



ANNEX C1: Twinning Fiche¹

Project title: Support for the State Border Committee of Belarus in the implementation of the national Integrated Border Management (IBM) strategy and action plan

Beneficiary administration: State Border Committee of the Republic of Belarus

Twining Reference: BY 18 ENI JH 01 19

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EU funded project

TWINNING TOOL

¹ The English language version of the Twinning Fiche prevails. The Russian language version is an unofficial translation.

1. Basic Information

1.1 Programme: Special Measure in favour of the Republic of Belarus 2018 (ENI//2018/041-525), "EU4Belarus: Partnership Facility", direct management

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions¹ to the grant agreement.

1.2 Twinning Sector: Justice, Freedom and Security.

1.3 EU funded budget: EUR 1 300 000.

2. Objectives

2.1 Overall Objective(s):

The overall objective is to strengthen the capacities of the State Border Committee of Belarus (SBC) to implement a modern, effective and efficient integrated border management (IBM) system in alignment with the EU *acquis communautaire* (herein later mentioned as EU *acquis*) and EU standards and best practices developed based on lessons learned.

2.2 Specific objective:

The specific objective is to strengthen the capacities of the State Border Committee of Belarus and other national authorities involved in IBM-related issues and to facilitate the implementation of the foreseen activities in the national IBM Concept and its forthcoming Action Plan to facilitate legitimate traffic of people and goods across Belarus' borders, while at the same time preventing any form of transnational threats and fighting effectively any forms of cross-border crime and irregular migration.

2.3 The elements targeted in strategic documents such as National Development Plan/Cooperation Agreement/Association Agreement/Sector Reform Strategy and related Action Plans

Belarus has *inter alia* the following national strategies/concepts/laws in place, which are relevant for the implementation of this action:

- The National Strategy for Sustainable Development for the period to 2020 (approved by the National Sustainable Development Commission on 6 May 2004, and the Council of Ministers on 22 June, 2004).
- The State Programme for sustainable socio-economic development of Belarus for 2016-2020 (adopted by the Council of Minister, 30 January 2016, No. 73).
- The national IBM Concept (Government Decree No. 153 from 12th March 2019). The corresponding Action Plan is under preparation.
- The National Programme to Combat Criminality and Corruption for 2017-2019 (Decision of the National Coordinating Council for the Combatting of Crime and Corruption, 26 May 2017). Most ministries and state agencies in Belarus have their own anti-corruption strategies in addition.
- Law on fight against corruption (15 July 2015, № 305-3).

- Since May 2009, the Republic of Belarus is part of the EU's Eastern Partnership (EaP) initiative and actively implements the UN's Sustainable Development Goals.

In the absence of a framework agreement between the EU and the Republic of Belarus and while negotiations on EU-Belarus Partnership Priorities have not been concluded, the EU's policy towards Belarus is carried out in line with the 2016 Council Conclusions as well as the wider Eastern Partnership framework. One of the priority areas for cooperation under the EaP is mobility and people-to-people contacts, committing to support improved migration management, including implementation of integrated border management, in partner countries.

Negotiations on visa facilitation and readmission agreements between the EU and the Republic of Belarus started in 2014 and were finalised in 2019. The Mobility Partnership Declaration between Belarus, the European Union and seven EU Member States, namely Bulgaria, Latvia, Lithuania, Hungary, Poland, Romania and Finland was signed on 10th October 2016.

The joint Declaration agreed in the 2017 Brussels Eastern Partnership Summit reconfirmed shared commitment to effective cooperation in the implementation of integrated border management to tackle challenges including organised crime, human trafficking and smuggling and addressing irregular migration.

The European Neighbourhood Instrument (ENI) is the key EU financial instrument for bilateral relations with the Republic of Belarus with a budget of more than € 110 million for 2014-2018. Funding is provided to support the cooperation in sectors of mutual interest and those benefitting most directly the citizens, such as integrated border management, economic and regional development, environment, energy efficiency, green economy and food safety, and mobility and people to people contacts, putting emphasis on civil society participation and at the same time maintaining technical level contacts with the local administration.

The EU also provides expertise and assistance to the Republic of Belarus through thematic and regional programmes in among other the following fields: education (Erasmus), the eradication of landmines, waste management, air quality, and nuclear safety. Furthermore, special additional financial resources are allocated for support to civil society.

3. Description

3.1 Background and justification:

A border service was set up in Belarus in 1991, when the Supreme Council of the Republic of Belarus adopted the Resolution 'On the Subordination of Border Troops of the USSR State Security Committee deployed in the territory of the Republic of Belarus' to manage border units and subunits (Resolution No. 1095-XII 20th of September 1991).

In 1992 the Supreme Council adopted the Resolution 'On Establishing the Main Directorate of Border Troops under the Council of Ministers of the Republic of Belarus' (Resolution No. 1417-12 of 15th January 1992)

In 1997, in accordance with the Decree of the President of the Republic of Belarus 'On the System of Republican State Administration Agencies Subordinate to the Government of the Republic of Belarus' (decree No. 30 from 11th January 1997), the Main Directorate of Border

Troops of the Republic of Belarus was reorganized into the State Committee of Border Troops of the Republic of Belarus.

Under the Decree of the President of the Republic of Belarus of No. 448 from 25th September 2007 ‘On Some Issues Related to Border Service Agencies’, the State Committee of the Border Troops of the Republic of Belarus was renamed the State Border Committee of the Republic of Belarus.

The State Border Committee is a republican state administration agency that is subordinated to the Council of Ministers of the Republic of Belarus.

The SBC headquartered in Minsk has eight (8) regional headquarters, namely:

- 1) Brest Border Group
- 2) Lida Border Detachment
- 3) Smorgon Border Group
- 4) Grodno Border Group
- 5) Gomel Border Group
- 6) Pinsk Border Detachment
- 7) Polotsk Border Detachment
- 8) Mozyr Border Detachment

In addition, there is the OPOGK "Minsk" (the International Airport Minsk), Dzerzhinsk Logistics Group, Communications and Support Team, as well as the Border Guard Military Hospital.

The Border Service Institute is the official education and training authority of the Belarus SBC and is a higher educational institution in the country. The institute was founded in August 1993 in accordance with a Resolution of the Council of Ministers on the basis of the Minsk Higher Military-Political-Arms School. It has its headquarters in Minsk and specialised training centres located in Smorgon and Brest (e.g. for service dog handling, etc.).

Belarus has the following Border Crossing Points (BCPs) with its neighbouring countries:

- ⇒ **Latvia:** Grygaroushchyna (Грыгароўшчына); Urbany (Урбаны)
- ⇒ **Lithuania:** Katlouka (Катлоўка); Kamenny Log (Каменны Лог); Benjakoni (Беняконі); Prywalki (Прывалкі)
- ⇒ **Poland:** Bruzhi (Брузгі); Berastavitsa (Бераставіца); Pererov (Переров); Pyashchatka (Пяшчатка); Kazlovichy (Казловічы); Brest (road and railway); Domachevo-Slavatyche
- ⇒ **Ukraine:** Tamashouka (Тамашоўка); Oltush (Олтуш); Markany (Макраны); Makhro (Махро); Nevel (Невель); Verkhni Tserabyazhou (Верхні Церабяжоў); Hlushkavichy (Глушкавічы); Novaya Rudnya (Новая Рудня); Alyaksandrauka (Аляксандраўка); Kamaryn; Novaya Khuta (Новая Гута); Vesyalouka (Весьлоўка);

The Republic of Belarus has no official BCP's with the Russian Federation.

The Supreme Council adopted the legal basis for the SBC's activities under the Law No. 1908-XII "On the State Border of the Republic of Belarus", and the Law No. 1911-XII "On the Border Troops of the Republic of Belarus" on November 4-5, 1992.

Furthermore, main legislative acts, governing the border management in Belarus are as follows:

- Constitution of the Republic of Belarus (10th January 2000)
- Order of the President of Belarus "Concept of National Security of the Republic of Belarus", No. 575 from 9th of November 2010.
- Law on the organs of the border service of the Republic of Belarus, No. 454-3 from 11th of November 2008.
- Law on the state borders of the Republic of Belarus, No. 419-3 from 21st of July 2008.
- Criminal Code of the Republic of Belarus, No. 275-3 from 9th of July 1999.
- Criminal Procedure Code of the Republic of Belarus, No. 285-3 from 16th of July 1999.
- Law on Arms of the Republic of Belarus, No. 61-3 from 13th November 2001.
- Law on entry and exit regulations for the citizens of Belarus, No. 49-3 from 20th September 2009.
- Law on the legal situation of foreign citizens and stateless persons in Belarus from 4th January 2010.
- Degree on Border Security of the Republic of Belarus, approval of the concept of the State Border Committee 2018-2023 (strategic document focusing on risks and threats, capacity building on analytical work, plans for implementing the IBM system).
- Law 'On Amending Certain Laws of the Republic of Belarus on Border Security Issues' of the Republic of Belarus, No. 168-Z from 9th January 2019.
- Decree of the President of the Republic of Belarus 'On Some Issues of State Border Control in the Republic of Belarus', No. 125 from 9th March 2009.

Resolution of the Council of Ministers of the Republic of Belarus 'On Measures for Implementing the Law of the Republic of Belarus 'On the State Border of the Republic of Belarus, No. 70 from 22nd January 2009.

Anti-corruption efforts of the Belarus state organs are governed by the "Law on Combatting Corruption" (15th July 2015) and some Articles in different other Laws. On 26th May 2017, the National Coordination Council on the Combatting of Crime and Corruption, adopted a "Programme" for the years 2017-2019, with focus on the combatting and reduction of criminal activities in Belarus. Many ministries and state agencies have individual anti-corruption strategies in place in addition. It is the firm commitment of the SBC to develop and adopt an individual anti-corruption strategy and action plan also for the SBC.

The proposed Twinning project aims at providing expertise in a multi-dimensional and cross-cutting approach in order to strengthen the State Border Committee's capacities in line with the EU standards, its IBM guidelines and best practices on various aspects of integrated border management in general and border checks and border surveillance in particular. The project is designed to provide a unique opportunity for the SBC to deepen their understanding about the IBM-related regulatory frameworks and establish working relationships with the EU partners on various operational areas related to effective and functioning modern border security and surveillance management.

This is believed to create necessary preconditions for increased synergy and alignment with the Union's *acquis* in the area of IBM and improved platforms for cross-border cooperation and information exchange at professional level. This will also directly contribute to the successful realisation of the EU-Belarus commitments towards effective cooperation in a sustainable manner.

3.2 Ongoing reforms:

In 2018, the Republic of Belarus developed a "Concept of Border Security of the Republic of Belarus for 2018-2022", which has a status of a Decree of the President of the Republic of Belarus. During 2018 the SBC also developed a national IBM Concept, which was adopted by a Government decree No. 153 on 12th March 2019. A corresponding Action Plan for the implementation of the IBM Concept is now under development.

As for the next years, the national IBM and forthcoming Action Plan will define on how the Belarus border system will be further developed, describe defined tasks of border and customs organs in implementation of integrated management of the state border of Belarus, implementing structure with the goal of accelerating work-flow procedures for passengers and cargo. However, the expression of political commitment to IBM does not necessarily result in its implementation. In many cases the lack of financial, human or technical resources and capacities are the most pressing obstacles.

The process of demarcation of Belarus borders cannot be taken as finalised. In general, a demarcation process is a long, difficult, political and challenging procedure. From the Soviet era, the Republic of Belarus inherited only the border with Poland as a stable and demarcated section, all other border sections were internal Soviet administrative borders. Bilateral agreements with Lithuania and Latvia have since been signed and borders demarcated with the assistance of the EU.

As regards the southern border, a bilateral border treaty agreement was signed by Belarus and Ukraine in 2007 (including full delineation of the border on a topographic map) and it entered into force in 2013. Demarcation works on the ground started in 2014 and were reactivated in 2017 after a quieter period. The EU is currently supporting Belarus and Ukraine in the joint demarcation effort through an EU grant of approx. € 3.7 million, implemented by IOM and suppliers in 2019-2022.

The Republic of Belarus forms a Union State together with the Russian Federation. The border section with the Russian Federation formally exists, but no stationary border checks are carried out due to the Union State treaty.

The SBC is part of the public administration system of Belarus and the key authority responsible for the whole spectrum of border security management in the country. Presently, the green border management system in Belarus is predominantly focused on patrolling (prevention) and preparedness for response. Nevertheless, SBC senior officials and experts recognise that a modern green border management system is relying increasingly on technical infrastructure and state-of-the-art equipment and human reaction capacities are to be aligned to this system. Various terrains require different solutions, for this reason a detailed analysis of the various border areas is required.

These relatively recent initiatives could play a positive role in adapting the current border management system in Belarus and its administration. For both initiatives the crucial issue is a solid inter-institutional work and transparent data and information sharing. Strong cooperation with other stakeholder institutions and willingness for transparent data and information sharing are prerequisites for up-to-date information supporting the decision-making process.

3.3 Linked activities:

The State Border Committee implements bilateral and multilateral international cooperation. Most important attention is paid to the cooperation with border management agencies of the neighbouring countries, namely Latvia, Lithuania, Poland and Ukraine. Regular contacts are coordinated by a nominated Border Appointee who is usually the commander of the respective border group or detachment of the respective border section. Bilateral relations are also kept with the countries of the CIS, on a traditional basis. The SBC is constantly developing its network of relationships also to other countries, mainly from the EU. Amongst others, regular contacts are established with Germany, Hungary, Finland.

In terms of multilateral activities, the most important organisation for the SBC is the Council of Commanders of Border Troops (*Совет Командующих Пограничных Войск, СКПВ*), which gathers the border commanders of the CIS countries. They work together based on an annual action plan, and have several events in different groupings. Apart from this, the SBC has a working agreement with Frontex since 2009, although for the moment only with education/training and risk analysis (CIRAM) activities, but is open to increase the frequency of joint activities. During the SBC visit to Frontex in March 2019, it was proposed to upgrade the working agreement and, among others, to explore the working arrangements/best practices on return operations.

Within the legal framework of Belarus, the SBC is requesting for external assistance for knowledge transfer and the increased utilization of best practices developed based on lessons learned from other countries. In general, from 2010-2017, the SBC participated in the implementation of international cooperation projects with total budget over € 25 million. It has established strong relationships with the border management services of the neighbouring EU MS (i.e., Poland, Lithuania, and Latvia). Over the period of 2017 and 2018, several project proposals have been submitted and implemented under the funding mechanisms “Belarus-Poland-Ukraine” and “Belarus-Lithuania-Latvia” cross-border cooperation (CBC) programmes.

Another important vehicle for strengthening cooperation is the "Joint Declaration on Mobility Partnership between the Republic of Belarus and the European Union and its Participating Member States" of 13th October 2016. The focus of this Mobility Partnership is the cooperation between the signatories in migration management areas, including legal migration, combatting irregular migration, asylum, border management etc. Within this partnership, several projects were and are being implemented financed from a dedicated Mobility Partnership Facility (MPF), on a various participation basis from the EU and its MS.

Belarus also benefits from regional and multi-country action programmes funded under the European Neighbourhood Instrument (ENI). Some ongoing/planned key projects include:

- ***Supporting the Republic of Belarus in Addressing Irregular Migration and Promoting Human Rights of Vulnerable Migrants” (AMBEL)***, Implementation period: 2013–2018, Description: Modernization of the border personnel recruitment and training system; improvement of the institutional and technical capacity of the Psychological Support Service (PSS) of the SBC; introduction of the procedures to prevent and respond to issues of sexual and gender-based violence (SGBV) and trafficking in human beings (THB) among and towards migrants.

- ***Helping Belarus address the phenomenon of increasing numbers of irregular migrants (IMBEL)***, Contract implementation period: 01/02/2018-2022, Description: The main purpose of the project is to help Belarus develop and implement a comprehensive migration policy in compliance with the international standards. Implementing partner is IOM, budget is 7 Mio euros.
- ***Support to border demarcation with Ukraine***, Implementation period: 2019–2022, Description: EU supports the Republic of Belarus and Ukraine to implement the signed border treaty on the ground. Implementing partner IOM and suppliers; budget is 3,7 Mio Euros.
- ***Improvement of capacity of border guarding institutions combating cross border smuggling and illegal immigration by development of service dog handling***, Implementation period: 2019–2020, Description: Financed through Mobility Partnership Facility, a partnership is established between the Latvian Border Guards Dog Training Centre (Rezekne) and Belarus Border Committee Dog Training center in Smorgon. Budget more than 1 Mio Euros, implementing partner Latvia.
- ***Strengthening Capacity of the State Border Committee of the Republic of Belarus in Combatting Illicit Trafficking of Weapons and Ammunition***, Implementation period: 2019–2020, Description: Financed by Germany and implemented by UNDP, the projects main components will be 1) training and capacity building, 2) procurement of equipment, 3) knowledge transfer.
- ***EU-Council of Europe Partnership for Good Governance Programme***, which addresses, inter alia, anti-corruption issues and follows up GRECO recommendations even if Belarus is not a Council of Europe Member State.

3.4 List of applicable *Union acquis*/standards/norms:

The EU legal and regulatory framework on IBM is well developed, and the list below provides only an extract of the most relevant regulatory documents, standards and norms applicable in the context of the proposed twinning fiche. It remains important to further explore synergies with the relevant developments within the *EU acquis*.

- Regulation (EU) 2016/1624 - adopted by the European Union in September 2016 - which sets out the general principles of a European integrated border management, including the establishment of a European Border and Coast Guard (EBCG) and a European Border and Coast Guard Agency (built from Frontex). Article 4 of the EBCG Regulation (EU) 2016/1624 defines the scope and framework of European IBM. Eleven (11) strategic components defined in this article need to be operationalised through an IBM Strategy process and they must be translated into strategic language and turn to concrete objectives and actions at the Union and national level.
- Technical and Operational IBM Strategy, adopted by the Management Board of the EBCG Agency, March 2019.
- Commission Recommendation of 06/XI/2006 C (2006) 5186 final establishing a common "Practical Handbook for Border Guards (*Schengen Handbook*)" to be used by Member States' competent authorities when carrying out the border control of persons. Frontex Guidelines for Risk Analysis Units Structure and tools for the application of CIRAM version 2.0.2. Frontex: background, mandate and objectives.
- Directive 2008/115/EC of the European Parliament and of the Council of 16 December 2008 on common standards and procedures in Member States for returning illegally staying third-country nationals.
- EU Schengen Catalogue on External borders control, Return and readmission (2009).

In addition, the list below provides further relevant regulatory documents, standards and norms applicable in the context of strengthening inter-agency and international cooperation of the proposed twinning fiche:

- United Nations (2000): Protocol to prevent, suppress and punish trafficking in persons, especially women and children, supplementing the United Nations Convention against transnational organised crime.
- United Nations Convention against transnational organised crime and the protocols thereto (2004): Adopted by the UN General Assembly Resolution 55/25 on 15th November 2000 - United Nations Office on Drugs and Crime (UNODC).
- United Nations Global Counter-Terrorism Strategy. UN Resolution adopted by the General Assembly on 8th September 2006 without reference to a Main Committee (A/60/L.62)] 60/288.
- UN Security Council Resolutions 1308 (2000); 1373 (2001); 1535 (2004); 1624 (2005); 2178 (2014).
- The 'Warsaw Convention', which is a multilateral treaty establishing a uniform set of substantive and procedural rules governing international air transportation. The 'Warsaw Convention' is the informal title for the Convention, concluded at Warsaw, opened for signature in October 1929, adhered to by the United States in June 1934.
- "Good Practices in the Area of Border Security and Management in the Context of Counterterrorism and Stemming the Flow of Foreign Terrorist Fighters" adopted at the 7th Ministerial Plenary Meeting in New York in September 2016.
- OSCE, Ministerial Council, "Border Security and Management Concept - Framework for Co-operation by the OSCE Participating States," 13th Meeting of the Ministerial Council, Ljubljana, December 2005, MC.DOC/2/05.

Fundamental EU legislation on corruption includes:

- The 1997 Convention on fighting corruption involving officials of the EU or officials of Member States.
- The 2003 Framework Decision on combating corruption in the private sector.

3.5 Components and results per component

The Twinning project will implement six components with the following mandatory results to be achieved (including their specified sub-results):

Component 1 / Mandatory Result 1:

SBC's regulatory framework reviewed in line with EU standards and best practices

Sub-Result 1: The national IBM Concept (Government Decree No. 153 on 12th March 2019) reviewed and assessed for its compliance with the applicable EU standards (e.g. all components of EU IBM as defined by Union law considering the TO IBM Strategy)

Sub-Result 2: SBC's regulatory framework (*inter alia* administrative directives, SOPs, MoUs) reviewed, amended, concluded and approved and in line with EU standards and best practices

Sub-Result 3: Assessment of the inter-ministerial and inter-departmental cooperation and workflow procedures carried out, concluded and recommendations implemented.

Sub-Result 4: Legal expertise for the development of a regulatory framework in line with the EU standards and IBM guidelines provided and implemented.

The rationale of this cluster of sub-results is to support the SBC to review, analyse and enhance the regulatory framework relating to border management. There is a strong commitment within the SBC to learn from the EU standards and best practices relating to the regulatory framework for a fully functioning IBM system.

Special focus is given towards the regulatory descriptions to strengthen intra-agency cooperation, enhance inter-agency cooperation and establish international cooperation in line with the EU standards and norms related to the EU IBM model. While the EU IBM model remains as the main focus area, some proven and functioning good practices from the EU MS and/or non-EU countries will be applicable too.

The SBC is a state budgetary institution and all IBM-related activities, which it implements, are funded from the Belarus' state budget.

Indicators of success:

- ✓ Review of the national IBM Concept (adopted by the Government as decree No. 153 on 12th March 2019) and assessed for its compliance with EU IBM guidelines and standards.
- ✓ Gap assessment in relation to current legislation and regulatory framework conducted and available.
- ✓ SBC officials are informed about the differences and/or gaps in the legislative frameworks and are advised on how to harmonise the identified differences and/or gaps with the EU IBM guidelines and standards and best practices.
- ✓ Recommendations for amendments in relevant legislation and regulatory framework in line with the EU *acquis*, EU IBM standards and best practices developed, adopted and concluded.
- ✓ SBC has modernised/up-dated its regulatory framework (i.e., administrative directives, SOPs, instructions, MoUs) and has increased its capacities for inter-agency, inter-ministerial and international cooperation.
- ✓ Work-flow procedures and procedures in the area of inter-ministerial and inter-departmental cooperation analysed and recommendations for improvement developed, adopted and implemented.
- ✓ Amendments introduced and approved in the legal and regulatory framework in line with the EU *acquis*, EU IBM guidelines and standards and best practices.

Component 2 / Mandatory Result 2:

Effective Integrated Border Management operational in line with the EU IBM model

Sub-Result 1: An Action Plan for the national IBM Concept (Government Decree No. 153 from 12th March 2019) developed, approved and implemented.

Sub-Result 2: SBC's capacities in the area of *intra-agency* cooperation strengthened at central, regional and local level, for example, through the development and adoption of SOP's.

Sub-Result 3: Enhanced *inter-agency* cooperation, both at national and cross-border level with relevant actors involved in the overall area of IBM through the development of SOP's, MoU's, bilateral agreements.

Sub-Result 4: Establishment of platforms for international cooperation (i.e., INTERPOL, Frontex, others) through facilitating the endorsement of formalities, agreements

and formalities.

Sub-Result 5: SBC's capacities strengthened in border control at BCPs and border surveillance in line with EU standards and EU IBM guidelines (e.g., minimum standards for border control).

Sub-Result 6: Modern risk analysis in line with EU standards and the Common Integrated Risk Analysis Model (CIRAM) developed and approved.

The rationale of this cluster of sub-results is to support the SBC and enhance its expertise in the overall area of border security and management in line with the EU standards. The SBC demonstrates strong commitment to get introduced with the EU IBM model.

Special focus shall be given towards the implementation of the Belarus' national IBM Concept (2019) to strengthen intra-agency cooperation and to enhance inter-agency cooperation in the fields of border checks (i.e., border checks at stationary BCP's) and border surveillance (i.e., green and blue border areas).²

The Twinning project will also facilitate the formation of platforms for the establishment of international cooperation (e.g., INTERPOL, Frontex, others).

Further support will be provided for the development of a modern risk analysis system based on the adaptation of EU standards and the Common Integrated Risk Analysis Model (CIRAM), since the SBC has strong interest to increase its capacities in analysing risks and potential threats in the area of border security.

While EU IBM model remains the main focus area, some proven and functioning good practices from the EU MS.

Indicators of success:

- ✓ Belarus' National IBM Concept is reviewed and a corresponding Action Plan drafted, approved and officially announced.
- ✓ Intra-agency coordination mechanism is in place and operational.
- ✓ Inter-agency Working Group is established and operational.
- ✓ SBC has enhanced inter-agency cooperation, both at national and cross-border level, for example, through the establishment of working procedures and reporting agreed and adopted between relevant actors.
- ✓ Improved understanding of the EU IBM model, including through the development and adoption of a national IBM Action Plan in line with the EU IBM guidelines.
- ✓ Modern risk analysis system developed in line with the CIRAM model.

² Regulation (EC) No 562/2006 of the European Parliament and of the Council of 15th March 2006 establishing a Community Code on the rules governing the movement of persons across borders (*Schengen Borders Code*) lays down Community rules for carrying out the border control of persons, covering both border checks and surveillance.

Border Checks means the checks carried out at BCP, to ensure that persons, including their means of transport and the objects in their possession, may be authorised to enter the territory of MS or authorised to leave it.

Border Surveillance means the surveillance of green and blue borders areas between BCP institutionalised by the competent state authorities for crossing borders and the surveillance of BCP outside the fixed opening hours, in order to prevent persons from circumventing border checks.

Component 3 / Mandatory Result 3:

SBC's education and training system further developed in line with EU IBM standards and best practices

Sub-Result 1: New teaching methodologies adopted and implemented in the curriculum of the Border Service Institute of Belarus in accordance with EU best practices and IBM guidelines.

Sub-Result 2: Platforms for international cooperation and knowledge sharing between Belarus' and EU MS' IBM training institutions for border police/border guards identified and implemented, as follows:

- between the Border Service Institute of Belarus and relevant EU MS academies and research centres responsible for the education of border officials in the areas of preventing transnational threats and the development of models to combat these threats

- between the Border Service Institute and its specialised training centres located in Smorgon and Brest (i.e., centre for dog training, logistics specialists, border control officials) and the EU MS' training institutions in the areas of border control, service dog handling, state border engineering equipment and logistics.

Sub-Result 3: Support the Border Service Institute of Belarus and its training centres in the adoption of EU criteria for the education (training) of border guards in line with EU standards.

The rationale of this cluster is to support the SBC's Border Service Institute and border service agencies' training centres in improving the education (training) system aimed at capacity building.

The Border Service Institute of Belarus is interested in reducing teacher-centred teaching methods and adopting new teaching methods such as active participation of students through working groups and research. It has requested support to develop guidelines for the new teaching methods.

Particular focus will be given to the development of specialised training courses, *inter alia*, in combating irregular migration, THB and people smuggling, risk analysis, border control techniques (e.g., screening/profiling in the area of counter-terrorism and foreign terrorist fighters (FTF) and border surveillance. Specialised training courses developed and provided will support the establishment of a modern risk analysis system based on the adaptation of EU standards and the Common Integrated Risk Analysis Model (CIRAM). Special attention needs to be paid also to the training needs of customs officials who carry out border control functions on selected border crossing points, on the basis of inter-agency agreements.

The Border Service Institute shows great interest in taking joint efforts to study the risk analysis system and its implementation in the educational process; training techniques for identification of cyber-threats; as well as in providing a rationale for constructing a training border checkpoint and a training border outpost to enhance educational and academic capacities for professional border management.

Indicators of success:

- ✓ Training needs assessment (TNA) carried out.
- ✓ Train-the-Trainers Strategy developed and approved.
- ✓ New specialised training courses/modules developed and introduced.
- ✓ International partner(s) identified for the Border Service Institute and platforms for cooperation established.
- ✓ SBC officials trained in Belarus based on the ToT system in EU MS.
- ✓ Guidelines developed for the Border Service Institute for new teaching methodologies, including for less teacher centred training methods such as group work, on-line learning, new research methods etc.
- ✓ Training strategy for academic staff and other teaching personnel updated and approved.

Component 4 / Mandatory Result 4:**Harmonized IT and Communication development plans**

Sub-Result 1: Gaps and needs assessment of the SBC's IT infrastructure conducted.

Sub-Result 2: A forward plan developed and approved for a gradual updating of SBC's IT and communication infrastructure.

Sub-Result 3: Updated IT matrix (architectural framework) developed in line with EU standards and approved.

Sub-Result 4: Enhanced awareness of SBC's IT-experts in relation to cyber security.

The rationale for this cluster of sub-results is to support the SBC's IT and communication section in enabling the experts to better plan their future IT and communication system investments both in terms of content and timing. The Twinning shall provide the SBC's IT experts with a clear view of the available state-of-the-art standards in the areas of secure information technologies and communication, and advise them on a way of gradually upgrading the IT and communication systems used by SBC.

The Twinning will provide know-how to SBC to undertake a comprehensive evaluation of SBC's current IT infrastructure and communication system. Based on the findings, the identified gaps and needs will be listed and the EU IT experts will provide expertise for the development of a plan forward to improve the SBC's IT system towards modern standards (this plan may be called e.g. the SBC's "IT strategy" or "IT procurement plan").

In cooperation with the SBC's IT experts, the Twinning will develop an up-dated IT matrix (alternatively: architectural plan for IT and communication), which is in line with the EU standards and best practices for encrypted and secure information exchange and communication.

The Twinning will also provide know-how and expertise for the enhancement of the awareness of SBC's thematic units in the area of cyber-security and how to effectively fight any forms of cyber-crime.

Indicators of success:

- ✓ Comprehensive report developed and approved in relation to standards of technical compatibilities related to IT and communication used in EU MS.
- ✓ IT architectural plan developed and approved.
- ✓ Technical analysis developed and approved on the overall information systems that need to be connected related to standards/performance indicators to be achieved, including primary and back up site and roadmap for the achievement of requirements for the IT infrastructure in relevant areas.
- ✓ Software graphical visualisation on electronic maps upgraded.

Component 5 / Mandatory Result 5:

Development on technical border management infrastructure

Sub-Result 1: Gaps and needs assessment on the current technical border management infrastructure developed and implemented.

Sub-Result 2: Updated technical border management infrastructure matrix (architectural framework) developed and implemented in line with EU standards.

The rationale of this cluster of sub-results is to support the SBC's section for technical border management infrastructure in enabling the experts to better plan their future technical border management infrastructure investments both in terms of content and timing. The Twinning shall provide the experts with a clear view of the available state-of-the-art technologies in line with EU standards and best practices, and advise them on a way forward for gradually upgrading the technical infrastructure used by SBC.

The Twinning project will provide know-how and expertise focusing on the development of a comprehensive assessment/evaluation of the SBC's current technical border management infrastructure. Based on the findings, the identified gaps and needs will be listed and the EU MS experts will help to development of a plan forward to improve the SBC's current technical infrastructure towards EU IBM standards (this plan may be called e.g. the SBC's "technical infrastructure strategy" or "technical infrastructure procurement plan").

In cooperation with the SBC' technical infrastructure experts, the Twinning will develop an up-dated matrix, which is in line with the EU standards and best practices for modern technical infrastructure, *inter alia*, border surveillance.

Indicators of success:

- ✓ Assessment/evaluation of the SBC's current technical border management infrastructure with a gaps and needs analysis is conducted.
- ✓ A plan forward for a gradual upgrading of the technical infrastructure towards an automated border surveillance in line with EU standards is developed and approved.
- ✓ A technical architecture plan is developed and approved.

Component 6 / Mandatory Result 6:

Enhanced fight against corruption

Sub-Result 1: The legal and administrative framework related to SBC's anti-corruption activities is assessed

Sub-Result 2: SBC's anti-corruption strategy and action plan are developed and approved

Sub-Result 3: Training programme of anti-corruption measures in line with EU standards and best practices is developed and approved

The rationale of this cluster of sub-results is to strengthen the preventive anti-corruption mechanisms within SBC to prevent and combat corruption and properly pursue tasks envisaged in the regulatory framework.

The Twinning project will assist in drafting an anti-corruption strategy and action plan for the SBC in close cooperation and coordination with competent SBC senior managers. This will help SBC to strengthen transparency, efficiency and coordination with other anti-corruption institutions and policies in the area of prevention and fight against corruption as envisaged by the National Anti-Corruption Strategy and Action Plan.

The Twinning project will provide know-how to strengthen the capacities within SBC for repression of corruption by improving the quality of investigation, prosecution and trial of corruption-related cases in line with the recommendations and EU standards and best practices.

Indicators of success:

- ✓ Assessment of SBCs current regulatory and administrative framework in the area of anti-corruption.
- ✓ SBCs anti-corruption strategy and action plan developed and approved.
- ✓ Code of ethics and best practices in anti-corruption measures drafted and approved.
- ✓ A number of SBC representatives trained in Belarus in the field of anti-corruption by the ToTs in the EU MSs.

3.6 Means/input from the EU Member State Partner Administration(s)*:

3.6.1 Profile and tasks of the Member State Project Leader (PL):

The EU MS Project Leader will manage the project team of as elected EU member state(s) and co-ordinate the implementation of activities. A high-ranking EU MS official or assimilated agent who directs the implementation of the Twinning project and formally signs all work plan(s) and/or any updates of these.

Profile:

- Graduate of a Border Guard/Coast Guard Academy or a Border Police Institute or at least Master's Degree in the field of Law, Strategic Security Management or another relevant field, or equivalent professional experience of 8 years.
- Active senior position in one of the EU MS in the field of Integrated Border Management and/or law enforcement (police management)
- Proven contractual relation to an EU MS public administration or mandated body, as defined under the Twinning Manual
- Minimum 3 years of professional experience in the thematic area of one of the project components (regulatory framework and/or IBM and/or education and training and/or anti-corruption measures and/or security sector reform processes).
- Knowledge of the EU IBM model.
- Proven experience both at the operational and policy making level.

- Political and inter-cultural sensitivity; diplomatic skills.
- A very good command of written and spoken English.
- Russian language and/or previous experience in project management would be an asset.

Project Leader Tasks:

- Overall management and oversight of the project, leading the implementation of the project.
- Coordination with the SBC and other relevant stakeholders in Belarus.
- Ensuring backstopping of the project in the EU MS.
- Mobilising the necessary expertise in support of the efficient implementation of the project.
- Close coordination with the EU MS RTA.
- Participation at the Steering Committee meetings (on quarterly basis).

3.6.2 Profile and tasks of the Resident Twinning Advisor (RTA):

RTA Profile:

- Senior civil servant or equivalent staff of a MS mandated body institution.
- University level education or equivalent professional experience of 8 years in public administration.
- Minimum 3 years of professional experience in one of the project components (regulatory framework; IBM; education and training; anti-corruption measures, IT and communication, technical infrastructure).
- Good knowledge of the EU IBM model.
- Computer literacy, ability to use common IT programmes and applications.
- Excellent command of written and spoken English.
- Knowledge of Russian would be an asset.
- Previous experience as RTA, Team Leader or expert in EU-funded projects would be an asset.

RTA Tasks:

- Overall supervision of the project planning and implementation to ensure timely and quality delivery of expected outputs.
- Coordination of the project activities and the arrival and departure times of short term experts.
- Supervision of the logistics and administration of the project.
- Provision of technical input to the project if/when needed.
- Ensure coordination with RTA counterpart and component leaders.
- Assist with the implementation of the work plan.
- In cooperation with the EU MS PL prepare project progress reports in close cooperation with respective counterpart(s).
- Close liaison and coordination with EU MS Project Leader.
- Liaison with other relevant stakeholders in Belarus.

3.6.3 Profile and tasks of Component Leaders:

Component Leader Profile:

- Minimum 3 years of professional experience in one of the project components: Regulatory framework; IBM; Education and Training; IT and Communication; Technical Infrastructure; and Anti-Corruption
- Demonstrated experience with an EU MS and knowledge of an EU IBM model.
- Excellent communication skills and command of spoken and written English.

Component Leader Tasks:

- Coordinate the planning and implementation of each specific component of the project.
- Contribute to effective monitoring and reporting.
- Provide technical input on each specific component of the project, as required.
- Network and advice qualified short-term experts for the realisation of each component.
- Liaise with the component-counterpart within the SBC Belarus on a regular basis.

For all key personnel, the following is an additional asset:

- A working knowledge of Russian
- Experience with similar international projects

3.6.4 Profile and tasks of other short-term experts:

The exact number of the short-term experts and the duration of their engagement in the Twinning project implementation should be agreed during the contract negotiation process. The general requirements include the following:

- University level education or equivalent professional experience of 3 years in the relevant field.
- Demonstrated experience in teaching / training.

4. Budget

The maximum budget is EUR 1 300 000

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):

The European Union Delegation to Belarus will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the beneficiary. Any written communication relating to this Contract shall be sent to the following address either per post or electronically:

Postal address:

To the attention of Finance, Contracts and Audit Section
Delegation of the European Union to the Republic of Belarus
34 A/2, Engels Street,
220030 Minsk, Belarus
Tel: +375 17 328 66 13

E-mail address: DELEGATION-BELARUS-CALLS@eeas.europa.eu

5.2 Institutional framework

The project beneficiary is the State Border Committee in the Republic of Belarus. The implementation will be coordinated and managed by the SBC's Department for International Cooperation, but with close engagement of all relevant sub-divisions of the SBC. Specifically, the SBC's thematic units will lead the relevant mandatory results; the Border Service Institute will lead on education and training.

A project Steering Committee will be established to provide overall coordination to the project implementation, quality assurance, and reporting. The Steering Committee shall consist of the PL, RTA, Component Leaders from the EU MS and its counterparts from the Belarus SBC. Also, the representative of the EU Delegation in Belarus will be included in the Steering Committee

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

LTC Andrei Konnov (Head of Unit, International Cooperation Department) and MAJ Taras Seredyuk (International Cooperation Department), State Border Committee of the Republic of Belarus, Ul. Volodarskogo 24, Minsk, Belarus.

5.3.2 PL counterpart

General Major Anatoli Lappo, Chairman, State Border Committee

5.3.3 RTA counterpart

COL Roman Podlinev, Head of Department, International Cooperation Department, State Border Committee

6. Duration of the project

The execution period is 24 months.

7. Management and reporting³

7.1 Language

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

³ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The project will be fully implemented in line with the strategic objectives and guidelines defined above in order to strengthening the capacities of the SBC in the overall area of border security and management in general and the EU IBM model in particular.

An important principle of this project is the achievement of capacity building and its achieved results with regards to sustainability and ownership. The results achieved during the implementation of this project should be preserved and further developed after the implementation of the project end. A long-term impact of this EU funded project can only be assured, when the SBC's capacities and competences have improved in the areas of border surveillance and border control to effectively fight irregular migration, THB and people smuggling, reduce significantly illegal border crossings, fight against cross-border organised crime, as well as counter terrorism and FTF.

The project is expected to provide very specific outputs such as research, reviews, assessments, evaluations, recommendations, developments and amendments, training courses and exercises, etc. In parallel, the project will create flows for long-term benefits and partnerships for the SBC that will be explored through various channels and approaches.

Hence, the recommendations on improved harmonisation with the EU *acquis* and EU IBM model will generate new perspectives for Belarus to strengthen their partnership with the EU in the field of effective IBM and inter-agency and international cooperation. Increased capacities of the SBC officers at different levels is a guarantee of impact that is more lasting for the organisation and the country.

Specific initiatives that are to be explored, developed and implemented within the project (e.g., regulatory assessment; capacity building measures; education and training etc.) will further contribute to enhance effective border management in line with the EU standards and EU IBM guidelines for the sustainable development of Belarus.

Consequently, this project will provide significant and substantial support for Belarus' efforts to enhance border surveillance and control capacities in line with EU standards and IBM-related processes initiated to continue after the project.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The project considers, *inter alia*, also the growing cross-cutting issues between relevant sectors (i.e., society) and the impact of policy implementations in terms of national security related fields. Thus, the project can be understood as an interdisciplinary and holistic approach to identify and overcome the challenges, reshape the scope and content of strategic planning also in the area of IBM and national security.

The principle of equal opportunity will be integrated into all stages of the project implementation. During the implementation of the project special attention should be paid to ensure gender-sensitive programming and gender balance as relevant and deemed necessary by the beneficiary country.

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The SBC management is committed to promoting equality of opportunity for women and men in terms of employment, service delivery and involvement. This project should ensure adequate representation of women in the activities of the project.

10. Conditionality and sequencing

There is no pre-condition set for this Twinning project. Sequencing should be justifiable to maximise the synergy between various components of the project and be in line with the agreed LogFrame attached to this Twinning Fiche.

The SBC is very keen to establish effective and efficient cooperation with appropriate EU MS authorities and EU Agencies (i.e., Frontex and others) to enhance its capacities in implementing the EU IBM model and best practices. The SBC considers itself ready to sign a Twinning Contract that will result from this Twinning Fiche.

There is full understanding of and commitment of the SBC senior managers to pursue all mandatory results outlined in this Twinning fiche. The SBC will assign all necessary human and other resources to this project.

Strong cooperation and commitment of the SBC is expected in order to achieve project objectives. SBC is ready to commit the necessary time and resources to maximize the benefits of the Twining project. Significant staff time will be required from the beneficiary in all aspects of the project.

The EU MS team can count on full support from its national authorities in all priority areas through smooth facilitation and coordination action. The Twinning project will fully consider any past, ongoing and planned activities under the TAIEX instrument.

At both senior an operational level there must be strong commitment and support provided by the beneficiary institution for smooth implementation of the Twinning project.

11. Indicators for performance measurement

See logical framework matrix (Annex 1).

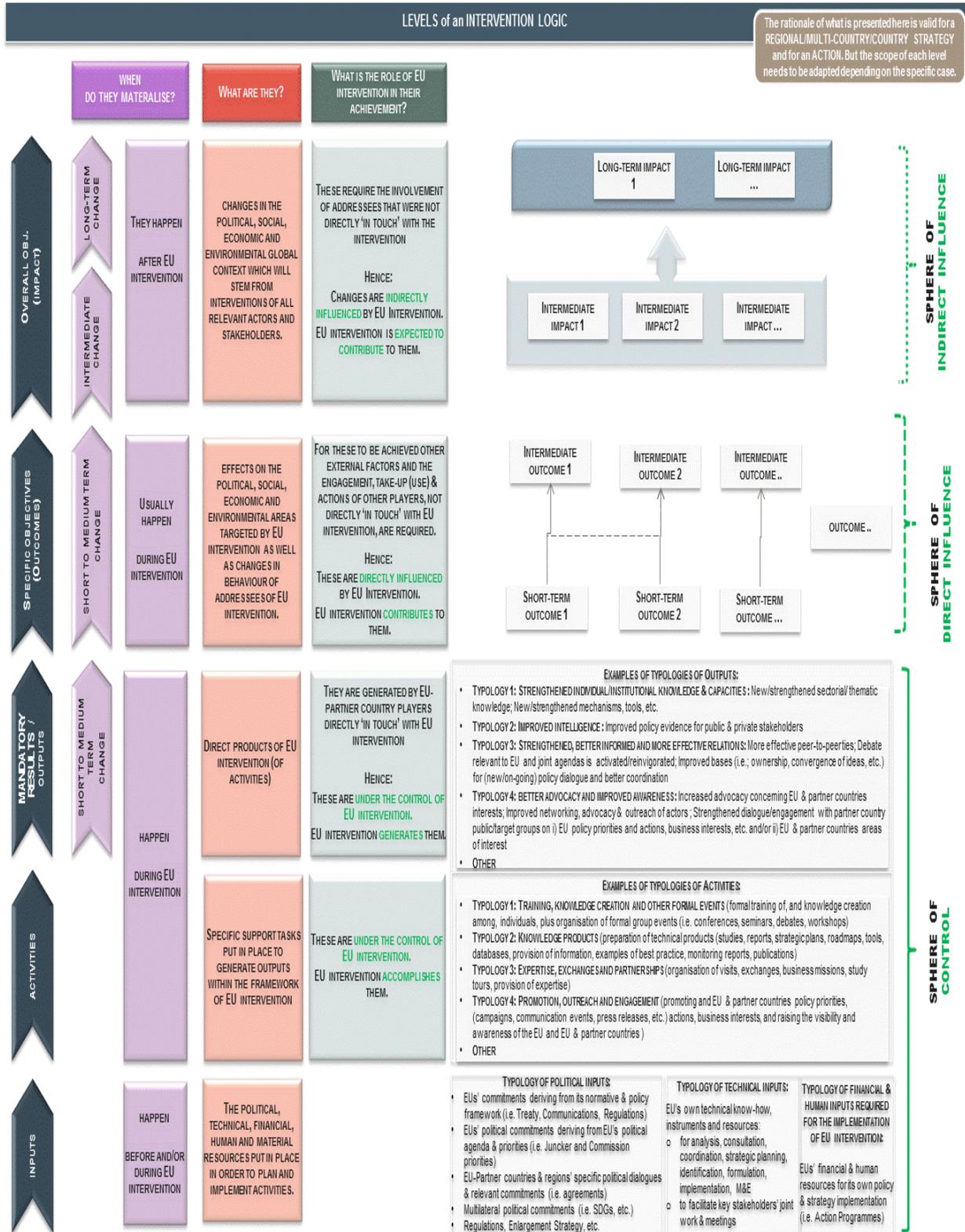
12. Facilities available

The beneficiary will provide the EU MS Twinning partner with adequate office space for the RTA, project assistant, interpreter and experts, as well as access to meeting rooms and equipment necessary for relevant everyday activities and trainings foreseen.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)
2. Reference to feasibility /pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (optional)
3. List of relevant Laws and Regulations (optional)
4. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc.) (optional)
5. Mapping of related interventions by government and/or other actors (if existing)
6. Existing donor coordination framework (if existing)
7. The project/sector monitoring framework (if existing)
8. Sector assessment reports of any kind including publically available reports from other International organisations (SIGMA, IMF, etc.)
9. Project/sector relevant publically available Conclusions/agreements between EU and the Beneficiary resulting from the political dialogue

ANNEX C1a: Levels of an intervention logic



Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
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<p style="text-align: center;">Overall Objective</p>	<p>To strengthen the capacities of the State Border Committee of Belarus (SBC) to implement a modern, effective and efficient integrated border management (IBM) system in alignment with the EU <i>acquis communautaire</i> (herein later mentioned as EU <i>acquis</i>) and EU standards and best practices developed based on lessons learned</p>	<p>Capacity level of the Belarus State Border Committee to secure and survey the state borders and to combat irregular migration increased in line with the EU standards, EU IBM model and best practices (baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Annual reports - Interim reports - Steering Committee reports - External evaluation assessments - National statistical data 	<ul style="list-style-type: none"> - Lack of financial, human or technical resources and capacities - Delayed, limited or no access to important national documents, Strategies and Action Plans, curricula etc. - Delayed or postponed implementation of activities - Cancelled activities 	<ul style="list-style-type: none"> - SBC is committed to build upon the mandatory results to be achieved within the duration of the Twinning project - Timely implementation of all formulated activities - Nomination of qualified and motivated SBC officials for all relevant activities to be carried out - Access to all relevant documents important for the project implementation -
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<p align="center">Specific (Project) Objective(s)</p>	<p>To strengthen the capacities of the State Border Committee of Belarus and other national authorities involved in IBM-related issues and to facilitate the implementation of the foreseen activities in the IBM Strategy and its Action Plan to facilitate legitimate traffic of people and goods across Belarus' borders, while at the same time preventing any form of transnational threats and fighting effectively any forms of cross-border crime and irregular migration</p>	<ul style="list-style-type: none"> - Migration management capacity of Belarus in line with EU standards and international best practices - Level of alignment of SBC's regulatory framework with the EU <i>acquis</i>, EU standards and EU IBM model - Level of intra-agency, inter-agency and international cooperation in the area of Belarus' border management - Partner base of the SBC <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Peer-review of the progress by the Twinning partners - Assessment of the SBC - External evaluation reports - Monitoring visits and follow up reports - SC agreements - Interim reports 	<ul style="list-style-type: none"> - Lack of financial, human or technical resources and capacities - Delayed, limited or no access to important national documents, Strategies and Action Plans, curricula etc. - Delay or refusal of adoption and implementation of recommendations - Lack of language competences 	<ul style="list-style-type: none"> - All relevant stakeholders are committed to the Twinning project - Strong support and commitment from twinning partner(s) - Appropriate SBC staff assigned to the Twinning project - SBC participated in adequate EU international conference/forum
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<p style="text-align: center;">Mandatory results/outputs by components</p>	<p>Component 1 SBC's regulatory framework reviewed in line with EU standards and best practices</p>	<p>Level of ability (capacity) of the SBC to align relevant legislation and regulations with the EU <i>acquis</i>, EU Standards, EU IBM model and best practices</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - SC and Interim Reports approved - Legal and regulatory framework gap assessments developed and adopted - Recommendations adopted and implemented - Minutes from the meetings, workshops, roundtable discussions - Reports from the study tours - Development and adoption of SOP's, administrative directives, MoU's etc. 	<p>Delayed, limited or no access to</p> <ul style="list-style-type: none"> - relevant legislation - administrative directives - SOP's - MoU's - bilateral and multilateral agreements - Strategies and Action Plans <p>due to classification of documents or reluctance of counterparts</p>	<ul style="list-style-type: none"> - Twinning experts will get full access to all relevant legal and regulatory documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities - Language barrier has been overcome - Pro-active communication and transparent exchange of information
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	<p>Component 2</p> <p>Effective Integrated Border Management operational in line with the EU IBM model</p>	<p>Level of intra-agency, inter-agency and international cooperation of SBC and other responsible stakeholders in Belarus corresponds the requirements of the EU IBM model</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - MoU on the formation of an IBM Inter-agency Working Group - Coordination mechanism for intra-agency, inter-agency and international cooperation in place and functioning - Project reports - Reports from study tours - Review of best practices from the EU MSs, UN and OSCE - Membership(s) and /or partnership(s) in international organizations - Recommendations, guidelines - CIRAM-based risk analysis system 	<ul style="list-style-type: none"> - Delayed, limited or no access to relevant documents, Strategies, Action - Non-nomination of SBC counterparts - Reluctance of counterparts 	<ul style="list-style-type: none"> - Transparent share of data from all Twinning partners - Twinning experts will get full access to all relevant legal and regulatory documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities - Language barrier has been overcome - Pro-active communication and transparent exchange of information
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	<p>Component 3</p> <p>SBC's education and training system further developed in line with EU IBM standards and best practices</p>	<p>Number of people (not-yet determined) trained in Belarus based on the ToT system in EU MS</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Training needs assessment (TNA) approved - Training strategy for academic staff and other teaching personnel updated and approved - Train-the-Trainers Strategy developed and approved - New specialised trainings developed and approved - International partners identified - Reports from the study tours - Minutes of meetings - Review of best practices from the EU MSs, UN and OSCE - Recommendations published 	<ul style="list-style-type: none"> - Lack of financial, human or technical resources and capacities - Delayed, limited or no access to curricula, training programmes, courses etc. - Delay or refusal of adoption and implementation of training courses - Lack of nomination of participants to training courses - Lack of language competences 	<ul style="list-style-type: none"> - Transparent share of information from all Twinning partners - Twinning experts will get full access to curricula and training programmes - Participation from all stakeholders is active and successful - Sufficient SBC officers identified and nominated for training activities - Language barrier has been overcome - Pro-active communication and transparent exchange of information - Qualified ToT experts engaged
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	<p>Component 4 Harmonized IT and Communication development plans</p>	<p>Technical analysis developed and approved on the overall information systems that need to be connected related to standards and performance indicators to be achieved, including primary and back up site and roadmap for the achievement of requirements for the IT infrastructure in relevant areas (baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - IT architecture plan - Software graphical visualisation on electronic maps upgraded - Project reports - Reports from the study tours - Meeting minutes 	<ul style="list-style-type: none"> - Lack of financial, human or technical resources and capacities - Delayed, limited or no access to IT communication documents - Lack of language competences 	<ul style="list-style-type: none"> - Transparent share of information from all Twinning partners - Twinning experts will get full access to IT and communication documents - Participation from all stakeholders is active and successful - Qualified SBC IT experts identified and nominated - Language barrier has been overcome - Pro-active communication and transparent exchange of information
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	<p>Component 5</p> <p>Development on technical infrastructural</p>	<p>Level of automation of border surveillance system in Belarus</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Gaps and needs analysis report - Reports from the study tours - Reports on technical solutions adopted 	<ul style="list-style-type: none"> - Lack of financial, human or technical resources and capacities - Delayed, limited or no access to relevant documents - Lack of language competences 	<ul style="list-style-type: none"> - Transparent share of information from all Twinning partners - Twinning experts will get full access to relevant documents - Participation from all stakeholders is active and successful - SBC technical experts identified and nominated - Language barrier has been overcome - Pro-active communication and transparent exchange of information
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	<p>Component 6</p> <p>Increase fight against corruption</p>	<p>Capacity of the SBC to deal with anti-corruption</p> <p>Level of corruption within the service</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Legal and administrative framework analysis - Anti-corruption Strategy and Action Plan - Reports from the study tours - Lessons learned published for internal use - Visit report(s) - Recommendations published - Training reports 	<ul style="list-style-type: none"> - Delayed, limited or no access to relevant documents, Strategies, Action Plans - Non-nomination of SBC counterparts - Reluctance of counterparts 	<ul style="list-style-type: none"> - Transparent share of data from all engaged partners - Qualified experts engaged - Language barrier has been overcome - All partners are actively participating
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	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	<p>Component 1-Sub-Result 1</p> <p>The national IBM Concept adopted by the Government as decree No. 153 on 12th March 2019 reviewed and assessed for its compliance with the applicable EU standards (e.g. all components of EU IBM as defined by Union law considering the TO IBM Strategy)</p>	<p>National IBM Concept and an Action Plan reviewed, analysed and assessed and recommendations approved for harmonisation for its compliance with EU IBM guidelines and standards</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Assessment national IBM Concept conducted - Recommendations for amendments in the national IBM Concept in line with the EU <i>acquis</i> and IBM guidelines developed, adopted and implemented - Amendments for the national IBM Concept approved and in line with EU <i>acquis</i> and EU IBM guidelines 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC departments and institutions - Lack of cooperation of SBC officials for the assessment of the national IBM Concept 	<ul style="list-style-type: none"> - Commitment of SBC officials for cooperation - Access to Ministries and SBC and their relevant departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities

<p align="center">Sub-results per component (optional and indicative)</p>	<p>Component 1-Sub-Result 2</p> <p>SBC's regulatory framework (<i>inter alia</i> administrative directives, SOPs, MoUs) reviewed, amended, concluded and approved and in line with EU standards and best practices</p>	<p>Based on the review of the regulatory framework, SBC officials were introduced about the legal differences and potential gaps and how to align relevant regulations in the areas of border control, border surveillance and border management with the EU standards and best practices</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - Gap assessment(s) in relation to current legislation and regulatory framework conducted - Recommendations for amendments in relevant legislation and regulatory framework in line with the EU acquis, and best practices developed, adopted and implemented - Amendments for legislation and regulatory framework approved and in line with EU <i>acquis</i> and EU IBM standards 	<p>Delayed, limited or no access to</p> <ul style="list-style-type: none"> - relevant legislation - administrative directives - SOP's - MoU's - bilateral and multilateral agreements <p>due to classification of documents</p>	<ul style="list-style-type: none"> - Full and timely access to all relevant legislation, administrative directives, SOP's and other relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities
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	<p>Component 1-Sub-Result 3</p> <p>Assessment of the inter-ministerial and inter-departmental cooperation and workflow procedures carried out, concluded and recommendations implemented</p>	<p>Work-flow mechanisms and procedures in the area of inter-ministerial and inter-departmental cooperation analysed and recommendations for improvement developed, adopted and implemented</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - Work-flow mechanisms and procedures assessed and analysed - Recommendations for optimisation developed, adopted and implemented - Number of signed inter-institutional MoUs increased - Regular meetings held between relevant departments - Minutes of the meeting reports - Follow-up mechanism developed - Regulatory framework in line with EU <i>acquis</i> and EU IBM standards 	<p>Delayed, limited or no access to</p> <ul style="list-style-type: none"> - SBC departments and institutions (e.g. SBC Institute for Education) - relevant Ministries and their departments - administrative directives, SOP's and MoU's <p>Lack of cooperation of SBC officials for access to departments and institutes</p>	<ul style="list-style-type: none"> - Commitment of SBC officials for cooperation - Access to Ministries and SBC and their relevant departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities
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	<p>Component 1-Sub-Result 4</p> <p>Legal expertise for the development of a regulatory framework in line with the EU standards and IBM guidelines provided and implemented</p>	<p>Regulatory framework for the SBC was reviewed, analysed and recommendations were elaborated for enhancement in line with EU standards and IBM guidelines provided, adopted and implemented</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - Gap assessment(s) in relation to current regulatory framework conducted - Recommendations for amendments in regulatory framework in line with the EU <i>acquis</i> and IBM guidelines developed, adopted and implemented - Amendments for regulatory framework approved and in line with EU <i>acquis</i> and EU IBM guidelines 	<p>Delayed, limited or no access to</p> <ul style="list-style-type: none"> - relevant legislation - administrative directives - SOP's - MoU's - bilateral and multilateral agreements <p>due to classification of documents</p>	<ul style="list-style-type: none"> - Full and timely access to all relevant administrative directives, SOP's and other relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities
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	<p>Component 2-Sub-Result 1</p> <p>Action Plan in line with the national IBM Concept (Government Decree No. 153 from 12th March 2019) developed, approved and implemented</p>	<p>Action Plan drafted and approved in alignment with the national IBM Concept and implemented</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - National IBM Concept reviewed and recommendations for amendments in line with the EU <i>acquis</i> and IBM guidelines adopted and approved - Action Plan (in accordance with the national IBM Concept and in line with EU <i>acquis</i> and EU IBM guidelines) developed, adopted and implemented - Official announcement - SC reports - Interim reports 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC departments and institutions for exchange of information - Limited or no access to important documents due to classification - Lack of cooperation of SBC officials for the development of the Action Plan 	<ul style="list-style-type: none"> - Strong commitment of SBC officials for cooperation - Access to Ministries and SBC and their relevant departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in all activities for the development of the Action Plan
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	<p>Component 2-Sub-Result 2</p> <p>Strengthened SBC's capacities in the area of intra-agency cooperation, at central, regional and local level through development and adoption of SOP's</p>	<p>Improved intra-agency cooperation mechanism in place and operational</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Work-flow mechanisms and procedures assessed and analysed - SOP's for developed, adopted and implemented - Regular meetings between relevant departments - Minutes of the meeting reports - Intra-agency regulatory framework in line with EU <i>acquis</i> and EU IBM standards 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC departments and institutions for exchange of information - Limited or no access to operational documents due to classification - Lack of cooperation of SBC officials for the analysis of the intra-agency cooperation procedures and mechanisms 	<ul style="list-style-type: none"> - Strong commitment of SBC officials for cooperation - Access to SBC departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - SBC staff is appointed and participates in all activities for enhanced intra-agency mechanisms and procedures in place and operational
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	<p>Component 2-Sub-Result 3</p> <p>Enhanced inter-agency cooperation, both at national and cross-border level with relevant actors involved in the overall area of IBM through the development of SOP's, MoU's, bilateral agreements</p>	<p>Enhanced inter-agency cooperation mechanisms and procedures in place and operational</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Inter-agency work-flow mechanisms and procedures analysed and assessed - SOP's for optimisation developed, adopted and implemented - MoU's and bilateral agreements developed and signed - Regular meetings take place between relevant stakeholders - Minutes of the meeting reports - Intra-agency regulatory framework in line with EU <i>acquis</i> and EU IBM standards 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC and other institutions for provision of information - Limited or no access to operational documents due to classification - Lack of cooperation of officials of SBC and other Belarus authorities for the analysis of the intra-agency cooperation procedures and mechanisms 	<ul style="list-style-type: none"> - Strong commitment of all officials from identified stakeholders for cooperation - Access to stakeholder departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Staff is appointed and participates in all activities for enhanced inter-agency mechanisms and procedures in place and operational
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	<p>Component 2-Sub-Result 4</p> <p>Establishment of platforms for international cooperation (i.e., INTERPOL, Frontex, others) through facilitating the endorsement of procedures and formalities</p>	<p>Mechanisms and procedures for international cooperation in place and operational (baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Current mechanisms and procedures in place analysed and assessed - SOP's for optimisation developed, adopted and implemented - MoU's and bilateral agreements developed and signed - Regular meetings take place between relevant stakeholders - Minutes of the meeting reports - Intra-agency regulatory framework in line with EU <i>acquis</i> and EU IBM standards 	<ul style="list-style-type: none"> - Lack of support from SBC officials and other Belarus authorities for the analysis of current procedures and mechanisms in place with regards to international cooperation agreements - Delayed, limited or no access to SBC and other institutions for provision of information - Limited or no access to relevant documents due to classification 	<ul style="list-style-type: none"> - Strong commitment of all officials from SBC counterparts for cooperation - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Staff is appointed and participates in all activities for mechanisms and procedures in place and operational in the area of international cooperation
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	<p>Component 2-Sub-Result 5</p> <p>Strengthened SBC's capacities in border control at BCPs and border surveillance in line with EU standards and EU IBM guidelines (e.g., minimum standards for border control)</p>	<p>Regulatory framework and SOP's for enhanced border control and surveillance in place and operational and in line with EU standards and EU IBM guidelines</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Statistical data of detected cross-border crime - Current regulatory framework and SOP's analysed and assessed - Regulatory framework and SOP's further developed, adopted and implemented - Regular meetings take place between relevant SBC departments and other stakeholders involved in border control and surveillance - Minutes of the meeting reports - SOP's and regulatory framework in line with EU <i>acquis</i> and EU IBM standards 	<ul style="list-style-type: none"> - Lack of support from SBC officials and other Belarus authorities for the analysis of current procedures and mechanisms in place with regards to border control and surveillance - Limited or no access to relevant documents due to classification - Delayed, limited or no access to SBC and other institutions for provision of information 	<ul style="list-style-type: none"> - SBC staff appointed and participates in all activities for mechanisms and procedures in place and operational in the area of border control and surveillance - Strong commitment of all officials from SBC counterparts for cooperation - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful
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	<p>Component 2-Sub-Result 6</p> <p>Modern risk analysis in line with EU standards and the Common Integrated Risk Analysis Model (CIRAM) developed and approved</p>	<p>SBC adopted and established the CIRAM model and is operational and in line with EU standards and EU IBM guidelines</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - Regulatory framework and SOP's further developed and adopted and implemented modalities for the CIRAM model - Regular meetings between SBC officers and other stakeholders involved in risk analysis - Minutes of the meeting reports - SOP's and regulatory framework related to CIRAM in line with EU <i>acquis</i> and EU CIRAM guidelines 	<ul style="list-style-type: none"> - Limited or no access to relevant documents due to classification - Lack of support from SBC officials and other Belarus authorities for the analysis of current procedures and mechanisms in place with regards to risk analysis - Delayed, limited or no access to SBC and other institutions for provision of information in the field of risk analysis 	<ul style="list-style-type: none"> - SBC staff appointed for the implementation of CIRAM risk analysis - SBC staff participate in all activities for the operationalisation of the CIRAM risk analysis - Strong commitment of all SBC staff for cooperation - Full and timely access to all relevant departments and documents - Participation from all stakeholders is active and successful
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	<p>Component 3-Sub-Result 1</p> <p>Knowledge sharing with EU MS' border agencies ensured and new teaching methodologies adopted and implemented in the curriculum in accordance with EU best practices and IBM guidelines</p>	<p>SBC Institute and training centres adopted and established new teaching methodologies in their training curricula in line with EU best practices and EU IBM guidelines</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Amendments developed, adopted and implemented in the curricula and training programmes - Regular meetings between heads of SBC Institute and training centers and professors, teachers, lecturers - Minutes of the meeting reports - New teaching methodologies implemented in line with EU <i>acquis</i> and EU IBM guidelines 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC education and training institutions in the field educational reforms - Limited or no access to relevant curricula and training programmes due to classification - Lack of support from SBC authorities for the analysis of current curricula and training programmes in place 	<ul style="list-style-type: none"> - SBC officials appointed for the implementation of educational reforms - SBC professors, teachers, lecturers, trainers participate in all activities for educational reforms - Strong commitment of all SBC officials for cooperation - Full and timely access to all relevant institutes, training centres and documents - Participation from all stakeholders is active and successful
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	<p>Component 3-Sub-Result 2</p> <p>Platforms for international cooperation and knowledge sharing between Belarus' and EU MS' IBM training institutions for border police/border guards identified and implemented for the following institutions:</p> <ul style="list-style-type: none"> - Border Service Institute of the Republic of Belarus - SBC's other specialised training centres in <i>Smorgon</i> and <i>Brest</i> 	<p>SBC Institute in <i>Minsk</i> and two training centres in <i>Smorgon</i> and <i>Brest</i> established agreements for cooperation with EU MS academies and research centers in the areas of IBM, border control, service dog handling, state border engineering equipment and logistics</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - MoU's developed, adopted and signed - Bilateral agreements developed, adopted and signed - Regulatory framework developed and adopted - Adoption of new elements in the training curricula from EU MS institutions 	<ul style="list-style-type: none"> - Delayed or insufficient development of cooperation agreements - Lack of support from SBC management for endorsement of cooperation agreements with EU MS institutions 	<ul style="list-style-type: none"> - SBC officials appointed for the development of agreements for cooperation - SBC professors, teachers, lecturers, trainers participate in all activities for cooperation agreements with regard to thematic areas - Strong commitment of all SBC officials for cooperation - Participation from all stakeholders is active and successful
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	<p>Component 3-Sub-Result 3</p> <p>Support the SBC's Institute and training centres in the adoption of EU criteria for the education (training) of border guards in line with EU standards</p>	<p>SBC Institute in <i>Minsk</i> and two training centres in <i>Smorgon</i> and <i>Brest</i> adopted and implemented EU criteria for education (training) of SBC staff in line with EU best practices and EU IBM guidelines</p> <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - EU criteria developed, adopted and implemented in the curricula and training programmes - Regular meetings of professors, teachers, lecturers and heads of SBC Institute in <i>Minsk</i> and two training centres in <i>Smorgon</i> and <i>Brest</i> - Minutes of the meeting reports - New EU criteria implemented in line with EU <i>acquis</i> and EU IBM guidelines 	<ul style="list-style-type: none"> - Insufficient or no meetings of professors, teachers, lecturers and heads of SBC Institute in <i>Minsk</i> and two training centres in <i>Smorgon</i> and <i>Brest</i> - Lack of support from SBC authorities for the adoption and implementation of EU criteria for the education (training) of border guards in line with EU standards 	<ul style="list-style-type: none"> - SBC professors, teachers, lecturers, trainers participate in all activities for the adoption of EU criteria for the education (training) of border guards in line with EU standards - Strong commitment of all SBC officials for cooperation - Participation from all stakeholders is active and successful - SBC officials appointed for the implementation of the adoption of EU criteria for the education (training) of border guards in line with EU standards
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	<p>Component 4-Sub-Result 1</p> <p>Gaps and needs assessment of the SBC's IT infrastructure conducted and communication system developed</p>	<ul style="list-style-type: none"> - SBC's IT (hardware and software) environment's gaps to EU best solutions and environment assessed, the needs, determined by the gaps, are assessed and evaluated - Based on the NA and the present system, an updated communication system is developed <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Gaps and needs assessment documented - New communication system developed - List of most adequate hardware and software elements developed - New EU criteria implemented in line with EU <i>acquis</i> and EU IBM guidelines 	<ul style="list-style-type: none"> - Insufficient or incorrect data supplied by SBC officials - Lack of cooperation because of confidentiality - Reluctance to accept proposed system 	<ul style="list-style-type: none"> - Technical capacity of the state IT system to connect to newly proposed system - Compatibility of new elements of architecture with previous ones - Participation from all stakeholders is active and successful
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	<p>Component 4-Sub-Result 2 Updated IT Strategy and Action Plan elaborated and approved</p>	<p>Existing IT Strategy and Action Plan thoroughly revised, EU standards and best practices considered, NA utilized, proposed for approval</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - IT Strategy for amendments in line with the EU acquis and IBM guidelines adopted and approved - Action Plan (in accordance with the national IBM Concept and in line with EU acquis and EU IBM guidelines) developed, adopted and implemented - Official announcement 	<ul style="list-style-type: none"> - Lack of human resources and capacities - Delayed, limited or no access to IT communication documents - Lack of language competences 	<ul style="list-style-type: none"> - Availability of competent human resources - Cooperation of other state and non-state stakeholders
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	<p>Component 4-Sub-Result 3</p> <p>Updated IT matrix (architectural framework) developed in line with EU standards and approved</p>	<p>A new matrix (architectural framework) for border security in line with the EU standards including the elements of IT-system, communication system, automatization system, in line with the NA, Strategy and Action Plan, is developed and adopted</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - New IT and Communication matrix finalized and adopted - Meeting minutes - Announcement from SBC 	<ul style="list-style-type: none"> - Lack of human resources and capacities - Delayed, limited or no access to IT communication documents - Lack of language competences 	<ul style="list-style-type: none"> - All SBC IT experts assigned are competent and committed - SBC experts can work for the whole project - SBC and experts willing to take implement European standards in this area
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	<p>Component 4-Sub-Result 4</p> <p>Enhanced awareness for SBC IT-experts in relation to cyber security</p>	<ul style="list-style-type: none"> - Awareness raising and trainings of SBC's IT experts in cyber security based on EU standard training methodology conducted - In-depth training on Information and Data Security based on GDPR and European standards conducted <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Results of questionnaires (“exams”) in regard data and information security - Training reports - Study tour reports 	<ul style="list-style-type: none"> - Lack of qualified human resources and capacities - Delayed, limited or no access to IT communication documents - Lack of language competences - Legal barriers to modification in data and information security regulations 	<ul style="list-style-type: none"> - Willingness of SBC to initiate modifications in relevant regulations - Other state agencies joining in this work - Cooperation of lawyers and IT experts functional
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	<p>Component 5-Sub-Result 1</p> <p>Gaps and needs assessment on the current technical infrastructure developed and implemented</p>	<ul style="list-style-type: none"> - SBC's technical environment's gaps to EU best solutions and environment assessed, the needs, determined by the gaps, are assessed and evaluated - Based on the NA and the present system, an updated technical equipment system is developed with a view to achieving a higher level of automated border control <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - New border automation system developed - List of most adequate technical components developed - New EU criteria implemented in line with EU acquis and EU IBM guidelines 	<ul style="list-style-type: none"> - Insufficient or incorrect data supplied by SBC officials - Lack of cooperation because of confidentiality - Reluctance to accept proposed system 	<ul style="list-style-type: none"> - Technical capacity of the previous border security system to connect to newly proposed system - Compatibility of new components of architecture with previous ones - Participation from all stakeholders is active and successful
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	<p>Component 5-Sub-Result 2</p> <p>Updated technical infrastructure matrix (architectural framework) developed and implemented in line with EU standards</p>	<p>A new matrix (architectural framework) for border security in line with the EU standards including the elements of signalization systems, sensors and perimeter systems, thermal- and video systems, in line with the NA, Strategy and Action Plan, is developed and adopted</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - New technical infrastructure matrix finalized and adopted - Meeting minutes - Announcement from SBC 	<ul style="list-style-type: none"> - Lack of human resources and capacities - Delayed, limited or no access to technical description and documents because of confidentiality - Lack of language competences 	<ul style="list-style-type: none"> - All SBC technical and experts assigned are competent and committed - SBC experts can work for the whole project - SBC as a service and its experts willing to implement European standards in this area
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	<p>Component 6-Sub-Result 1</p> <p>Legal and administrative framework assessed, and results addressed</p>	<p>National and institutional legal and administrative framework governing anti-corruption activities reviewed, analysed and assessed and recommendations approved for harmonisation for its compliance with EU standards</p> <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - Assessment national and institutional legal and administrative framework conducted - Recommendations for amendments in the national and institutional legal and administrative framework in line with the EU acquis developed, adopted and implemented - Amendments for the national and institutional legal and administrative framework approved and in line with EU acquis and standards 	<ul style="list-style-type: none"> - Delayed, limited or no access to SBC departments and institutions - Lack of cooperation of SBC officials for the assessment of the national institutional legal and administrative framework 	<ul style="list-style-type: none"> - Commitment of SBC officials for cooperation - Access to Ministries and SBC and their relevant departments - Full and timely access to all relevant documents - Participation from all stakeholders is active and successful - Qualified Stakeholder staff is appointed and participates in activities
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	<p>Component 6-Sub-Result 2 Anti-corruption Strategy and Action Plan developed in close cooperation with the beneficiary and approved</p>	<ul style="list-style-type: none"> - Institutional Anti-Corruption Strategy and Action Plan drafted on the basis of the national Program and in accordance with EU standards - Code of Conduct drafted based on EU and other international best practices <p>(baseline in 2019: good, target in 2021: very good)</p>	<ul style="list-style-type: none"> - Existing Anti-Corruption Strategy and Action Plan - Existing Code of Conduct - Official announcements 	<ul style="list-style-type: none"> - Lack of human resources and capacities - Reluctance in cooperation from the side of SBC experts - Non-availability of key documents because of confidentiality 	<ul style="list-style-type: none"> - National anti-corruption measures available - Information from national level law enforcement unit to combat corruption available
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	<p>Component 6-Sub-Result 3</p> <p>Training programme of anti-corruption measures developed in line with EU standards and best practices developed and approved</p>	<ul style="list-style-type: none"> - Training curriculum reviewed and redrafted based on EU standards and best practices - Listing of state officials key posts for regular control - Development of systems for baseline wealth measurement <p>(baseline in 2019: good, target in 2020: very good)</p>	<ul style="list-style-type: none"> - EU-compatible training programme finalized - List of key management positions exists - Elements of preventive control of officials prepared 	<ul style="list-style-type: none"> - Confidentiality of training curricula - Lack of cooperation from SBC officials - Language barrier - Frequent change of the experts of SBC 	<ul style="list-style-type: none"> - National anti-corruption measures available - Information from national level law enforcement unit to combat corruption available
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OVERALL OBJECTIVE: Indicate the global strategic objective which goes beyond the immediate scope of the project but to which the project can contribute. The overall objective should be linked to the general sector reform in the Beneficiary country, as agreed in the framework of the definition of cooperation with the EU.

These are the changes in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders in the project. These require the involvement of third parties that were not direct beneficiaries of the intervention. Hence, changes are indirectly influenced by EU Intervention.

Specific PROJECT OBJECTIVE(S): Identify the specific objective(s) that shall be achieved through the implementation of the Twinning project. These are the effects on the political, social, economic and environmental areas targeted by EU intervention as well as changes in behaviour of Beneficiaries of EU intervention.

MANDATORY RESULTS/OUTPUTS: Describe each of the results that shall be achieved by the project, as outlined in the Twinning Fiche. Each mandatory result/output should correspond to a "project component". Please include one line per component.

INDICATORS: (with relevant baseline and target data): Provide an indication of how the achievement of each component of the mandatory results, from sub results per component to outcomes (specific objectives) and to impact (overall objective), will be measured. Make sure that the indicators define the following, as appropriate: 1. Value of measurement (Quantity or Quality); 2. Baseline and target (values and times); 3. Actors in charge of data collection and reporting; 4. Target Group; 5. Deadline for reporting; 6. Place. Baseline and target data, as indicated in the Twinning Fiche, to be mentioned in brackets next to each indicator. Indicators may be revised if deemed appropriate when drafting the initial work plan.

SOURCES OF VERIFICATION: For every component, specify the sources of information from which evidence can be obtained that the targets have been achieved: e.g. independent reports, surveys, Official Journal, Commission reports, etc.

RISKS: Mention external factors which can potentially hinder the successful implementation of the project, including any event beyond the control of the main actors involved.

ASSUMPTIONS: Specify the external conditions and/or third parties initiatives which can influence the implementation of the project to the point that only their fulfilment can guarantee its success. These are the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results.

INDICATIVE SCHEDULE (example)

Project Month	1	2	3	4	5	6	7	8	9	10	11	12
RTA and related activities												
RTA start date												
RTA assistant(s) selection(s)												
Horizontal activities												
Initial work plan preparations												
Steering Committees												
Communication and Visibility activities												
Mandatory results/outputs												
Component 1: Title												
Component 2: Title												

Component 3: Title

Component N: Title