

**ROMANIA**  
**THE ROMANIAN INTELLIGENCE SERVICE**

**REPORT**

*on the Activity of the Romanian Intelligence Service in 2010*

# CONTENTS

## CHAPTER I BENCHMARKS OF INSTITUTIONAL MODERNIZATION PROCESS

## CHAPTER II PARAMETERS OF THE ACTIVITY

- II.1. Intelligence Activity
- II.2. Making use of intelligence
  - II.2.1. Informing the decision makers*
  - II.2.2. Specific Preventive Measures*
  - II.2.3. Notifying law enforcement authorities*
- II.3. Protection against terrorist risks and threats
- II.4. Protection of classified information

## CHAPTER III NATIONAL AND INTERNATIONAL COOPERATION

- III.1. Inter-Institutional Cooperation
- III.2. International cooperation
  - III.2.1. Multilateral cooperation*
  - III.2.2. Bilateral cooperation*

## CHAPTER IV THE COORDINATION AND OVERSIGHT OF SRI'S ACTIVITY

- IV.1. Strategic coordination of the activity by the Supreme Council for National Defense
- IV.2. Democratic Oversight
  - IV.2.1. Parliamentary Oversight*
  - IV.2.2. Legal Oversight*
  - IV.2.3. Financial Oversight*

## CHAPTER V COOPERATION WITH CIVIL SOCIETY

- V.1. Relations with Civil Society and Security Education
- V.2. Relations with Public and Media
- V.3. Transfer of the Securitate files

## CHAPTER VI RESOURCES MANAGEMENT

- VI.1. Human resources management
  - VI.1.1. Parameters of SRI's human resources management*
  - VI.1.2. Training and Professional Development Activities*
- VI.2. Financial and logistics resources management

## CHAPTER VII PRIORITIES FOR 2011

- VII.1. Benchmarks of future development
- VII.2. Objectives for 2011

## CHAPTER I

### BENCHMARKS OF INSTITUTIONAL MODERNIZATION PROCESS

Year 2010 marks the successful completion of the reform process initiated under the **Strategic Vision 2007-2010**.

The Romanian Intelligence Service is now a flexible organization with an operational capacity that can meet present and future security challenges and opportunities, which is recognized as a valuable and trusted partner of the counterpart Euro-Atlantic structures.

#### General Benchmarks

The institutional reform process (launched in 2007) had the following **objectives**:

- ensuring effective response capability to meet security challenges specific to a country located at the external border of the EU/ NATO;
- adapting to patterns of action and performance standards of similar Community bodies;
- creating a flexible organizational framework to facilitate enforcement of the future national security legislative package;
- ensuring proper conditions for implementation and use of new technologies in current activity, including by further computerizing the Service;
- improving planning tools and activities;
- efficiently capitalizing on human, material and financial, technical and information resources.

**Activities** performed to achieve these objectives were conducted in several phases:

- **2007**: elaborating the concept of transformation and starting implementation;
- **2008**: setting up and making structural changes operational, respectively adapting organizational processes to new institutional realities;
- **2009**: developing work methodologies, focusing on the procedural dimension and launch of integrated planning cycle;
- **2010**: improving the national legal framework, making the functional and organizational formulas operational, assessing results, and operating necessary adjustments.

At the end of the process, the following **results** can be highlighted:

- reorganization and increased flexibility of the Service, both in terms of organizational structure and processes of internal communication/ coordination;
- optimization of operational activities;
- reconfiguration of the activity planning system considering a multi-annual perspective;
- strengthening analytical processes in order to increase information processing and exploitation capacity;
- enhancing international cooperation and harnessing it as an important information resource.

#### Significant Developments in 2010

- **Strategic Dimension**:
  - **the *Information Strategy*, a document guiding SRI's activity, was completed and approved (by CSAT);**
  - **the *Information Estimate 2010 on risks and threats to Romania's security*, which outlines their stage and development prospects, was elaborated.**

#### Operational Dimension:

- **operational capabilities were adapted**, based on the correct hierarchy of security threats and risks, focus on priorities and differentiated allocation of available resources;
- **the qualitative side of activity was consolidated**, efforts being pragmatically channelled and **risks and threats pro-actively addressed**;
- **horizontal cooperation was developed**, by extending the teamwork model;
- **process of improving efficiency of HUMINT activity continued**, based on national security needs;
- **IT & C capabilities were developed**;
- **legal support was provided to all activities, adequate protection being simultaneously ensured to activity and staff.**

#### Analytical Field:

- **Service's analytical capacity was enhanced on both operational and strategic dimension**;
- **the process of information analysis standardization** continued by developing, adapting, or using tools similar to those used by the Euro-Atlantic Community;
- **progress** was made in terms of **professional expertise of analysts**, by
- harnessing both internal (specialized professional training, teamwork and cooperation, respectively exchange of experience and good practices) and external potential (by the participation of SRI analysts in various national and international cooperation activities in the field);
- **briefing of local customers was streamlined**;
- **the quality of information documents improved**, as reflected by mostly positive reactions of legal beneficiaries.

#### Technical Dimension:

- **secure IT & C systems to support information processes became operational**, pilot projects for electronic document management being implemented and collaborative platforms that facilitate communication and analytical processing of information developed;
- **specialized communication systems for proper management of EU and NATO classified information were developed and accredited**;
- **the National CYBERINT Center became operational**;
- **capabilities to perform technical investigations, conduct documentation/ research activities and provide scientific and technical expertise were enhanced**;
- **ability to design, develop, and manufacture specialized technical equipment was developed.**

**Cooperation Field:**

- a) **volume and depth of inter-institutional cooperation increased significantly at national level:**
- **strong exchange of information was made with defense, public order and national security institutions;**
  - **cooperation with criminal prosecution bodies intensified**, as reflected by the significant increase in the number of briefings or notifications, respectively joint actions carried out;
  - **cooperation within the National Intelligence Community intensified;**
  - **secure electronic communication mechanisms were improved**, allowing increased communication speed and more flexible cooperation systems;
- b) SRI enhanced its profile of valuable and reliable partner in **international cooperation**, which materialized in:
- **gaining recognition as a member of the European *intelligence* community;**
  - **enhancing cooperation with intelligence services of European countries and of other countries of strategic importance** to Romania;
  - **actively contributing to the *intelligence* process reform within NATO;**
  - **strengthening its profile within the EU** and confirming the status of holder
  - of security expertise in consultation processes at national, respectively Community level;
  - **supporting national efforts in processes relevant to security issues;**
  - **developing partnerships and initiating *intelligence diplomacy* actions** to promote national interests.

SRI implemented measures aimed at rethinking **human resource management**, such as:

- **reorganizing and merging components of human resource management activities** in order to implement coherent staff selection, training, and promotion policies;
- **completing the draft SRI Career Guide;**
- **ensuring effective distribution of positions to *operational* and *functional* areas**, close to optimal model (70% - 30%);
- **revising the "Mihai Viteazul" National Intelligence Academy (ANIMV) curricula, starting ANIMV's re-accreditation process under the Bologna criteria;**
- **reviewing regulations in the field** to adapt activity to modern requirements of selection, training, and promotion;
- establishing the **National Institute for Intelligence Studies**, which will conduct research on security and *intelligence* issues.

## CHAPTER II

### ACTIVITY PARAMETERS

#### II.1. Intelligence Activity

The period under review was marked by **operational performance** as a result of a pro-active approach and activity efficiency, with the following peaks:

- substantiating the Supreme Council of State Defense (CSAT) Decision no.69/2010 on preventing and combating tax evasion and bringing a substantial contribution to activities carried out by the Inter Working Group (GLI) and operational working groups established under this CSAT Decision.

*SRI has provided the GLI with information that led to dismantling of economic and financial crime networks and prevention of potential damages to national interests;*

- dismantling - in cooperation with the DNA and DIICOT - complex smuggling, organized crime and corruption networks;
- preventing illegal immigrants from conducting activities likely to pose risks to the national security of Romania, respectively of allied countries;
- developing analytical products on topics of high interest (such as the economic crisis, developments in areas of strategic importance to Romania, etc.) for key state decision makers to substantiate initiatives and measures in order to properly manage challenges associated to them.

Activities followed the positive trend of previous years, the emphasis placed on the qualitative dimension and the focus on major cases with impact on national security ensuring efficient use of available information resources.

As a result of increasing concern for relevance and focus on important issues, the amount of information saw a slight decrease, but increased quality allowed a sustained briefing of decision makers and - as shown in the dedicated subchapter - a substantial increase in the volume of completed cases by providing information and notifications to criminal investigation and prosecution bodies.

SRI's efforts were correlated with the evolution of risks and threats, **special attention being paid to economic issues**, where crisis effects further posed significant challenges to achieving security goals.

Besides, this section saw the most significant upward trend in terms of share of the total information volume with an increase of about 4% - a fact reflecting the connection between the Service's action priorities and national stage goals.

At the same time, action was taken to monitor developments with impact on support for national efforts to manage the crisis, such as:

- tax evasion with severe impact on state budget revenues;
- moves associated with large scale organized crime;
- forms of corruption or deficiencies in the functioning of administrative/ authority mechanisms.

There were also increases in the share of information on risks and threats in the classified information protection, respectively the cyber field (including as a result of the National CYBERINT Center establishment, which allowed strengthening of capabilities to monitor and identify such threats).

On the other hand, although the share and therefore the amount of information decreased, fields such as preventing and countering terrorism, counterespionage, or protection of constitutional order and values represented areas in which the Service achieved major operational successes, reflected also in the briefings or notifications disseminated to criminal investigation and prosecution bodies.

At the Service level, distribution of information - in relation to national security issues - had the following structure:

- economic security - **28.35%**;
- protection of constitutional order and values - **24.41%**;
- cross-border threats - **15.87%**;
- counterespionage and promotion of security interests - **14%**;
- terrorism prevention and countering - **12.33%**;
- protection of classified information - **3.16%**;
- IT&C risks and threats - **1.88%**.

#### II.2. Harnessing Information

##### II.2.1. Informing the Decision Makers

Reporting reflected the dynamics of security risks and threats, being aimed at avoiding surprises. Practically - as resulting from the feedback provided by customers and the analysis of their reactions - the Service managed to meet the information needs of the decision makers by:

- **connecting information objectives to priorities of the period**, based on the Information Estimate and taking into account Romania's social and economic as well as foreign policy goals;
- **permanently monitoring and assessing the dynamics of threats and opportunities** that allowed **prompt implementation of operational adjustments necessary to get useful information to support decision making**;
- **making**;
- **implementing strict quality and opportunity standards**, as a crucial element for information products.

The information process was permanently connected to **national security needs**, through steps focusing on:

- **optimizing the strategic component of information** and thus providing decision makers with analytical documents containing an important predictive component;
- **developing the dialogue with beneficiaries** and capitalizing on it to **adjust the focus of activities**;
- **properly organizing efforts** - at intra-institutional level and also within the framework of inter-institutional cooperation - to quickly respond to developments with potentially important impact on national security.

- Strengthening the **predictive component** of information documents contributed to development of forecasts on the evolution of risk factors to national security.
- On the other hand - similar to the previous year - SRI developed and disseminated to national beneficiaries, at their request or depending on the needs arising from the evolution of operational situation, complex assessment documents on the dynamics of security threats, triggering and predisposing factors, respectively the way in which the risk dynamics was reflected in the information documents provided by the Service over time.
- Feedback provided by the decision-makers who benefited from SRI's analyses followed last years' upward trend, reflecting the positive results of information activity. **Feedback volume increased by 8.2%** (from 536 in 2009 to 580 in 2010) and the share of reactions containing positive assessments on the quality and timeliness of briefings received from SRI reached **91.89%** (as compared to 82.84% in 2009).

In terms of the national security issues addressed, the information documents disseminated to legal customers focused on:

- economic security - **37.21%**;
- protection of constitutional values - **24.48%**;
- support for Romania's foreign policy objectives - **26.76%**;
- terrorist- and organized crime-related vulnerabilities / risks - **4.72%**;
- complex cross-sector analyses on security issues - **6.83%**.

On the whole, the total number of documents provided to government customers showed a relative decrease as compared to the previous year (4.36%), as a result of:

- increase in complexity of information documents submitted due to information activity focus on major security problems;
- dissemination of information documents to local administration customers, in the context of decentralization process.

In 2010, SRI provided **2,291 integrated** information documents to **legal customers at central level** (by 4.75% more than in 2009), materialized in **3,794 briefings**.

*Documents intended for members of the **Executive (55.12%) and Romania's Presidency (34.62%)** accounted for the greatest share in the information volume, a distribution consistent with responsibilities to manage priorities of the stage Romania experienced.*

*As in 2009, the volume of information documents for **local administration customers (2,966 documents, of which 2,353 were provided to prefects, 541 to county council presidents, and 72 to both decision makers)** saw a further increase (by **5.14%**).*

Similar progress was made in terms of feedback from customers at local level, its volume increasing by **169.62%** over 2009 (up to a total of **2,823**).

In the overwhelming majority of cases (**99.5%**), their reactions confirmed usefulness and appropriateness of the issues approached. Information documents provided by the Service resulted - in 524 cases - in measures taken by decision-makers at local level that were aimed at solving the problems, conducting checks or imposing penalties.

### **II.2.2. Specific Preventive Measures**

To prevent or counter risks in its area of responsibility, SRI implemented **5,739 preventive measures**, showing an upward trend (about 1%) as compared to 2009.

According to legal responsibilities, those measures resulted in:

- actions to determine some persons to give up activities generating potential security risks;
- proposals to deny entry into the country or authorization referred to in special laws;
- specialized procedures for the protection of classified information;
- individual training activities for appropriate response to risks of terrorist attacks or espionage operations conducted by some intelligence services.

In areas of achieving national security, preventive measures were distributed as follows:

- protection of constitutional values and rights - **25.92%**;
- counterespionage, support of foreign policy interests and protection of classified information - **46.84%**;
- economic security - **12.65%**;
- identification and assessment of terrorist threats- **8.76%**;
- assessment and management of other cross-border threats - **5.83%**.

### **II.2.3. Notifying the Criminal Investigation and Prosecution Bodies**

In parallel with briefing legal customers and ordering preventive measures, SRI conducted information documentation and notified relevant institutions about serious crimes impacting on Romania's social and economic stability and national security interests.

The year 2010 was a period of substantial cooperation with criminal investigation and prosecution bodies in the context of overall efforts of government institutions to counter and sanction activities with negative impact on revenues collected to the state budget or good functioning of administrative and social mechanisms.

The total number of information documents amounted to **1,849, increasing significantly (by 36%) over the previous year**.

- **1,057 notifications** were provided to **the Public Ministry**, as follows:
  - DIICOT, central structure - 170;
  - DIICOT, territorial structures - 280;
  - DNA, central structure - 272;
  - DNA, territorial structures - 243;
  - Prosecutor's Offices of the Courts of Appeals - 11;
  - Prosecutor's Offices of Tribunals - 50;
  - Prosecutor's Offices of Courts - 31.

- **792 information documents/ notifications** were submitted to the **Ministry of Administration and Interior**, as follows:
  - General Anticorruption Directorate - 36;
  - General Inspectorate of the Romanian Police - 45;
  - Organized Crime and Narcotics Regional Centers / Organized Crime Brigades - 260;
  - county police inspectorates - 451.

One should emphasize - as a characteristic of the period under review -SRI's contribution to national efforts to tackle economic and financial risks by providing over 650 information documents on risk factors to sustainability of the general consolidated budget, especially tax evasion.

### **II.3. Protection against Terrorist Risks and Threats**

No significant changes were noticed in the terrorist threat over the previous period. Romania faced no direct, explicit and immediate terrorist risks arising from forms of domestic and imported terrorism - the terror alert level remained at "blue-cautious" during the year.

The main **sources of risk** were associated with:

- propaganda and proselytizing activities (on a slight increase over the previous year);
- potential replication of external events within communities / groups on the national territory;
- Romania's participation in the international community's efforts to prevent and counter terrorism;
- illegal migration originating in regions facing terrorist problems.

**Security situation** in the counterterrorist field followed the following benchmarks:

- maintaining lower levels of risks associated with terrorist or terrorist-related activities, in view of mostly non-operational activities undertaken by members or supporters of such organizations that were temporarily staying on the national territory;
- slight upward trend in the number of foreigners coming from regions with active terrorist threats, to whom Romania is, however, mainly a transit or refuge area;
- isolated manifestations (of exceptional nature) of radicalization/ self-radicalization, exclusively at a declarative level;
- non-programmatic nature and limited scope of the fundamentalist Islamic propaganda and proselytism activities, coupled with the concern to avoid association with terrorist structures;
- reflection, exclusively at a declarative level, of developments/ tensions in places of origin among foreign communities in our country;
- Romania's location on the illegal migration routes coming from regions facing active terrorism problems: foreigners born in the Middle East and the Indo-Asian region, among whom individuals with terrorist connections/ backgrounds were identified.

The following **operational results** achieved during 2010 should be emphasized:

- countering of threats to the Euro-Atlantic area security that originated from terrorist-related activities (such as illegal migration);
- information documentation and hence briefing of criminal prosecution bodies about terrorist-supporting actions (cases closed through court rulings convicting persons who acted as facilitators of organizations with terrorist connections).
- Also, activities carried out by the specialized structures of the Service were re-conceptualized and optimized to ensure flexibility, efficiency, and enhanced interoperability with components of the National System for Preventing and Countering Terrorism.

**SRI's concrete actions** to protect Romania's citizens, facilities, and national interests against terrorist threat focused on:

- **detering terrorist-related activities.**

*In 2010, 67 such measures were taken, which included denying entry into the country, denying/ withdrawing authorization referred to in special laws, briefing policy makers, respectively determining/ warning certain people to give up activities that could result in threats to national security;*

- **ensuring protection of diplomatic missions accredited in Romania under SRI's area of responsibility.**

Thus:

- 6,624 counter-terrorism missions at facilities in its area of responsibility were conducted;
- over 150 temporary missions aimed at strengthening counter-terrorist protection/ intervention teams at diplomatic facilities;
- 2,510 people and 897 luggage were subjected to anti-terror control measures, 160 potentially dangerous items being discovered;

- **ensuring anti-terrorism protection.**

In 2010, the Service's specialized structures conducted:

- 811 anti-terrorism protection missions of personalities in their area of responsibility;
- 192 missions to strengthen anti-terrorism protection/ intervention teams at diplomatic facilities in their area of responsibility;
- 482 operations aimed at supporting counter-terrorism intervention units at the Bucharest International Airport Henri Coanda;
- 1,593 operations representing specific reconnaissance and deterrence actions;
- 460 operations for establishing counter-terrorism task forces;
- 26 operations for ensuring anti-terrorist protection of special transports;

- **anti-terrorism - anti-hijacking control and anti-terrorism protection of civil airports.**

In order to ensure the security of civil flights, SRI carried out:

- security checks on **5,221,229** people, respectively **9,468,663** hand and hold baggage;
- security checks on **303,789** cargo shipments. These activities led to:
- discovering **1,553** legally owned weapons and **14,429** ammunition of different caliber and destination as well as **925** illegally owned weapons and **180** ammunition of different caliber and destination;

- identifying **15,991** items potentially dangerous to flight safety, special materials and / or substances.  
*Security inspections were conducted on **229,635** cars having access to Critical Parts of Security Restricted Area/ CPSRA and **652** aircraft;*

➤ **conduct antiterrorism / counterterrorist pyrotechnic interventions.**

SRI's relevant structures carried out:

- **4** pyrotechnic checks on items suspected of containing IED and **103** anti-terrorism technical control operations;
- **204** mission ensuring support for pyrotechnic operations at the Bucharest International Airport Henri Coanda;
- **26** technical and tactical drills.

#### **II.4. Protection of Classified Information**

SRI fulfilled its responsibilities as **security authority in the protection of national, NATO and EU classified information**, on the two main dimensions:

➤ **general coordination of the activity and control of classified information protection measures**, by:

- providing expert assistance at the request of natural and legal persons holding such information;
- performing control activities to check the way the holders of classified information apply the provisions of legislation, to identify risks and vulnerabilities and take the necessary legal measures;

➤ **conducting specific security control** to:

- approve programs for preventing leakage of classified information by entities holding such data in the SRI area of competence or, where necessary, updating, supplementing or amending them;
- approve access of some natural persons to national NATO and EU classified information;
- approve issuance of industrial security authorization / certificate and of special authorization for photographing, videotaping, and mapping in national facilities and areas of special importance for the protection of state secrets.

Activities to protect classified information in relation with **security authorities, ORNISS and other institutions in charge with homeland security** resulted in:

- answering to over **2,300** requests (mostly from MAI, respectively SIE and STS), concerning mainly natural and legal persons subject to security checks in order to receive access to state secret information and enter/ conduct contractual relationships in which such data were handled;
- receiving almost **400** relevant information (from SIE, MAI, MApN and STS).
- SRI also participated or contributed to the organization of some official actions in bi- or multilateral format, on classified information protection or related issues.

As relevant authority, SRI ensured the **collection, transport, dissemination and protection, in adequate conditions, on the Romanian territory, of the national and NATO / EU classified correspondence.**

In 2010, both processed correspondence volume (2,654,551 items sent -envelops, packages, transit clipboards, by 0.38% more than in the previous year), and the number of customers (by 0.28%) increased.

The permanent and safe functioning of the collection, transport, dissemination, and protection system of the classified correspondence on the Romanian territory involved the adjustment of routes and services for customers, as a result of some public authorities and institutions reshuffle.



## CHAPTER III NATIONAL AND INTERNATIONAL COOPERATION

On the whole, the development of cooperation in 2010 was linked to the general dynamics of risk and threat factors to Romanian security. Improving the efficiency and flexibility of cooperation among state security institutions as well as trying out specific tools turned cooperation into a separate intelligence resource and contributed substantially to the effectiveness of prevention measures and countermeasures.

### III.1. Inter-Institutional Cooperation

Cooperation with other institutions/ structures with responsibilities in homeland security carried out on **well-regulated areas of interests**, ranking them according to the principles of priority-necessity-availability, to ensure institutional efficiency and consistency.

**Cooperation goals were fulfilled**, an achievement which was possible due to:

- organizational and procedural changes in the SRI, which provided more flexibility and adaptability to the dynamics of momentary needs;
- improvement of communication and coordination mechanisms with the other law enforcement institutions and bodies.

**Progress of both quality** (especially the usefulness and purpose of sharing) **and quantity indices** (on the whole and on main categories) were seen.

*The total volume of information shared reached 17,858 pieces (up by 18.17% over 2009).*

Cooperation ensured brushing up knowledge on national security issues as well as undertaking joint operational measures in situations requiring interventions to prevent risk-generating initiatives from being put into practice, supporting Romania's foreign policy, respectively promoting and protecting the Romanian interests in the international context.

Most of joint cooperation activities were conducted with the **Public Ministry, MAI, MApN, SIE, MAE and SPP**.

Considering the **issues** approached, the inter-institutional cooperation activity targeted:

- corruption, fraud and money laundering;
- domestic organized crime;
- cross-border threats;
- implications over national security derived from the international security environment;
- terrorism-related activities;
- smuggling of weapons, ammunition, explosives, nuclear or radioactive materials, toxic or biological agents and products, technologies and services controlled or forbidden by international treaties and conventions;
- risk factors to public order, personal safety or constitutional values;
- illegal intelligence collection, protection of information and specific activities, personnel security;
- emergency situation management;
- security of facilities/ official bureaus and prevention of events that could affect the lives and physical integrity of protected Romanian and foreign VIPs;
- the protection of information and communications systems.

**Inter-institutional cooperation materialized in:**

- operational exchanges of information on various issues of interest for achieving national security;
- notifying and briefing relevant bodies;
- conducting joint actions and missions, requiring the launch, by SRI structures, of comprehensive measures;
- checking and granting approvals according to the law;
- operational and technical assistance or support for carrying out complex missions initiated by other institutions.

### III.2. International Cooperation

*2010 was a period of confirmation and strengthening of SRI's relevant profile in the field of international cooperation, in the context of its recognition as full member of the European intelligence community.*

*At the NATO level, the volume and consistency of SRI contributions increased and Service's prominent presence was ensured in the process of conceptual and organizational reconfiguration of the Alliance, in its area of competence.*

*At the same time, Service's visibility within European bodies increased and at the inter-institutional level it asserted itself as an expert in terrorism-related issues, respectively in EU internal security.*

*In the first half of the year, SRI held (together with SIE) the chairmanship of the Middle European Conference (MEC).*

*In 2010, SRI strengthened its position in other multilateral cooperation formats through active participation and contributions (assessment and analysis) on the debated issues.*

Relations with allied and partner agencies were based on specific goals defined in relation to Service's priorities and Romanian state's European and Euro-Atlantic agenda.

The main objectives were: - developing cooperation with EU and NATO security and intelligence agencies and law enforcement institutions;

- promoting cooperation with security and intelligence agencies in the wider Black Sea region;
- extending and enhancing cooperation with intelligence and security agencies in the Balkans;
- stronger cooperation with partners in strategic interest or risks-generating areas to ensure Romania's safety and stability;
- harnessing multilateral cooperation formats to enhance expertise on preventing and countering risks and threats to national security.

In late 2010, SRI developed cooperation relations with:

- **88** security and intelligence agencies from **63** countries;
- **24** law enforcement bodies with similar responsibilities with SRI's;
- **8** coordination/ control bodies;
- **3** EU security structures and one NATO security structure.

The Service is also involved in cooperation activities organized under **six** multilateral inter-service initiatives.

On the whole, international cooperation activities carried out in 2010 showed a **consistent increase over 2009**, driven mainly by a significant intensification of cooperation with NATO and EU partner agencies.

### **III.2.1. Multilateral Cooperation**

Besides gaining a higher institutional prestige, SRI's participation in multilateral cooperation formats provided important opportunities to efficiently fulfill national security responsibilities.

The Service had a more substantial contribution to the exchange of information and analytical processes at NATO level, as well as an active participation in NATO *intelligence* process reform.

SRI actively participated in discussions on improving information process, conducting organizational reform and drafting the New Strategic Concept

The relations with **NATO bodies** took the shape of:

- contributions to the assessment of security topics elaborated by NATO bodies specialized in information security - Committee for Civil Information, NATO Security Office or Information Unit;
- direct participation or documentation support for national representatives in the joint activities with NATO and NATO+ bodies;
- cooperation with other national institutions with competencies on NATO issues.

In 2010, the Service increased its visibility and relevance at the **EU level** by:

- **representing Romania in the Terrorism Working Group (TWP/TWG) of the EU Council;**
- **supporting the interests of the Romanian state in European affairs**

SRI:

- supported national representation at the EU Council working groups that approached security-related issues, COREPER II, the Justice and Home Affairs;
- participated in inter-agency meetings or national workshops on topics relevant to the Service's responsibilities in relation to the EU;
- submitted views to various projects/ initiatives of the EU Council, European Commission/ member states or answers to requests made by national institutions dealing with European affairs;

- **fulfilling its terrorism-related responsibilities in relation with EUROPOL.**

Concretely, the Service:

- answered to information requests from Europol National Unit on issues related to terrorism or other extremist actions;
- contributed, at the level of EUROPOL, to the elaboration of documents assessing the threats of terrorism and transnational organized crime;
- actively participated in projects launched by this organization.

SRI also participated actively in other multilateral cooperation formats on information security, such as:

- **Counter-Terrorism Group (CTG)**, SRI also exploiting in 2010 this format to increase its action capabilities in managing counter-terrorism issues through involvement in several projects of direct interest for the Service;
- **Middle European Conference (MEC)**, a document on economic crisis effects being integrated (by SRI and SIE, as co-presidents) last year;
- **South East Europe Information Services Conference (SEEIC)**, the exchange of expertise and good practices continued among intelligence services in the region;
- **Southeastern Europe Defense Ministerial Reunion (SEDM)**, the Service participating in several projects and meetings on issues relevant to the security threat management;
- **International Open Source Working Group (IOSWG)**, the Service representatives participating in the exchange of experience, workshops and meetings held during the analyzed period.

### **III.2.2. Bilateral Cooperation**

SRI further developed cooperation with its **strategic partners** and strengthened relations with services from neighboring countries, in areas of strategic interest or regions of risk for national security.

In 2010, several meetings were held both at management and expert level, and exchange of information increased considerably in quantity and quality (**by 20% as compared to 2009**).

The main cooperation areas are: preventing and countering terrorism, countering cross-border threats, counterespionage and economic security.

Also:

- **analytical exchanges on issues of common interest** became an important element of external cooperation activities, supporting the launching or deepening of relations with partner services in different geographical areas;
- **cooperation with partner organizations and services in achieving security checks** for granting access to EU, NATO or national classified information was tightened;
- **professional training and development opportunities** were harnessed within programs/ courses with foreign partners.

## CHAPTER IV

### COORDINATION AND OVERSIGHT OF ROMANIAN INTELLIGENCE SERVICE'S ACTIVITY

#### IV.1. Strategic Coordination of Activity by the Supreme Council of National Defense

As strategic coordinator of national security activities, the Supreme Council of National Defense (CSAT) submitted to SRI, in 2010, a total of **25 resolutions** whose implementation were Service's direct responsibility.

The above-mentioned resolutions refer to:

- preventing and curbing tax evasion, SRI being appointed to participate in an inter-institutional working group, alongside the other state administration institutions with responsibilities in this field;
- stage of Romania's accession to the Schengen area, having as a goal tightening relevant authorities' measures to strengthen supervision and control of the state border;
- approving the methodology on organizing and executing counterterrorism interventions;
- amending and supplementing the Regulation on organizing and functioning of the Antiterrorist Operational Coordination Center, steps designed to help streamline the Service - as national authority in the field of preventing and countering terrorism -cooperation with EU structures and states on curbing this phenomenon.

Responding to the obligation to participate - together with the other institutions of the national security system - in substantiating a strategic decision, SRI sent CSAT, under the 2010 action plan, **15 documents** containing elements of analysis/ stance on topics/ issues in the Council's attention. Out of these, **six documents** were discussed at CSAT meetings conducted last year, being approved through Council Decisions. The main issues approached were:

- border security vulnerabilities exploited by transnational organized crime structures, with a negative impact on Romania's Schengen accession process (in cooperation with MAI);
- serious consequences over sustainability of public budgets by increasing financial crimes;
- use of ghost companies by transnational organized crime rings - risk factor with a major impact on national security (in collaboration with MAI);
- findings and conclusions resulting from the SRI's 2009 activity for the protection of classified information in its fields of competence.

On the other hand, in addition to CSAT program for 2010, **SRI submitted to the Council four documents on national security.**

At the same time, SRI contributed - by delivering documents, approving or direct participation of Service experts - to documents (including strategies) integrated and presented to CSAT by other institutions, a procedure meant to jointly capitalize on knowledge and expertise.

#### IV.2. Democratic Oversight

##### IV.2.1. Parliamentary Oversight

In order to exercise parliamentary oversight over Service's activity, briefings on SRI activity were submitted. Concretely, **72 documents** (assessments, reports, briefings) were made available to the Standing Committee of the Senate and Chamber of Deputies for Parliamentary Oversight of the SRI Activity, out of which **52 responses** to requests.

In this regard, the following documents can be mentioned:

- on SRI's transformation and modernization process;
- on risks and threats to the security of Romania and Euro-Atlantic area;
- on SRI's proposals on military higher education.

The briefings were regularly presented to the Committee in order to have a clear understanding of issues covered by SRI, of concrete activities as well as of the use of allocated funds.

In 2010, the information activity intensified through visits to Service's central and territorial units, the direct talks with SRI representatives offering to the Committee members the possibility of checking the accuracy and effectiveness of Service's activity.

##### IV.2.2. Legal Oversight

SRI's national security missions strongly observed the legal provisions at national and EU level.

The legal structure of the Service provided the necessary expertise and assistance for the specific activities at all *intelligence* process stages. As the cooperation with law enforcement bodies intensified, the representatives of the dedicated department attended joint actions, in accordance with the relevant legal provisions and bilateral protocols.

As in previous years, the main activities with legal implications were considering:

- analyzing, formulating comments and proposals for draft laws of general application at the national or EU level;
- elaborating views and national positions regarding EU projects with relevance to security activities;
- assimilating and implementing the European legislation with relevance to the Service's responsibilities;
- participating in investigations into potential breaches of law by SRI staff - including under the coordination of military prosecutors, observing the Criminal Procedure Code;
- representing SRI's interests in court;
- ensuring the legality of public acquisitions;
- exercising internal oversight, on principle of legality.

As national authority on wiretapping, SRI provided, through the National Wiretapping Centre (CNIC), the implementation of warrants authorizing the communication interception according to Article 20 of the Law nr.535-22/ 2004 on Preventing and Countering Terrorism or to Article 91<sup>1-5</sup> of the Criminal Procedure Code, for all structures of the national security system and for the Public Ministry.

In 2010, **30,624 authorizations for national security-related customers** were submitted to CNIC (by 38% more than in 2009).

The main increase was reported in the number of **authorizations for activities coordinated by investigation and prosecution bodies** as part of efforts to curb tax evasion and organized crime activities with severe consequences on state budget revenues.

From the customers' point of view, the following were issued:

- **27,510** authorizations for investigation and prosecution bodies or institutions of the defense, law enforcement and national security system;
- **3,114** for SRI.

*As in previous years, the share of authorizations for SRI in the total volume is low -only 10.16% - and down to two percent over the previous year, the main customers of the technical operations carried out being other structures of the national defense, law enforcement and national security system.*

As compared with 2009, the number of initial warrants obtained by SRI slightly increased, which is explained by the existence of dangerous situations in terms of national security, which required the launch and implementation of specific complex measures in the investigation of facts generating threats to national security in other forms of activity.

Moreover, retrospective analysis of the last three years shows that this indicator maintains to a relatively constant level (10-13% of all authorizations).

#### **IV.2.3. Financial Oversight**

Service's financial and economic activity focused on the optimum functioning of this institution, adequately implementing the criteria of legality and efficiency. These issues were reflected in the periodical statements, according to the present Regulations, submitted to the relevant institutions (mainly the Ministry of Finance).

In 2010, the **Romanian Court of Accounts** conducted **28** public external audits, the conclusions attesting the **legality of operations carried out in the field of management and use of financial resources approved in the budget, and property management** for the 2009 budget year.

The main processes / areas constantly audited were:

- establishment of necessary resources (by implementing the provisions of the integrated planning system);
- budget execution and property management;
- financial and non-financial record system, respectively internal control system.

The applied system of financial management - considering the full spectrum of goals and specific activities of the Service - allowed the efficient allocation of the available financial resources.

## CHAPTER V COOPERATION WITH CIVIL SOCIETY

### V.1. Relations with Civil Society and Security Education

Over the recent years, SRI's presence in the public space provided a realistic picture of its role and responsibilities on the national security. SRI's communication strategy was aimed at strengthening the general perception of an institution adjusted to the current security environment, open to dialogue and partnerships with civil society.

Efforts to publicly promote the institution focused on the four projects initiated in 2009 and successfully continued in 2010:

- "Promoting Educational Programs and Careers within the Romanian Intelligence Service";
- "Promoting the Profile of Antiterrorist Fighter. Elite Force, 2010 - 20<sup>th</sup> Anniversary of the Antiterrorist Brigade";
- "Security of Critical Infrastructures - priority direction for achieving national security";
- "Terrorism near us".

As part of these projects, **9 communication events** aimed at publicly promoting the Service were organized in 2010 (4 in Bucharest and 5 in the country), being attended by about **750** students from **56** high schools and **2** universities as well as by about **190** teachers, representatives of local public authorities, institutions in the field of defense, public order and national security, local media.

These projects also contributed to further promoting the security culture at the public level, aiming at strengthening cooperation with people of relevant socio-professional categories in terms of achieving Romania's security interests.

The Service attached significant importance to relations with academic circles, the contacts made during workshops, roundtables or similar events allowing the institution to connect it to scientific and paradigmatic developments.

The coordinates of this dialogue were not unilateral, the Service representatives offering a valuable perspective on issues under discussion. SRI's presence at such events was ensured by both the institution's leadership and experts (scientific sessions organized by ANIMV and activities in partnership with the University of Bucharest and the Bucharest Academy of Economic Studies).

### V.2. Relations with Public and Media

The interaction with media was aimed at promoting institutional identity and obtaining the support of Romanian people through accurate information on the role, mandate and activities carried out by SRI.

The upward trend noticed in the number of complaints, audiences and other types of applications (especially those relating to the free access to public interest information) submitted to the Service shows that public diplomacy activities undertaken in recent years **have asserted SRI as a dialogue partner in the relationship with citizens, respectively with other state institutions.**

The analysis of complaints content reveals a steady high number of people who address to the Service requests under the competence of other authorities or state institutions - which, beyond the message of confidence in the institution, indicates the need for continued public information on the range of tasks carried out by SRI.

**8,576** complaints were addressed to SRI in **2010**, representing a **119.9%** increase over the previous year, **29%** from companies and **71%** from individuals.

Special attention was paid to requests under Law No.544/2001 on the free access to public information, **67** being recorded in 2010, **123%** more than in 2009.

**4,210** people were received in audience, **57%** more than in 2009.

The main topics approached during discussions were related to:

- requirements for enrolling;
- certificates and benefits;
- complaints and notifications;
- authorizations.

Considering the predilection in using the Internet as a means of communication, an important component of the relationship with citizens has been the SRI website, which is updated with information on activities and events, as well as the publications issued by the Service.

Besides its role to inform citizens, the Internet provided an effective channel of dialogue, 2,602 e-mails being received in 2010, a number similar to those received in 2009.

### V.3. Transfer of the Securitate files

SRI activities related to the application of GEO No. 24/2008 on Access to One's Own File and the Unveiling of the Securitate, Law No. 293/2008 and CSAT decisions have resulted in:

- taking the necessary steps to tackle the **705** CNSAS demands regarding people who were subject to Securitate's activity;
- handing over the copies of Securitate files on microfilm support, submitted in original the previous years.

In 2010, microfilm copies for **33 files** were handed over, based on punctual requests, as well as **3,770 rolls of microfilm** containing data for **192,304 files**. As compared to 2009, a 13.8% increase in the number of files and a 62.4% decrease in the number of rolls were registered.

At the same time, in 2010, electronic copies of record books corresponding to closed archive funds **were handed over to CNANS**, totalling **18,751 images** resulted from digital photography of **59 volumes**.

In continuation of this process, **1.625 microfilm rolls** containing a total of **99,913 files** are prepared for being **handed over** during the current year.

## CHAPTER VI RESOURCES MANAGEMENT

### VI.1. Human Resources Management

#### VI.1.1. Parameters of SRI's Human Resources Management

The priorities for 2010 in the field of Human Resources focused on:

- developing a methodological framework for the implementation at the level of the institution of Law No. 330/2009 on Unitary Salaries of the Staff Paid from Public Funds;
- adapting the human resource sector to organizational changes within SRI units, respectively to the needs imposed by security developments;
- efficiently managing the staff dynamics, to ensure an optimal level of employment in the Service's structures;
- developing the professional training framework, including as part of the future SRI *Career Guide*.

In accordance with the institution's needs and competences as well as with the human resource distribution policy stipulated in the above-mentioned programmatic document, **70%** of SRI's human resources were working, on December 31, 2010, in the operational field, and **30%** in the functional field. The values are similar to those recorded at the end of 2009, reflecting the maintenance of the rate assumed in the reform process.

The average age of SRI's employees is **36 years and two months**.

In late 2010, due to staff dynamics and changes in organizational structures, employment in the Service was **82%**.

During the reference period, a significant increase in the volume of **outgoing staff** was registered, being mainly a result of reorganization or determined by the Service's needs (influenced by regulatory developments in the field) and following resignations.

Reasons for staff leaving the service:

- retirement with pension rights - 83.77%;
- retirement without pension rights - 14.75%;
- transfers to other institutions - 0.49%;
- deaths - 0.99%.

**Staff hiring process** was conducted strictly within the limits prescribed by law, to meet the stringent needs of operational areas.

A significant role in ensuring an effective human resource management was played by psychological assessment activities conducted both during staff hiring process and periodically, in order to psychologically check and thoroughly test all types of staff within the Service (with applicability in career management and optimization of professional activity).

#### VI.1.2. Training and Professional Development Activities

In 2010, the process of redesigning our own education system as part of the reform in the human resource management was carried on.

The main steps were aimed at:

- connecting the education in the intelligence field to the reform process of the Romanian higher education system, following the re-accreditation procedures of training programs within ANIMV by the Romanian Agency for Quality Assurance in Higher Education;
- developing training programs in a unitary manner and defining the objectives and directions of action in training/improving staff competence on a extended time horizon, so as to ensure an appropriate level of professional proficiency and meet the functional needs of the Service;
- improving analysis curriculum within ANIMV, by introducing a new specialization of undergraduate studies - *Security Studies and Intelligence* - designed for training future intelligence analysis officers, respectively a Master's Degree program - *Intelligence Analysis*;
- developing a postgraduate training course in OSINT;
- establishing the *National Institute for Intelligence Studies*, designed to become a support vector for research and innovation.

Officers of the Service participated in training courses organized at different levels:

- at the **national** level, conducted by other security institutions.

SRI officers attended training programs organized by educational structures within **MAPN** - Military Technical Academy, National Defense College, National Defense University "Carol I", and the regional Department of Defense Resources Management Studies, Brasov - **MAI** (for training Schengen trainers) and **STS** (training on the use of the National System for Single Emergency Call) in order to obtain skills in areas where the Service does not have institutionalized training courses.

At the same time, SRI provided specialized training programs organized within its own educational structures, at the request of other institutions in the national security, public order and defense field;

- at the **international** level, conducted by partner services, aimed at acquiring professional skills in managing threats specific to developments and current trends in the international security environment.

In 2010, SRI organized:

- **29 training programs in cooperation with partner intelligence services;**
- **4 experience-sharing programs** on the optimization procedures used in training and career management.

SRI officers also participated in:

- traineeships at European institutions (such as the European Defense Agency and the Joint Situation Center - SitCen);
- international workshops and conferences under the auspices of the **International Organization of the Francophonie**, respectively the **Partnership for Peace Consortium of Defense Academies and Security Studies Institutes**;
- professional training and scientific activities specific to information and communication technologies, respectively to the medical field.

## VI.2. Financial and Logistics Resources Management

Through the Integrated Planning System, budget funds allocated to SRI in 2010 were distributed to each tertiary credit ordinator *on major, sectoral programs as well as on expenditure categories*.

Financing of SRI budget expenditure was conducted in compliance with Law on Public Finance, Law on 2010 state budget, the regulations by which it was amended and other laws applicable in the field of national defense, public order and national security

Through **Law No. 11/2010 on the state budget for 2010**, the institution received funds in the amount of **1,264,213 thousand lei**.

Within the context of measures undertaken by Government to rationalize public resources, through the GO No. 18/2010 on 2010 budget rectification and regulation of financial-fiscal measures, the **funds allocated to the institution were reduced by a total of 97,270 thousand lei**. Subsequently, through the GEO No. 103/2010 on the 2010 budget rectification, the **Service's total budget increased with the amount of 4,857 thousand lei** for activities wholly financed from own income.

Final budget allocations totaled **1,171,800 thousand lei**, the situation by categories of financing sources being represented as follows: **1,162,175 thousand lei** from the state budget and **9,625 thousand lei** from own income.

Through the efficient use of financial resources, in the amount requested and in a timely manner, allocations through the 2010 budget allowed the Service to:

- perform specific tasks stipulated by law;
- cover all the costs of maintenance and operation of the institution;
- achieve the investment and capital repair program, respectively the equipment programs approved by the institution leadership for 2010;
- to pay employees' benefits and salary expenses as well as related contributions;
- to pay state military retirement benefits and other social security benefits.

By **types of expenses**, final budget allocations were structured as follows:

- staff costs: **600,118 thousand lei** (51.2134% of the total);
- social security: **311,230 thousand lei** (26.56% of the total);
- goods and services: **138,169 thousand lei** (11.7912% of the total);
- non-financial assets: **91,660 thousand lei** (7.8221% of the total);
- transfers between public administration units: **24,534 thousand lei** (2.0937% of the total);
- projects financed by European post-accession funds: **5,947 thousand lei** (0.5075% of the total);
- other transfers: **57 thousand lei** (0.0049% of the total);
- repayment of loans: **46 thousand lei** (0.0039% of the total);
- other expenses: **38 thousand lei** (0.0032% of the total);
- interest rates: **1,000 lei** (0.0001% of the total).

In accordance with the principles of the Integrated Planning System, budget execution on major programs was conducted as follows:

- **information-operations - 283,860.60 thousand lei (24.42% of the final budget allocations)**, of which payments in the amount of **283,744.90 thousand lei** were made;
- **technical operations - 183,155.31 thousand lei (15.76% of the total)**, of which payments in the amount of **183,074.48 thousand lei** were made;
- **financial and logistics operations - 467,012.23 thousand lei (40.18% of the total)**, of which payments in the amount of **466,625.52 thousand lei** were made;
- **administration, analysis, planning, cooperation, security and control - 228,146.84 thousand lei (19.63% of the total)**, of which payments in the amount of **228,120.10 thousand lei** were made.

The entry into force of Law No. 330/2010 changed the way of structuring salaries, even if the application was made by comparison with the year 2009. The entire wage-setting system was redesigned, payment documents and IT requirements for the correct application of the law being developed.

*At the same time, meetings with the institutions in the defense, public order and national security field as well as joint meetings with representatives of the Ministry of Finance and the Ministry of Labor, Family and Social Protection were organized.*

The change of legislation on military pensions, by the adoption of Law No.119/2010 and Government Decision No. 735/2010, imposed their recalculation according to the algorithm provided by Law No. 19/2000, so that payment of the new pension amount should be made starting with January 1<sup>st</sup>, 2011.

The draft budget for 2011 was developed in compliance with the steps provided by the Public Finance Law and the Methodological Norms of the Ministry of Finance, being based on resource needs that contribute to the achievement of goals and specific missions of the Service.

## CHAPTER VII 2011 PRIORITIES

### VII.1. Benchmarks of Future Development

In order to support an effective response to emerging security challenges, SRI will have to quickly assimilate the realities of the expanding information society.

This requires both assessing needs to upgrade IT&C capabilities - a ubiquitous and indispensable reality of social life - and making significant investments in human resources and organizational process in order to adapt activities, processes and *intelligence* tools to requirements the Service must deal with in the next period.

The main directions of action to be integrated into the institution's new strategic vision - **SRI in the Information Age** - aim to:

- further developing and making more flexible operational and analytical capabilities with regard to new security risks;
- assimilating technological progress and using IT&C tools as a competitive *intelligence* advantage;
- converting CYBERINT into a center of excellence able to catalyze transformations required at the SRI level and, in perspective, the national security system on this dimension;
- adapting the institution to the opportunities and challenges resulting after the use of the Web 2.0 technologies;
- investing in the human resources professional development and specialization, while applying flexible career management policies;
- adjusting the institutional security to information challenges.

Regardless of institutional efforts, providing an effective response to future challenges will not be possible by using normative instruments designed for risks and threats of the past millennium.

Moreover, the Service's inner transformation cannot replace the required regulatory developments, the adoption of **new national security laws** being very important to harmonize this field - also from the legal point of view - with the European and Euro-Atlantic community.

### VII.2. Objectives for 2011

The Service activity will aim at identifying, monitoring and countering risks and threats to national security, foreshadowed in **the 2011 Informative Estimates**.

The following will be considered with priority:

- serious deficiencies in administration or disturbances of justice affecting national security as well as corruption-related manifestations in these areas;
- tax evasion and large-scale organized crime activities;
- risks to socio-economic stability and regional development as well as in terms of connection and convergence with a number of objectives assumed in the EU context;
- social effects of the economic crisis;
- ensuring energy security, particularly the issue of alternative hydrocarbon transportation projects;
- activities carried out by intelligence services of countries with divergent or competitive interests with the national ones;
- cross-border risks, with a focus on manifestations of organized crime groups, CRBN proliferation, severe drug trafficking and illegal migration;
- events impacting on constitutional values or citizens' rights and freedoms;
- terrorist risks determined by the existence of certain groups or individuals supporting radical/ extremist ideologies in Romania;
- emerging threats - special attention will be given to cyberspace, considering SRI's competence as CYBERINT national authority;
- effects induced by residual tensions in Romania's proximity areas.

To achieve this goal, the 2011 **objectives** are the following:

#### 1. Strengthening the capacity to identify, interpret and forecast security developments as a tool for effective management of risks and threats to national security.

##### **Guidelines:**

- organizing the Service's operational activity on clearly defined priorities in security projects for efficient use of available resources and capabilities. **Priorities:**
- focusing efforts on identifying cross-sectoral risks of highly complex nature and major impact on national security;
- further improving the HUMINT activity;
- upgrading cross-sectoral coordination/ cooperation mechanisms for a unitary and flexible approach to the objectives;
- expanding horizontal cooperation by assigning and assuming responsibilities to appropriate decision-making levels;
- further substantiating the role of *intelligence* analysis in guiding the operational dimension, developing relationships with customers and, thus, properly supporting the decision-making process.

##### **Priorities:**

- increasing strategic analytical capacity;
- better adapting analytical products to the customer's needs;
- developing programs on the selection, training and professional development of analysts;
- creating and developing IT analytical tools;



- developing SRI's technological capabilities needed to fulfill its responsibilities.

**Priorities:**

- ensuring the technical capabilities necessary to the Service's activities;
- rapidly assimilating technological developments and improving the already acquired tools in relation to the set objectives and priorities;
- increasing the operational capacity of the CYBERINT National Center;

- strengthening capabilities to exploit open sources.

**Priorities:**

- developing OSINT cooperation at national level;
- participating in national and European OSINT research and development programs;
- implementing the OSINT technology platform;

- ensuring the security of activity and staff.

**Priorities:**

- fully implementing in current activities the new concept of security of headquarters, communications networks, correspondence, staff and operations;
- actively contributing to the adoption of a new legal framework on the protection of national and NATO/ EU classified information;
- implementing projects of integrated protection of premises;
- improving the transport activities and security of classified correspondence.

**2. Continuing modernization of organizational management activities.**

**Directions of action:**

- developing integrated planning tools and mechanisms of institutional analysis;
- allocating material and financial resources available in multi-annual perspective in relation to SRI's objectives and priorities;
- increasing human resource management performance by improving the process of selection, training, evaluation and promotion of SRI staff based on the Career Guide.

Human resources reform will be one of the outstanding priorities of the next transformation stage, being aimed at:

- redesigning and improving the Service's education system;
- introducing the institutions of *career manager* and *mentor*;
- implementing programs dedicated to identifying and developing managerial potential;
- providing motivational resources to encourage professional performance;
- enforcing an inter-sectoral dynamics, on equivalent levels, of execution and management staff.
- improving intra-institutional information flows by continuing efforts to decentralize decision-making and increase digitalization of internal management processes;
- improving the mechanism for assistance and legal support of activity;
- developing the internal control and audit standards and procedures in accordance with the Service's new policy in the field;
- improving the Service's public communication activity;

**3. Developing inter-institutional and international cooperation as an important resource for the Service to fulfil its responsibilities in achieving national security.**

**Directions of action:**

- developing and boosting cooperation with institutions in the defense, public order and national security system.

**Priorities:**

- improving the quality and consistency of information exchanges with other institutions;
- developing direct communication, on the horizontal level, with similar entities;
- boosting cooperation at expert level and organizing joint activities/ missions;
- providing mutual support for specific as well as technical assistance and operational support tasks;
- implementing solutions for secure electronic communications to increase the efficiency of information exchange;

- strengthening external cooperation in accordance with the priorities of the *International Cooperation Concept*.

**Priorities:**

- improving planning and analysis in the international cooperation field based on security developments, strategic priorities and existing opportunities;
- increasing SRI's contribution in bilateral and multilateral cooperation formats and better capitalizing on the information resulting from these formats, at the national level;
- properly disseminating at the Service level the knowledge and expertise gained from working with partners on cooperation platforms.