint control "one stop control."

CHAPTER

VI

7. COOPERATION IN THE FIELD OF VISAS, ASYLUM AND MIGRATION IN IBM CONTEXT

Responsible authorities in the field of visas, asylum and migration are not necessarily represented at the border, so that cooperation and coordination between responsible authorities in the field of visas, asylum and migration and border agencies concerned should be clearly defined.

7.1   VISAS IN THE IBM CONTEXT

Visas are provided by the Law on Foreigners (04/L- No. 069) in Chapter III. In this chapter are foreseen: issuance of visas, visa types, validation and extension of visas. The concerned draft law is incorporated in the Government Legislative Program for year 2013. Draft law is approved from the Government of Kosovo on 09.07.2013.

After the assessment of recommendation from Kosovo Progress Report for year 2012 and European Committee Report of the date 8th of February 2013 related to fulfillment of criteria of visa liberalization Roadmap has concluded that must be drafted a new Draft law on Foreigners. Within this frame e new Draft law on Foreigners is being drafted, which is being harmonized with EU legislation and other international acts.

The procedure for issuing visas at border crossing points is regulated by AI no. 21/2010 - MIA - for issuing visas at border crossing points while after entering into force of Law on Foreigners it will be amended and completed pursuant to Law on Foreigners, while the procedure for issuing visas to foreigners by Consular Missions of Republic of Kosovo is regulated by AI on Procedures for issuing visa for foreigners from Consular Missions of Republic of Kosovo which is adopted in December 2012. Also in the process of adoption it is found Administrative Order for regulation of Information System for Kosovo Visa (ISKV).

Until the date of 1st of July 2013, Ministry of Internal Affairs (MIA) has implemented procedure on visitors based on which foreigners must in advance present a number of documents through their guarantors before arrival to Republic of Kosovo and receive the approval for entry permit in Division for Foreigners, Visa and residence permit in DCAM-MIA. This procedure is implemented for citizens of countries with which EU applies visa regime, with the exception of countries with which Republic of Kosovo has bilateral agreements on mutual movement.

By the decision No.01/108, of the date 14.12.2012, the Government of the Republic of Kosovo has established visa regime for 87 countries. This decision is being implemented as of 1st of July 2013. Citizens of listed Countries in annex I attached to the decision of the Government of the Republic of Kosovo, before they enter in the Republic of Kosovo they provided with entry visas in diplomatic and consular missions in the Republic of Kosovo or as it is determined with other applicable procedures.

Issuance of visa in the border for citizens of listed countries in annex I of the decision of the Government is an exception from general regulation, according to which visa is issued by responsible diplomatic or consular missions.

Republic of Kosovo must begin with implementation of policies related to visa regime and other relevant documents, including the use of biometrics, in accordance to the applicable law and EU standards.

Harmonization of legal framework for all institutions involved in procedures of issuing visas to foreigners based on the decision of the Republic of Kosovo Government.
Trainings for personnel who deal with all matters relating to issuance of visas to foreigners who apply for entry in Republic of Kosovo should be undertaken.

Appropriate safe information technology in order to issue visas in shortest time possible and to identify false documents as well as to establish visas database in accordance to the EU / Schengen Acquis.

7.2   ASYLUM AND MIGRATION IN IBM CONTEXT

From an institutional perspective, the Republic of Kosovo has created relevant bodies which are responsible for implementing legislation in the field of asylum, foreigners, citizenship, returnees and re-admission.

Asylum related issues are responsibility of CAMD - Citizenship Asylum and Migration Department- within MIA, Asylum Division that operates within the frame of the Department for Citizenship, Asylum and Migration (DCAM) of MIA which is a body responsible for asylum procedure and determination of refugee status. Migration and Immigration Directorate that operates within the frame of Border Police is responsible for developing the initial procedure for asylum seekers which includes: filing of application, development of initial interview, taking fingerprints, taking photographs and sending them to the Asylum Centre.

Also, CAMD is responsible for execution of decision for deportation of foreigners residing illegally in the Republic of Kosovo. Within CAMD operates the Return and Readmission Division, which deals with handling requests for readmission submitted by states with which Republic of Kosovo has signed bilateral agreements on readmission or set requests based on the Law on Readmission. Also, the division in question undertakes procedural actions along with the Ministry of Foreign Affairs and the Migration and Foreigners Directory for returning persons in the country of origin who do not fulfill residence conditions in the Republic of Kosovo, after the completion of administrative or judicial proceedings.

With the purpose of returning of these persons in efficient and secure manner towards the place of origin, origin or transit, it is necessary to draft PSO in manner to determine forms of cooperation and coordination of responsible bodies for asylum issues and foreigners. Also must hold continuous trainings of DCAM officials and officials of Border Police-DMF for implementation of Law on Asylum and Law on Foreigners as well as best EU practices.

The Division for foreigners is responsible for implementation of legal provisions that derive from legislation on foreigners related to their residence. At the same time, the Division for foreigners is responsible for verification of persons that apply for visa as well as visa extension within the territory of Kosovo (controlling of database to verify if the persons that apply for visa are subject of removal by force, deportation, rejection of residence and asylum seeking permit or verification of eventual violation of legislation for foreigners). This must be done in coordination with Kosovo Police and MFA (Ministry of Foreign Affairs). As a result, it is also necessary increasing of capacities in DCAM with intention of performing of these duties for security verification of persons that apply for visa.

CHAPTER

VII

8. MONITORING, ASSESMENT AND REVIEW

In order to determine the success of the action plan and adjust it to changing priorities and situations, all elements should be subject to monitoring, evaluation and review on a regular basis. Based on the results of this analysis, actions and activities may be adapted or objectives reformulated or added. Likewise, the strategy should be reviewed at regular intervals.

Monitoring

It is advisable to produce regular monitoring reports summarizing the progress that has been made. The implementing body should monitor how successful the action plan is in terms of the implementation of activities, delivery and achievement of results, expenditure and resources used, and possible risks. This is achieved through a continuous, systematic collection and analysis of information and data (meetings, activity reports, etc.) from the involved border management agencies. This helps to assess whether the goals set have been achieved or are likely to be and thus supports effective decision-making.

At an operational level, the input (human and financial resources) and output (measurable changes) of each action should be accounted for. At the strategic level, the information on monitoring should be presented in a concise way and include suggestions for necessary adjustments.

Evaluation

Evaluation entails an assessment of the efficiency, effectiveness, impact, relevance and sustainability of the action plan and strategy. When evaluating, the same information that was used for monitoring is relevant, but with a different focus and complemented with additional information. The purpose of evaluation is to obtain a more global view of the progress made in the implementation. This is achieved by comparing the results with the objectives of the action plan and strategy, not looking only at the number of objectives that were implemented, but also at the quality of the results. Evaluations should be carried out at periodic intervals, e.g. midway through and then after the completion of activities. It is recommended to include independent, external experts in this process.

The results of the evaluation should be used to include lessons learned in the ensuing implementation, to indicate possible amendments and to take a changing policy environment into account. **Evaluation reports** may serve as the basis for future decision-making

Review

Both the evaluation results and the monitoring data are needed for the review of the action plan and strategy. The strategy document does not have to be reviewed as frequently as the action plan since national strategies are normally established to cover a longer term of up to five years. However, if the situation in a country or the national policy on border management changes drastically, some of the objectives in the strategy (and consequently the action plan) may have to

be reviewed. The strategy should be reviewed periodically, for example every three to four years, and amended accordingly to reflect national priorities and developments.

The action plan should be reviewed preferably annually, but at the latest every second year.

If the evaluation shows that some activities have not led to the expected results, there may be a need to review also the actions or the objectives. The first step for the implementing body is to list any necessary additions or deletions from the strategy and action plan.

This document should be agreed upon by the decision-making body, which can then ask the implementing body to compile a new version of the two documents.

Annexes

Organizational structures of IBM Agencies
- BP Annex 1
- KC Annex 2
- FVA Annex 3

IBM cooperation and coordination structure Annex 4

Legal framework Annex 5

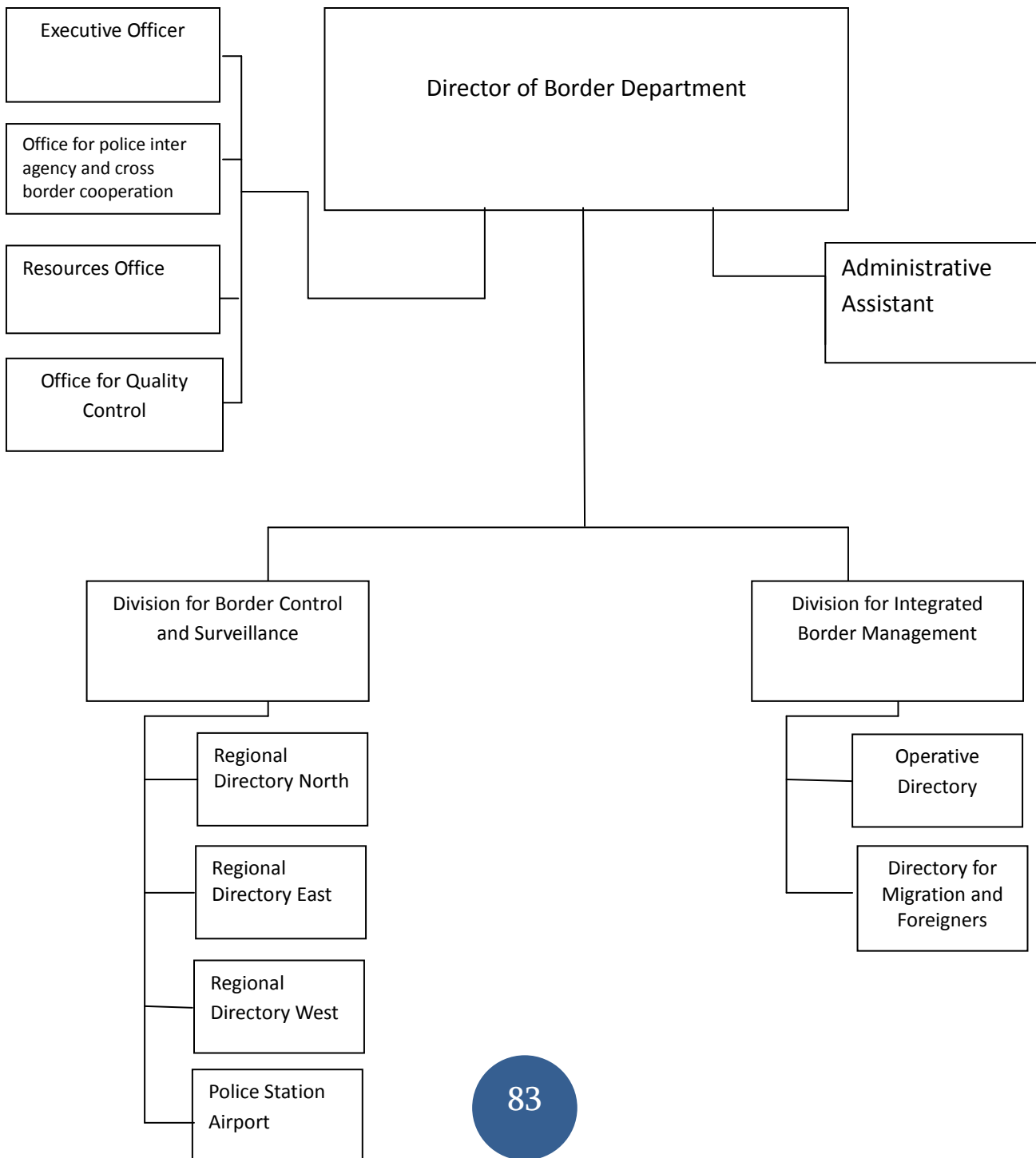List of countries to which visa for entry in RKS is required Annex 6

ANNEX 1

Border Police Organizational structure

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

Ministria e Punëve të Brendshme / Ministarstvo Unutrasnjih Poslova / Ministry of Internal Affairs
Policia e Kosovës / Policija Kosova / Kosovo Police

ORGANIZATIONAL STRUCTURE

Executive Officer	Director of Border Department
Office for police inter agency and cross border cooperation	
Resources Office	Administrative Assistant
Office for Quality Control	

Division for Border Control and Surveillance	Division for Integrated Border Management
Regional Directory North	Operative Directory
Regional Directory East	Directory for Migration and Foreigners
Regional Directory West	
Police Station Airport	

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ANNEX 2

Organizational structure of Kosovo Customs 2013
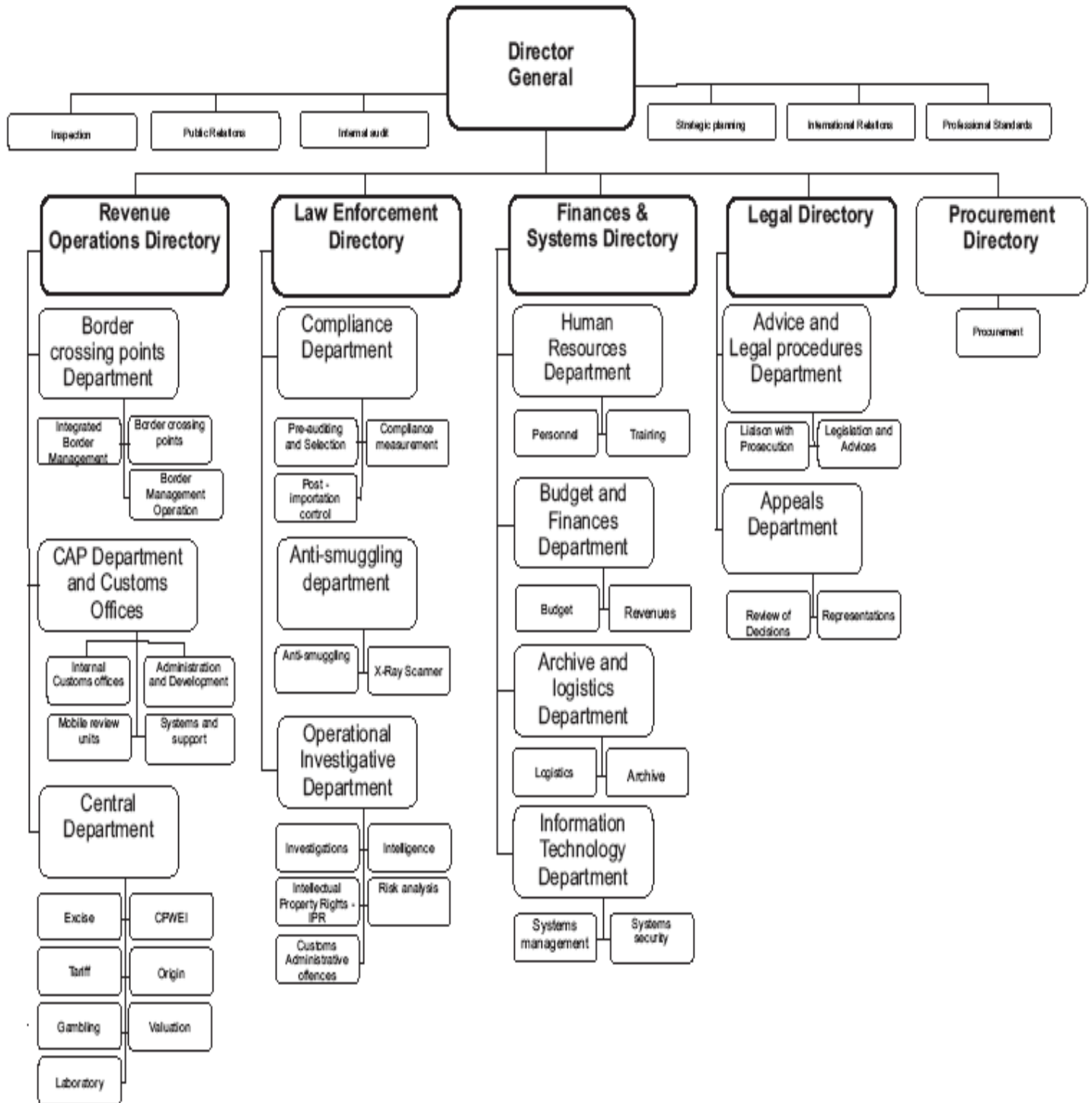
ANNEX 3

FVA Organizational structure

FVA Chief Executive Officer

FAV Deputy Chief Executive Officer

Lead Board and Scientific Council

Public Health Directory	Directory for Animal Health and Welfare	Directory of Inspectorate	Food and Veterinary Laboratory	Administration Directory
PHD	DAHW	DI	FVL	

I & R Sector

Border and Internal Veterinary Inspectorate

Phyto - sanitary and Internal Inspectorate

Internal Sanitary Inspectorate

Regional Offices (Prishtina, Prishtina roundabout, Mitrovica, Gjilan, Prizren, Peja)

ANNEX 4

IBM cooperation and coordination structure

Supervisory and decision making body	MIA	MF	MAFRD	MI	MFA	MEI, MH and other
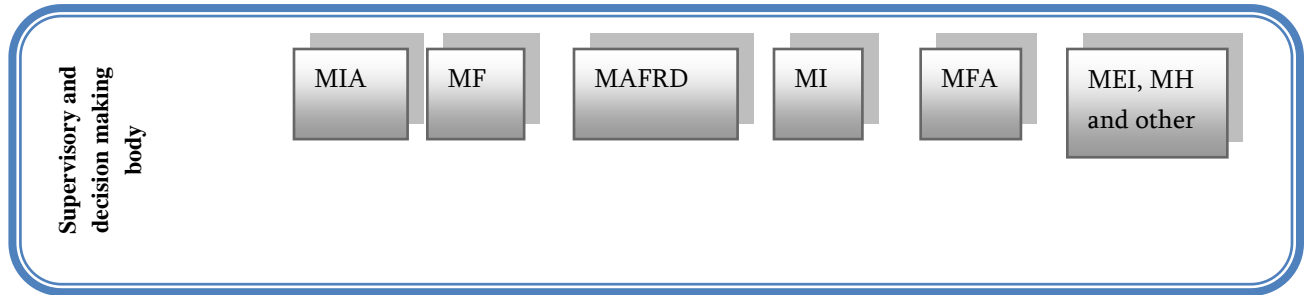
ANNEX 5

Legal framework

1. Republic of Kosovo Constitution
2. Law no. 04/L-072 on State Border Control and Surveillance
3. Law no. 03/L-189 on Republic of Kosovo State Administration
4. Law no. 03/L-038 on Use of State Symbols of Kosovo
5. Law no. 03/L-054 on Stamps in Kosovo Republic Institutions
6. Law no. 03/L-063 on Kosovo Intelligence Agency– Law no. 03/L-089 on amendment and supplementation of Law on Kosovo Intelligence Agency
7. Law no. 03/L-159 on Anti Corruption Agency
8. Law no. 2004/34 Against Corruption
9. Kosovo Criminal Code
10. Provisional Criminal Procedure Code
11. Law no. 03/L-191 on Execution of Criminal Sanctions
12. Law no. 04/l-31 on International Judicial Cooperation in Criminal related Issues
13. Law no. 03/L-196 on Prevention of Money Laundering and Financing Terrorism
14. Law no. 04/L-076 on Police
15. Law no. 03/L-037 on Travel Documents – Law no. 03/L-217 on amending and supplementation of the Law no. 03/l-037 on Travel Documents
16. Law no. 02/L-121 on Dwelling and Emplacement
17. Law no. 04/L-071 Address System
18. Law no. 03/L-99 on ID
19. Law no. 02/L-118 on Personal Name
20. Law no. 02/L-70 on Road Traffic Safety
21. Law no. 04/L-069) on Foreigners
22. Law no. 03/L- 073 on Asylum – Law no. 03/L-089 on amending and supplementation of the Law on Asylum
23. Law no. 03/L-034 on Kosovo Citizenship – Law no. 04/L-059 on Amending and Supplementation of the Law no. 03/L-034 on Kosovo Citizenship
24. Law no. 03/L-136 on granting permit for work and employment of foreign citizens in the Republic of Kosovo.
25. Law no. 03-L-143 on Weapons
26. Law no. 03-L-232 on Trade of Strategic Goods
27. Law no. 03-L-246 on Equipment with Weapons, Ammunition and relevant security equipments for Authorized State Security Institutions
28. Law no. 04/L-022 on Use of Civil Explosives
29. Law no. 03/ L-172 on Personal Data Protection
30. Law no. 03/L-178 on Classification of Information and Security Clearance
31. Law no. 03/L-109 Customs and Excise Code
32. Law no. 04/L-048 on Foreign Trade
33. Law no. 04/L-047 on Protection Measures in Imports
34. Law no. 03/L-170 on Customs Measures for Protection of Intellectual Property Rights.
35. Law no. 02/L-33 on Foreign Investments
36. Law no. 2003/22 on Sanitary Inspectorate
37. Law no. 2004/2 on Veterinary
38. Law no. 02/L-109 on prevention of infectious diseases

39. Law no. 02/L-10 on Animal Care
40. Law on Veterinary Medical Products
41. Law no. 04/L-078 on General Product Safety
42. Law in 2003/26 on Medical Products and Medical Devices
43. Law no. 03/L-016 on Food
44. Law no. 02/L-095 on Plant Protection
45. Law no. 03/L-042 on Products for Plant Protection
46. Law no. 03/L-025 on Environment Protection
47. Law no. 03/L-119 on Biocide Products and law annex
48. Law no. 02/l-98 on Protection of Plant Varieties Plant
49. Law no. 02/L-128 on Narcotic Medicaments, Psychotropic Substances and Precursors
50. Law no. 02/L-30 on Waste
51. Law no. 02/L-116 on Chemicals
52. Law no. 03/L – 033 on Status, Immunities and Privileges of Diplomatic and Consular Missions and Personnel in Kosovo and on International Military Presence and its Personnel
53. Law no. 03/L-141 on Management of Sequestrated and Confiscated Assets
54. Law no. 03/L-104 on Protection from Non – Ionized Radiation, Ionized Radiation and Nuclear Security.
55. Law no. 04/-L-027 on Protection Against Natural and Other Disasters
56. Law no. 2004/6 on Transport of Dangerous Goods
57. Law no. 02/L-103 on Pressure Equipments
58. Law no. 2004/1 on Road Transport –Law no. 02/L-127 on amending and supplementation of Law on Road Transport and

All relevant EU and International laws and directives regarding the;

- Border control,
- Customs control,
- Inspection of plants and plant products,
- Inspection of live animals, products of animal origin and food and feed of non-animal origin,
- Human health check,
- Asylum and other forms of international protection,
- Migration,
- Visa and ID documents,
- Information gathering ,
- Data protection,
- Anti-corruption

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

Nr. 12/108
Datë: 14.12.2012

Në mbështetje të nenit 92 paragrafi 4. dhe 93 paragrafi (4) të Kushtetutës së Republikës së Kosovës, Ligjit Nr. 04/L-069 për të Huajt, duke u bazuar në nenin 4 të Rregullores nr. 02/2011 për fushat e përgjegjësisë administrative të Zyrës së Kryeministrit dhe ministrive e ndryshuar dhe plotësuar me Rregulloren nr. 07/2011 dhe nenit 19 të Rregullores së Punës së Qeverisë së Republikës së Kosovës nr. 09/2011, Qeveria e Republikës së Kosovës, në mbledhjen e mbajtur më 14 dhjetor 2012, mori:

VENDIM

1. Vendoset regjimi i vizave për shtetasit e shteteve të listuara në Shtojcën I të këtij Vendimi, e cila është pjesë përbërëse e tij.

2. Shtetasit e shteteve të listuara në Shtojcën I të këtij vendimi, para se të hyjnë në Republikën e Kosovës, pajisen me viza hyrëse për në Republikën e Kosovës në misionet diplomatike dhe konsullore të Republikës së Kosovës.

3. Lëshimi i një vize në kufi për shtetasit e shteteve të listuara në Shtojcën I të këtij vendimi është përjashtim nga rregulli i përgjithshëm, e përmendur në pikën 2 të këtij vendimi, sipas të cilit viza lëshohet nga misionet diplomatike apo konsullore përgjegjëse.

4. Shtetasit e shteteve të listuara në shtojcën I të këtij vendimi, lirohen nga detyrimi për t'u pajisur me vizë hyrëse për në Republikën e Kosovës, në rast se posedojnë vizë të vlefshme shumë-hyrëse *Schengen*. Këta persona mund të qëndrojnë në Republikën e Kosovës për një periudhë prej pesëmbëdhjete (15) ditëve.

5. Regjimi i vizave nuk zbatohet për poseduesit e dokumenteve të udhëtimit të Kombeve të Bashkuara, për të huajt për aq kohë sa statusi i tyre rregullohet me Ligjin nr.03/L-033 për statusin, imunitetin dhe privilegjet e misioneve diplomatike dhe konsullore, personelit të tyre, të pranisë ndërkombëtare ushtarake dhe personelit të tyre në Republikën e Kosovës.

6. Ky vendim nuk paragjykon detyrimet që dalin nga marrëveshjet e lidhura ndërmjet Republikës së Kosovës dhe shteteve tjera në lidhje me zbatimin e regjimit të vizave ose vizave për kategori të caktuara.

7. Obligohet Ministria e Punëve të Jashtme dhe Ministria e Punëve të Brendshme, që në afat prej tre (3) muaj nga data e hyrjes në fuqi e këtij vendimi, të harmonizojnë dhe të miratojnë dhe kornizën e nevojshme ligjore për procedurat e lëshimit të vizave për të huaj, në pajtim me legjislacionin e BE dhe *aquis communautaire*.

8. Obligohet Ministria e Punëve të Jashtme, Ministria e Punëve të Brendshme dhe Ministria e Financave për zbatimin e këtij vendimi.

9. Vendimi hyn në fuqi ditën e nënshkrimit, dhe fillon së zbatuari nga data 1 korrik 2013.

Hashim THAÇI

Kryeministër i Kosovës

Iu dërgohet:
- Zëvendëskryeministrave
- të gjitha ministrive (ministrave)
- Sekretarit të Përgjithshëm të ZKM-ës
- Arkivit të Qeverisë

Shtojca I:

1. Afganistani;
2. Algjeria;
3. Angola;
4. Armenia;
5. Azerbajxhani;
6. Bangladeshi;
7. Bjellorusia;
8. Bregu i Fildishtë
9. Benini;
10. Bolivia;
11. Burkina Faso;
12. Burundi;
13. Butani;
14. Çadi;
15. Egjipti;
16. Ekuadori;
17. Eritrea;
18. Etiopia;
19. Filipinet;
20. Gaboni;
21. Gambia;
22. Gana;
23. Guinea Ekuatoriale;
24. Guinea;
25. Guinea-Bisau;
26. Gjeorgjia;
27. Haiti
28. India;
29. Indonezia;
30. Iraku;
31. Irani;
32. Jemeni;
33. Kamboxha;
34. Kameruni;
35. Kape Verde;
36. Kazakistani;
37. Kenia;
38. Kirgistani;
39. Kina;
40. Kuba;
41. Laosi (Republika Popullore Demokratike e);
42. Lebanoni;
43. Liberia;
44. Libia;
45. Madagaskari;
46. Majanmari;
47. Mali;
48. Maroku;
49. Mauritania;

50. Moldavia;
51. Mongolia;
52. Mozambiku;
53. Nepali;
54. Nigeri;
55. Nigeria;
56. Pakistani;
57. Peru;
58. Republika Dominikane;
59. Republika Demokratike e Kongos;
60. Republika e Afrikës Qendrore;
61. Republika e Kongos;
62. Republika Popullore Demokratike e Koresë;
63. Ruanda;
64. Rusia;
65. Senegali;
66. Siera Leone;
67. Siria;
68. Somalia;
69. Sudani;
70. Sudani Jugor
71. Surinami;
72. Shri Lanka;
73. Tajlanda;
74. Tanzania;
75. Taxhikistani;
76. Togo;
77. Tunizia;
78. Turkmenistani;
79. Uganda;
80. Ukraina;
81. Unioni i Komoreve;
82. Uzbekistani;
83. Vietnami;
84. Xhamajka;
85. Xhibuti;
86. Zambia;
87. Zimbabve.