

STRATEGY
on the reform of the Security and Intelligence
Service of the Republic of Moldova

Chapter I
DESCRIPTION OF SITUATION AND DEFINITION OF PROBLEM

Section 1
Description of current situation

1. The evolutions of the main risks and threats to the national security and the commitments of the Republic of Moldova with the view of strengthening the general environment of stability require the amplification of the role of the state as security generator. This determines the Service to adapt itself conceptually and functionally to the model of modern intelligence structures, including by improving the legislative framework, implementing more advanced practices, procedures and mechanisms in the intelligence and counterintelligence activity.

2. Exclusion of the special service from the executive, assignment of coordination function to the President of the Republic of Moldova, establishment of legislative control over the activity thereof, detaching from its stuff of the Border Guard Troops, exclusion of the criminal investigation competence, as well as the Service' demilitarization, represented steps of reform, modernization and alignment of the institution to the rule of law requirements. Therewith, these elements succeeded to ensure the balance among the institutions vested to exercise the governance.

3. Presently, according to art. 1 of Law no.753 as of 23 December 1999, the Service *represents the state body specialized in the field of national security. The Service activity is coordinated by the President of the Republic of Moldova and submitted to the legislative control.* Such regulations, most of all, correspond to the requirements proper to modern intelligence and security services. Nevertheless, the place of the Service in the system of central public administration bodies is not clearly determined, that is why the adjustment of the relevant regulations to European standards is imperative.

4. The functionality of the national security system is determined by the influence of many external and internal factors:

5. Among the external factors the following could be mentioned:

1) diversification of phenomena with potential threat to the state security, national interests, and appearance of asymmetric threats (for example organized

crime, including the transboundary crime, cybercrime, terrorism, etc.);

- 2) transnational nature of some threats;
- 3) evolution of information technology, emergence of new cyber threats and frequent use of informational instruments/technologies/systems in committing crimes against national security;
- 4) increase of migration processes;
- 5) political, geostrategic, economic, ecological and other changes occurred on the international arena and which could affect the national security interests;

6. The internal factors are:

- 1) the European integration objective as a major strategic goal which determines the need to adjust the Service to the standards of European special services in countries with strong democracy;
- 2) democratization level of society/democratic changes within the society;
- 3) involvement of the Republic of Moldova in new initiatives, regional and international bodies and structures, which act in the security field.
- 4) polarization and division of society regarding the clear definition of socio-political and economic vector of the Republic of Moldova;
- 5) existence of a pseudo-state structure on the left bank of the Nistru river of the Republic of Moldova,;
- 6) quality of institutional policies and operational management;
- 7) professional abilities of the staff employed in the Service to manage the challenges, threats and risks that jeopardize the national security;
- 8) functional efficiency of the Service;
- 9) level of endowment of the Service with equipment and special technical means;
- 10) degree of financial support of the Service.

7. The Service, as specialized body in the field of ensuring national security, has the key role in preventing, reducing and annihilating the insecurity processes by means of prior identification of threats and risks, evaluation of strategic challenges and opportunities, application of efficient and viable means, informing the competent authorities with the view of adopting the necessary decisions, etc.

8. The existence of a range of challenges imposes the identification of some appropriate solutions. Among these challenges the following ones could be mentioned:

- 1) imperfection of legal framework which determines the place and role of the special service in the national security system;
- 2) tendencies of political influence;
- 3) modification of legal framework on the initiative of other authorities, without taking into account the need to adjust these drafts to the requirements of the process of ensuring the state security, that could affect the initiated process and the

success of other activities of state importance;

4) interference of competences with other public authorities on certain areas of activity (economic security, corruption, terrorism, etc.);

5) poor coordination, overlapping of actions and prevalence of institutional interests within the processes of reform, conflict of interests;

6) identification of new obligations in the process of European integration;

7) low operational capabilities, conditioned by limited human, professional, financial, material, technical and other types of capabilities;

8) social protection, including by insufficient financial support, of personnel as compared to the specific conditions of activity, interdictions and restrictions in the exercise of certain rights and freedoms;

9) insufficient budgetary funding, lack of mechanisms to ensure the channelling of financial resources under the principle of efficiency, perseverance of the gap between financial needs and their real coverage;

10) increasing expectations of the citizen, society and state towards the Service, which require prompt and qualitative response;

11) insufficient transparency of the Service, as well as the erroneous perception of public opinion on the role, place and competences of the Service;

12) low confidence of citizens in state institutions.

9. The directions of reform of the Service focus, most of all, on the development of institutional and functional abilities to prevent and counteract the actions which could jeopardize interests of state security.

10. This goal is to be achieved by increasing the quality of institutional policies and functional management, more efficient involvement of human potential, intelligence, counter-intelligence and operations-technical potential in solving the tasks under competence, creation and implementation of new systems of gathering and processing of intelligence relevant to the process of ensuring the state security, more flexible framework for action and annihilation of factors causing dysfunctions within operations and administrative mechanism.

Section 2

Context and decisive factors of reform

11. The strategy of reform of the Intelligence and Security Service of the Republic of Moldova (hereinafter referred to as Strategy) provides the framework of middle term policies for the development of the Intelligence and Security Service of the Republic of Moldova (*hereinafter referred to as Service*) in order to achieve a high qualitative level, corresponding to the challenges of current security environment.

12. The objective of the Service reform is stipulated in various documents of national policies, such as: Governmental Activity Programme “European

Integration: Freedom, Democracy, Welfare” 2009-2013; the updated Individual Partnership Action Plan Moldova–NATO; Governmental Activity Program “European Integration: Freedom, Democracy, Welfare” 2011-2014.

At the same time, the decision on alignment the attributions and functions of Service to the requirements of the rule of law and modern intelligence communities has also been urged by the need to execute the provisions of National security Concept of the Republic of Moldova, approved by Law no. 112-XVI of 25 May 2008, which determines the directive lines for the national security, general values and principles to be protected by state, threats, risks and vulnerabilities with an impact upon national security, and National Security Strategy of the Republic of Moldova approved by the Decision of Parliament no. 153 of 15 July 2011.

Chapter II PURPOSE AND GENERAL OBJECTIVES

13. The main **purpose** of the Service reform is **strengthening the capacities of efficiently ensuring the security of the Republic of Moldova.**

14. The strategy of Service’s reform focuses on enhancement of the qualitative dimension of its activity, functional optimization and efficiency of management processes, by clear delimitation of institutional competences and responsibilities, both on national and departmental levels, efficient and transparent exercise of functions of ensuring state security. To achieve such purpose, the Strategy proposes to accomplish the following **general objectives:**

- 1) ensuring independence in the activity of the Service;
- 2) efficiency of institutional capacities;
- 3) democratic control over the Service and making it more responsible.

Chapter III ENSURING INDEPENDENCE IN ACTIVITY

Section 1 Analysis of the issue

15. The ambiguous nature of some provisions of Law no. 753-XIV of 23 December 1999 on Intelligence and Security Service of the Republic of Moldova generates premises of uncertainty regarding the position of the Service within the national security system. According to art.1 of the abovementioned Law, *the activity of the Service is coordinated by the President of the Republic of Moldova, within the limits of the competences thereof, and is subject to the legislative control.* Thus, the law neither stipulates which would be the limits of the Presidential coordination, nor expressly determines the procedure of performing the legislative control.

In this regard, it is necessary to establish in law the limitations of coordination over the activity of Service by Moldovan President and the legislative control over the Service activity should be exercised by a special commission of the Parliament, the creation of which, organization and operation should be settled by regulations approved by Parliament.

16. The independence in the activity of the Service presumes the freedom to act, within the limits of institutional competences, strictly according to the provisions of the law in force, without being influenced by any external and/or internal subjective factors. The constraints exercised by the exponents of certain pressure groups from political, business environments, civil society, etc. may be considered as factors of external influence. The factors of internal influence are the following: conflict of institutional interests, vulnerability towards the phenomenon of corruption, insufficiency of guaranteeing clear conditions of career promotion, the personnel flow, etc.

17. The legal framework shall ensure that Service qualitatively fulfils its duties delegated by law regardless of any possible or potential constraints exercised by some exponents of political class, business class or individuals and may not be used as an instrument for accomplishing personal or group interests, but exclusively for the purpose of ensuring state interests and/or security.

In order to duly ensure the independence in activity of the Service it is necessary to make a clear delimitation of functions:

- of *coordination*, by developing security policies and clear identification of tasks and priorities, and *assessment* of the implementation thereof (functions assigned to the President of the Republic of Moldova);
- of *accomplishment* of these tasks and direct ensuring of state security (mission relying on the Service);
- of *control* over the activities carried out (function assigned to the Parliament, Prosecutor's Office, courts and Court of Accounts).

Section 2

Specific objectives

18. Within the objective of ensuring independence in the activity of the Service the following specific objectives are identified:

1) ***improvement of a distinct legal framework with the view of organically integrating the institutional development policies with those of national security*** by:

- a) adjustment of competences of Service to the basic task of discovering, preventing and counteracting the internal and/or external dangers which the state security may be exposed to (including by developing and adopting a distinct legal/regulatory framework);

b) ensuring the independence of the Service in exercising the functional duties and preventing the involvement of political forces in the activity thereof, as well as ensuring the non-involvement of the Service employees in manifestations of political nature;

c) non-involvement of private sector in the activity of the Service;

d) defining the coordination and assessment functions within the activity of the Service, exercised by the President of the Republic of Moldova;

e) reviewing the mandate of the Service leadership, with the view of ensuring the stability thereof, by setting up clear conditions of appointment, based on professionalism and well defined criteria of dismissal, which would exclude the influence of fluctuations from the political environment;

f) clear delimitation of competences and responsibilities of the Service in relation to other public institutions and exclusion of involvement in the activities which are not in the competence thereof, avoiding duplication of attributions of the Service in relation to the attributions of other public institutions;

g) increasing the efficiency of legislative control by setting up a clear mechanism and procedures, able to ensure an objective assessment of Service's tasks, of the necessary budget to be allocated and its efficient use, and would exclude, therewith, the disclosure of operations in process, of operative case files and groups of informers;

2) reinforcement of organizational security component within a strengthened structure for protection of personnel, physical, procedural and informational by:

a) improvement of mechanism of strict and rigorous selection and control of the candidates to be employed, including tests of psychological and professional assessment at the stage of employment in the Service and position, for determining the abilities and adequate position in the hierarchical system;

b) qualitative training of candidates to be employed in the Service;

c) improvement of system of social and legal guarantees of the intelligence officer, including for the purpose of attracting specialists of a high qualification and ensuring the competitiveness thereof;

d) strengthening the internal mechanism of testing the integrity of employees;

e) development and implementation of internal mechanism of regular security verification and control of employees;

f) development and implementation of security policies in the use of internal intelligence systems;

g) strengthening of necessary methods and means for the protection of information itself and classified information bearers.

Chapter IV

EFFICIENCY OF INSTITUTIONAL CAPACITIES

Section 1

Analysis of the issue

19. The relatively limited powers and possibilities of the Service, in relation to the evolution of dangers, threats and the necessities to ensure the state security, impose the adjustment thereof to the current requirements of the security environment.

20. The efficiency of institutional capacities presumes the qualitative and quantitative re-orientation of the Service activity by increasing the operational capacity of gathering information, processing it, analysis, forecasting, assessing, planning, developing the final product, dissemination, use of information, including by improving internal management and allocation of necessary resources to this sector in order to obtain some efficient and consistent results.

21. The imperfection of the existing mechanism of strategic planning of the Service activity, also generated by lack of identification of the priority directions by the President of the Republic of Moldova (in cooperation with the Supreme Security Council), as well as the lack of response from the beneficiaries of the intelligence products generate disagreements between the institutional approach and the vectors of internal and external state policies. Thus, the Service estimation of the primary objectives on short or middle term may be a subjective one and different from the points provided by the national security policies. Taking into account this fact, it is necessary to strengthen the prerogatives of coordinating the Service's activity and revising the criteria of activity planning (development, within the limits of legal competences of the Service established by law, of "specification conditions" for a fixed term).

22. Simultaneously, the speed of development of the phenomena that can threaten the state security and the presence of new threats and risks overpass the possibilities of adaptation and technical-material endowment of the Service in order to cope with these challenges. Acting in an informational era when the technologies have reached an unprecedented role and level of development, and also a large usage thereof in the undermining activities of state security, the human resources of the Service have no possibility to give a corresponding response to the atypical threats to the state security, without using some appropriate methods.

The lack of some software, technologies, special advanced equipment constitutes the objective factors that reduce the potential of the Service' response. Thus, the insufficient financial support for covering the technical, operational-technical and special investigations necessities, in comparison with the assigned charges, stagnates the full accomplishment of the competences established by law.

23. The diversification of forms and methods that threaten the interests and/or state security determines the necessity to improve the institutional and operational policies, including the tactics of accomplishment of the intelligence, counterintelligence and special investigation measures.

24. The lack of a specialized staff in separate fields of activity or the insufficient number of the existing staff requires the necessity to complete the Service personnel with specialists trained in different fields or to involve them in the process of ensuring the state security on contract basis. In this context, in order to ensure the process of selecting qualified and competent specialists, including those with deficit specialities, it is necessary to increase the responsibilities of the Human Resources Department.

25. The insufficient usage of the possibilities given by the technology of information (meetings, on-line conferences on current issues, as well as in emergency situations) diminishes the efficiency and the promptness in accomplishing some tasks established under its competence.

26. The presence of an enormous amount of information and the absence of a clear delimitation between the operational and analytical component and, in some cases, their combination, reduces the quality of the final intelligence products. The imperfection of the internal mechanism of cooperation among some subdivisions also leads to overlapping of competences and, sometimes, to inefficient activity.

27. The intervention on the above-mentioned platforms has the purpose to reach a superior qualitative level through the development of the Service potential in order to transform and adjust continuously its capacities to the evolution of the security environment and the appearance of new threats and risks, ensuring, at the same time, the adequate functioning of all links of the process of obtaining and using of the information (planning, obtaining, processing, analysis, final product, dissemination to beneficiaries, feedback).

Section 2

Specific objectives

28. Within the objective of better efficiency of institutional capacities the following specific objectives are identified:

1) ***capacity building of the Service in the main fields of activity*** through the improvement of prerogatives:

- a) intelligence;
- b) counterintelligence;
- c) protection of constitutional order;
- d) prevention and counteracting the terrorism, as well as other terrorist offences;
- e) prevention and counteraction of other illegal activities, established by law within the Service competence;
- f) protection of the state secret;
- g) verification of the candidates and holders of public positions and evaluation of professional integrity of subjects established by law;
- h) ensuring of security of the governmental systems of telecommunications, development of the strategy and accomplishment of the national policy in the field of establishing, managing and ensuring the functioning and security of the special telecommunications systems;
- i) in the field of development of the key public infrastructures in the Republic of Moldova.

2) ***ensuring a professional and responsible activity in accordance with the principals of the rule of law based on the compliance with the fundamental human rights and freedoms***, through:

- a) accomplishment of activities and exercise of functional responsibilities strictly in accordance with the competences established by law;

b) ensuring the compliance with the fundamental human rights and freedoms within the accomplished actions regarding the state security;

c) adequate documentation of the intelligence, counterintelligence and special investigation measures;

d) efficiency of the judiciary control, both a priori and a posteriori, by establishing a separate procedure of authorization of the intelligence, counterintelligence and special investigation measures, as well as verification of compliance with the law in force;

3) *ensuring an efficient management of the functional activity of the Service in order to offer qualitative products in matter of security (intelligence and counterintelligence)*, through:

a) clear delimitation between the operational functions and the analytical ones and improving the cooperation of these components by instituting, within the Service, of an interactive system for analysis, synthesis and assessment of the information related to the risks and dangers to state security;

b) improvement of the forecasts of short and middle term, for strengthening the supporting mechanisms of the state decision-makers in the process of governing and informing the competent authorities;

c) implementation of a system of perspective integrated evaluation of risks, vulnerabilities and dangers with an impact upon state security, by outlining the priority and ordinary objectives within the operational activity;

d) adjustment of organization of the intelligence and counterintelligence resulting from the dynamics of risks and dangers with an impact upon state security;

4) *optimization of decision making process* by:

a) centralization of decisions making in the field of strategic interest and increasing the operational responsibility of Service's subdivisions;

b) improvement of the interaction mechanisms between SIS subdivisions, with the view of promoting a coherent policy in the field of state security;

5) *capacity building to efficiently and promptly respond to the risks and threats to state security of the Republic of Moldova*, through:

a) implementation of advanced technologies and adjustment of the intelligence, counterintelligence and special investigation activities to new risks and threats against state security;

b) technical and material endowment of the Service according to modern requirements and performances, in order to achieve the objectives of complex insurance of state security, as well as for the purpose of ensuring personal security;

c) sufficient funding and proper technical equipment for carrying out special investigation measures in the electronic communication networks made in the interests of law enforcement bodies;

d) establishment of a flexible mechanism of revision and adaptation of the internal structure of the Service based on the dynamics of risks and threats to state security, with its approval by the President of the Republic of Moldova;

c) structural optimization of Service's subdivisions for prompt and efficient reaction to security dangers, through strategic location and relocation, including the territorial bodies;

e) strengthening the component of foreign intelligence, by revising the institutional policies in the field, defining the main directions in accordance with the dynamics of the information environment, determining the adjustment thereof to the imperatives and challenges to the state security;

f) achievement of main obligations of the Service in order to collect, by specific methods, intelligence from exterior, in order to ensure the supreme leadership of the state with true data on issues relating to the foreign intelligence segment of the general security sector;

g) development of a system of thematic interaction, including in on-line regime, between the Service and other state bodies for optimizing the actions of preventing the phenomena with impact on state security;

h) development of a mechanism of cooperation with intelligence and security structures of other states, promotion of a modern concept of interaction with foreign partners, that refers to the adoption and application of active measures, primarily based on cooperation and mutual trust, being grounded on the common interest of prevention and counteraction of transboundary threats to the national, regional, general security;

6) *optimization of capacities to monitor informational flows and adjustment to the dynamics of current challenges* through:

a) determination of main directions in terms of intelligence and counterintelligence aspects, in accordance with the sectors presenting increased vulnerabilities for state security and severity of existing risks and threats, by establishing a new planning system;

b) implementation of modern tactics and procedures for efficient and qualitative processing of information with minimum human, financial and time resources;

c) increasing responsibility in processing the information by establishing a mechanism of interaction and information of the Service about the way and efficiency of management of information submitted to the beneficiaries;

d) improving the procedures of collecting the information on foreign dimension, in the process of which all the measures provided by the legal/regulatory acts governing the intelligence activity shall be used;

e) implementation of contemporary methods of efficiency and structural adjustment in the intelligence activity, mostly by anticipative identification, systematic analysis and perception of strategic challenges and opportunities, defining characteristics of a new modern and flexible structure in the field of foreign intelligence;

7) *development of a modern concept concerning the knowledge management, based on an integrated, reliable, efficient intelligence infrastructure,* through:

a) adaptation of training of SIS officers to the actual necessities and requirements of the security environment, improvement of curriculum and attracting experts in domain, including from abroad;

b) deepening professional training, including through specializations and increased operational capacity for solving the tasks of functional competences;

c) strengthening the profile and potential of the intelligence officer, education

of highly qualified specialist, identification of new efficient principles and criteria of assessing the performance indices, based on the certified professional competence and achieved results;

d) creation of a Centre of strategic studies and analysis for ensuring the state security, by outlining the tasks and objectives arising from the evolution of operative events and processes.

Chapter V

ACCOUNTABILITY AND DEMOCRATIC CONTROL OVER THE SERVICE

Section 1

Analysis of the issue

29. The insufficiency of an objective and systematic information about the mission, functions and importance of the Service in the field of state and social security as a whole, generates premises for erroneous interpretation and creates a distorted image about Service, including at the level of governing class. The erroneous perception as regards the Service has been caused by:

- 1) reminiscence as regards the historical origin of Service;
- 2) permanent increase of the expectations of society towards Service;
- 3) lack of sufficient information concerning the role, mission, and attributions of Service.

30. Responsibility and transparency of Service presumes the creation of a constructive and transparent dialogue between Service and society, which would encourage the participation of society, in general, and of each citizen in part, in the process of ensuring the state security.

31. The analysis of current situation outlines the existence of some positive practice concerning the Service' transparency or openness (publication and public consultation of draft legislative/regulatory acts; transmission of an imposing number of cases which refer to the political repressions during the totalitarian regime (1920 – 1959) to the National Archive, co-operation with the US Memorial Museum of Holocaust; ensuring the access of persons / their successors (relatives) to the information from the personal case files concerning the political sentences/repressions during the totalitarian regime; ensuring the access of persons to the information of public interest, as well as the way of filing and examination of petitions, etc.

32. These practices, along with the promotion of democratic process of the Republic of Moldova, remain to be insufficient. Also, there are some drawbacks identified which influence this process (such as, especially: lack of clarity or transparency in establishing the priorities (activity framework) for Service and reporting procedures). For these reasons it is urgently necessary and required to improve the manner of communication with civil society and beneficiaries of intelligence products provided by Service by increasing the degree of opening and receptivity thereof, in order to join the efforts on issues of state security.

33. Deficiency of the system for informing the wide public reduces degree of confidence in the action capacities of Service and creates difficulties in developing a dialogue (feedback) efficient and useful for the process of ensuring the state security. At the same time, the interactional framework of Service with civil society is conditioned by the specific nature of activity thereof and necessity of reasonable limitation of access to some information about the measures carried out and results obtained.

Section 2

Specific objectives

34. As regards the objective of responsibility and democratic control over the Service, the following specific objectives are identified:

- 1) *increasing the level of Service's transparency* by:
 - a) regular information of public about security issues and results obtained in domain;
 - b) education and training of young generation by instituting some initiatives, especially, in educational institutions, in order to provide with qualitative information about security risks and activity performed by the Service;
 - c) regular information about the tasks outlined for Service and manner of achievement thereof/results obtained in this regard;
- 2) *increasing the accountability of the Service in relation to the large public* by:
 - a) consultation of public opinion as regards certain security issues;
 - b) reception and analysis of proposals, opinions, objections of civil society as regards the activities carried out by Service and obtained results (organization of surveys, regular organization of thematic debates and discussions, etc.);
 - c) organization of seminars, conferences, round-tables etc. on topics specific and related to ensuring the state security, with participation of academic representatives and others representative of civil society;
 - d) cooperation between Service and academic centres in developing new intelligence products;
 - e) information of public about the mechanism of accessing the information of public interest possessed by Service.

Chapter VI

PROPOSED RESULTS

AND IMPACT OF STRATEGY IMPLEMENTATION

Section 1

Proposed results

35. The implementation of measured proposed within the general objective **ensuring independence in activity of Service** aims to achieve the following results:

- 1) distinct legislative and regulatory framework in the field of Service's activity;

- 2) efforts of Service focused on the aspect of preventing and counteracting the dangers for state security;
- 3) improper activities and assignments of the Service excluded from its competence;
- 4) any internal or external involvements in the activity of Service or intelligence and security officers to be removed;
- 5) activity of Service to be efficiently coordinated and assessed by the President of the Republic of Moldova under the objectives and priorities of ensuring the state security;
- 6) stability of mandate of Service' leadership to be ensured;
- 7) leadership of the Service appointed and dismissed from position only under the conditions clearly and expressly established by law;
- 8) position of secretary general/first deputy director to be established;
- 9) professional and honest intelligence and security officers;
- 10) sufficient budget in relation to the operational, functional, organizational, logistical needs of the Service;
- 11) material endowment of the Service and providing it with high performing and sufficient equipment to respond to the newest security challenges and threats;
- 12) decent salaries for the Service's personnel;
- 13) social and legal guarantees for the intelligence and security officers to be ensured.

36. Implementation of measures proposed within the general objective **increased efficiency of institutional capacities aim to achieve the following results:**

- 1) strengthened functional capacities on areas of activity;
- 2) intelligence, counterintelligence and special investigation activities carried out in strictly compliance with the legal framework, human fundamental rights and freedoms and documented accordingly;
- 3) separate procedures of authorization of intelligence, counterintelligence and special investigation measures, as well as the verification of compliance with the legislation in force to be instituted and more efficient legal control;
- 4) operational functions delimited by the analytical ones, interactive system for analysis, synthesis and assessment of information related to the risks and threats against state security;
- 5) improved mechanism for developing the forecasts and supporting the state decision makers in the process of ensuring the state security;
- 6) efficiently informing the competent authorities, by means of qualitative products made available to the beneficiaries;
- 7) priority and common objectives in the operational activity established based on the perspective integrated assessment of risks, vulnerabilities and dangers with an impact upon state security;
- 8) flexibility and capacity of high response to the changes of security environment at national, regional and international level, in accordance with the threats and risks against state security;
- 9) strengthened potential of operational action of the Service in the areas of strategic interest;

10) principle of centralization, on aspects of strategic interests and responsibility of subdivisions, in terms of tactical aspect, to be implemented;

11) territorial bodies of Service and operatively optimized;

12) efficient interaction of subdivisions of the Service;

13) flexible mechanism of adapting the internal structure of Service to the dynamics of security environment, to be instituted;

14) integrated, protected, reliable and efficient informational infrastructure, created by using the high computing technologies, necessary for cooperation within the institution, performing security analysis and decision making to be developed and strengthened;

15) implemented system of technical and material endowment of the Service, adapted to the given tasks and objective needs, in order to harmonize the institution to the standards of modern special services;

16) efficient system of internal security, including by the integrated component of protected areas (data, documents and persons) to be ensured;

17) intensive cooperation with other security institutions, in order to efficiently identify, clear up, prevent and counteract the existing or potential risks and threats to which the state security may be exposed, in order to face the dangerous evolutions of risks generated by the transborder delinquency and international terrorism;

18) forms of interactions with foreign partners, for the purpose of efficient prevention of asymmetric transborder threats which jeopardize the national, regional and general security, to be developed, and the image of the Republic of Moldova as security generator to be strengthened;

19) efficient cooperation of Service with scientific and associative centres on aspects of ensuring state security;

20) activity of collecting and gathering information to be improved and criteria of standardization of the process of data processing and use, to be developed;

21) institutional capacities of work with sources of information adapted to the requirements of the process of ensuring national security;

22) component of external intelligence to be more efficient;

23) criteria of assessment of the institutional activity to be diversified and implemented;

24) perspective integrated planning, whereby each the resource to be allocated to the Service on objectives and priorities, aiming at developing the process of assessment of efficiency, based on the qualitative indices and on the results of activity for preventing and counteracting the security risks;

25) implemented tactics and procedures of efficient and qualitative processing of the information;

26) systems of response in emergency situations, in the context of complex and interdependent nature of current risks and challenges against state security, to be defined;

27) personnel promoted under the principle of certified professionalism;

28) mechanisms of employment and maintain in Service the persons with high professional qualification, experts in different domains to be created and grounded;

29) carrier guide of intelligence officer, establishing the basic principles and criteria of professional promotion, giving possibilities for continuous improvement, to be developed and implemented;

30) Centre of strategic studies and analysis for ensuring the state security, to be created.

37. Implementation of proposed measures within the general objective **accountability and democratic control over the Service aims to reach the following results:**

1) support of Parliament, leaders of opinion and of large public in the activity of Service/Service' reformation process, as well as in continuing this process, to be obtained/ensured;

2) Parliament provided with information about Service activity;

3) More efficient process of informing the President of the Republic of Moldova in decision making process;

4) strengthened mechanism of informing the Government and public authorities regarding the potential risks and threats against state security, which may influence the implementation of Governmental Programme;

5) citizens encouraged to cooperate with the Service, including by cultivating positive views regarding the assistance provided to state authorities;

6) efficient cooperation with academic society and use of topical studies, experience of representatives of the academic/scientific environment in the Service' activity, also in view of providing scientific grounding for analysis of the overall risks developments;

7) strengthened mechanisms of access to the information of public interest, possessed by Service;

8) security issues, dangers and performances of the Services to be known by large public;

9) increased confidence and trust for the Service by large public;

10) image of the Service as public institution which strictly complies with the principles of the rule of law - cultivated, strengthened and definitely detached from the prejudicial inheritance of totalitarian special services.

Section 2

Impact of Strategy Implementation

38. The accomplishment of set out objectives aims at consolidating a reliable special service, competent and efficient before the existent and possible threats for the state security of the Republic of Moldova, as well as ensuring an efficient protection of the fundamental rights and freedoms of the citizen, society and of the state against the internal and external threats.

Reaching this outcome is to be ensured through the following: consolidated capacities and competences, allocated financial resources, rigorous and efficient control, increased professionalism and responsibilities of intelligence officer.

39. The successful implementation of the Strategy is also oriented towards increasing the security perception by the large public. This perception is to extend

the trust in the intelligence capacities and products provided by the Service, both at level of governing class, in the process of decision making, as well as at the level of simple citizen.

40. The implementation of this Strategy supposes a range of expenditures and financial expenses needed for achieving the proposed objectives, which will be reflected in the Action Plan for the implementation thereof.

Chapter VII

STAGES OF IMPLEMENTATION.

REPORTING AND MONITORING PROCEDURES

41. The Strategy implementation shall be carried out by stages, during a period of 4 years, according to the Action Plan which can be updated.

42. Reports on Strategy implementation shall be submitted to the President of the Republic of Moldova and to the Parliament.

43. Monitoring over the process of total fulfilment of the Strategy will be carried out by the President of the Republic of Moldova (Supreme Security Council), which will ensure the assessment of undertaken measures and the results achieved.

44. The public information concerning the Strategy implementation will be made available to the civil society.