



EVALUATION REPORT

ASSESSING EXISTING DOG-HANDLING TRAINING SYSTEM AND CAPACITIES,

THE CONCEPT

REGARDING THE CREATION AND FUNCTIONING OF THE CANINE CENTRE FOR

THE MINISTRY OF INTERNAL AFFAIRS OF THE REPUBLIC OF MOLDOVA

UNDER THE PROJECT

"SUPPORT TO LAW ENFORCEMENT REFORM IN MOLDOVA"

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CHISINAU AUGUST 2020

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1. Background.

Service dogs play a crucial role in the national security system. By serving in specialised sub-units, they fulfil both preventive and operational role. They take part in coordinated actions against the smuggling of drugs, tobacco products and trafficking in human beings. Dogs are also used to detect weapons, ammunition and explosives. They play a vital role in the civil aviation security system, often acting more efficiently than explosive detection devices.

Some countries are known for very narrowly specialised service dogs. In the UK, dogs are used to detect the banknotes and ivory, especially from African destinations. In turn, Germany is famous for correctly trained dogs for detecting corpses, which can take a trace even after four months. Dogs are also great at conducting search and rescue operations, such as earthquakes or collapsing of a building due to a gas explosion. They are used for secured of mass events, concerts, rallies and demonstrations. Currently, dog tests for detecting people with COVID-19 are underway. In this case, dogs detect the specific smell of sweat in a sick person. Assault dogs in police anti-terrorist subunits are used to attack directly in situations where human's lives are at risk.

American army dogs proved extremely useful during military operations in Afghanistan. Detecting Improvised Explosive Devices saved many soldiers. In Poland, four military dogs were trained in the Border Guard Centre for Specialised Training to detect explosives, and then they were sent to Afghanistan. All the dogs were awarded American medals for bravery, which proves the effectiveness of their training.

A properly trained dog handler and a properly selected and trained service dog are a handy tool for carrying out the official tasks of individual formations. The team created in this way is excellent support for other officers and contributes to achieving better results in the service.

2. Glossary of abbreviations.

BGCST – Border Guard Centre for Specialised Training in Lubań - Poland

CC – Canine Center

CIP – Critical Infrastructure Protection

CU – Canine Unit

DEA – United States Drug Enforcement Administration

Director - the Director of Staff and Training Policy Directorate in the Ministry of Internal Affairs

DOS – Didactic Organization Section

Explosive Detection Dog (EDD) – a dog trained to detect and alert in a passive way to the presence of explosives for which it has been trained in civil aviation security

EU – European Union

Frontex – European Border and Coast Guard Agency

GIC – General Inspectorate of Carabineers.

GIFES – General Inspectorate for Emergency Situations

MIA – the Ministry of Internal Affairs

UN – United Nations

US – United States of America

3. Introduction.

The primary purpose of the following report is to develop a feasibility study and the Concept for creating a new canine training centre reporting directly to the Ministry of Internal Affairs (MIA).

Expert began his work by completing a full, comprehensive and detailed analysis of the current canine training system in all formations subordinate to the MIA. The available law documents were assessed. Then was performed the study of the number, type and manner of using service dogs by all formations subordinate to MIA. The system of selecting officers for the official position - a dog handler was analysed. Another element of the analysis was the evaluation of the existing teaching infrastructure. The assessment covered all canine training institutions subordinate to MIA. The current educational base and logistics infrastructure necessary for training were assessed. The expert checked the completion status of teaching staff and their qualifications. The current training programs were evaluated and familiarised with the assessment system and examination procedures at the end of the training. The expert was acquainted with the existing system of breeding and purchase of dogs for service.

Next, the expert described a model canine training centre, which is a reference point for further actions in the proposed changes.

An essential part of the report is the Concept regarding the creation and functioning of the Canine Centre subordinated directly to the MIA.

The report covers the proposal of the organisational architecture of the Canine Centre.

The essential element of the report is the project feasibility study. The expert made this undertaking using the TELOS methodology, supplemented by a risk analysis according to the SWOT method.

Besides, the expert focuses on the sustainability of the project.

The report's summary is the expert's conclusions from the feasibility study and recommendations on how to carry out the project in a way that ensures its effective implementation, taking into account the real capabilities and necessities, as well as compliance with current global standards in the field of training service dogs by uniformed formations dealing with public order protection.

4. Methodology.

Working on the report, the consultant primarily relied on documents and materials provided by Mrs Vlada Troian- the National Consultant. The method of work consisted of comparative analysis of the existing training systems and standards utilised in the European Union and the United States of America. The expert, acting as the commander of the Border Guard Centre for Specialised Training, which is the only FRONTEX Partnership Academy in Poland, had the opportunity to learn about the various training systems used in different countries. By organising international workshops for representatives of EU countries and the US FBI, given a chance to learn about the latest global standards and requirements for training and utilise of dogs in service. Representing Poland at the EU-US Summit in Brussels, he had the opportunity to learn about various training methods using the latest technology. During his duty visited many canine centres, among them for the needs of special units.

Moreover, the work of the Frontex's canine working group took place in BGCS; hence the training system complies with the requirements of Frontex. Polish Border Guard as a few services in Europe has certified dogs for detecting explosives in civil aviation security, trained and certified under European Commission Decision 2015/8005.

The expert also took advantage of his bilateral cooperation with the Ukrainian State Border Canine Centre in Wieliki Mosty.

In addition to that, the expert carried out interviews and consultations with veterinarians and breeders of dog breeds useful for serving in law enforcement.

The most important part of the report is a feasibility study for the project of creating one canine training centre subordinate to MIA. The feasibility study is made according to the TELOS methodology (T – technical, E – economic, L – legal, O – operational, S – scheduling). A SWOT analysis supplements the feasibility study.

The result of the investigation is conclusions and recommendations regarding the possibility of creating a canine training centre that meets international standards, as well as the reorganisation of the training system and attestation of service dogs subordinate to MIA.

5. Selected legal documentation regarding the canine activity.

The analysis of legal acts began with LAW No. LP270/2018 from 23/11/2018 on the unitary salary system in the budgetary sector. In Annex No. 5, item 6, there is a record stating that a dog handler is entitled to a financial supplement for feeding the dog at home, consisting of increasing his salary by four groups. The expert would like to draw attention to the fact that the allowance is for the dog, not for the handler, and required calculation differently. The supplement for dog's food should depend on the age and weight of the dog. Besides, there should be a different amount of food in summer and different in winter, when there is a higher caloric demand. Also, the training standard diet should be higher than the basic one, because, during training, the dog does tough olfactory work, which causes great weakness. If a dog is fed with medicated food, the nutritional standard can increase to 50%.

In Poland, the food rate for a service dog is closely related to the food rate for the officer. The expert proposes to introduce a similar solution in Moldova. Currently, the food rate for a student is 40-42 MDL (2EURO) per officer. It is suggested to adopt the values offered in the table below.

Table 1. The dimension of service dog nutrition standards according to the daily value of the food standard.

Weight category	Age	The dimension of the food standard			
		Basic standard		Training standard	
		Summer period	Winter period	Summer period	Winter period
Bodyweight up to 20 kg	up to 24 months	0,6	0,8	0,8	1,0
	more than 24 months	0,5	0,7	0,7	0,9
Bodyweight over 20 kg	up to 24 months	0,9	1,1	1,1	1,3
	more than 24 months	0,8	1,0	1,0	1,3

Summer period – from 1 April until 31 October

Winter period – from 1 November until 31 March

Working with a service dog is a very demanding job and requires good cooperation between a dog handler and other officers. Frontex Agency recommends that a person with a minimum one-year service experience could become a dog handler. Even stricter rules are in force in Poland. To be a dog handler, a person must have a minimum service experience of three years. Only after this time, the superior can determine whether the candidate is predisposed to work with the service dog or not. Within three years, an officer acquires relevant professional experience as a non-commissioned officer.

On the other hand, the job of a dog handler is a job for a warrant-officer, which is a financial and official motivation to apply for this position. Besides, a person who works as a warrant-officer is guaranteed career development and rarely wants to leave a service dog to take a different position. Both the rank and salary of the warrant-officer offer attractive compensation for taking care of the service dog. For this reason, there is no problem with recruitment for the position of a dog handler in Poland. Because Moldova is in a transition period of a comprehensive formation training system for dog handlers and service dogs, the conditions for admission to service should be eased at the beginning. At the same time, in the long term perspective, the expert suggests considering the adoption of similar solutions.

After analysing of Decision No. HG21/2017 from 23/01.2017 regarding the amendment and completion of Annex No.6 to the Government Decision No.423 from 23/06/1992 it is noted that if a decision is made to build a dog kitchen, the applicable provisions will need to be supplemented with the recommended amount of food constituting the daily demand for service dogs.

In turn, in Decision No. HG474/2014 from 19/06/2014 on the approval of the Nomenclature of Special Means, the types of firearms and related ammunition, as well as their application, there are no rules regarding the use of service dog as a coercive measure.

Representatives of GIFES reported the need for upgrading to Order No. 262 from 30/10/2001 approving the Instructions for Actions of the Canine Service of Internal Affairs Bodies. Unfortunately, the expert received this document in the Romanian language in the .jpg form; hence it was impossible to translate and read it. This document will be carefully examined at a later stage of the project.

6. The current approach to the utility of service dogs.

When it comes to assessing the effectiveness of the use of service dogs, the situation is entirely satisfactory. All services subordinate to MIA rate the effectiveness of service dogs at a high level on a scale of 1 to 5, GIFES -5, which is altogether very useful, assesses its actions as the most senior. The Border Police and Carabineers also give a rating of 4. Meanwhile, the Police evaluate the performance of their dogs at an average level of 3.

Analysing the effectiveness of the use of service dogs, the expert would like to draw attention to the following elements:

- a) The Police have only one drug detection dog, which significantly limits the possibility of its use in operational drug operations. In the case of organised action aimed at drug traffickers, consisting of entering and searching several different apartments in several different places, it is practically impossible to carry out this type of activity. In this way, the Police have a huge problem in the fight against organised drug crime.
- b) To ensure security at the airport in Chisinau, the EDD team should operate 24/7, which means that there should be a minimum of three dogs to detect explosives at the airport. Meanwhile, there are only two dogs of this type in the entire Border Police.
- c) If Border Police want to combat drug trafficking effectively, then at the airport, there should still be one dog to detect drugs in the 24/7 system, used after analysing the risk in threatened directions. It also means a minimum of three dogs of this speciality at the airport.
- d) In addition to dogs in the specialities listed above, tobacco detection dogs should also be on critical land border crossing points. It requires nine service dogs at a large border crossing point.
- e) Only the fulfilment of the above requirements and proper protection of the border with service dogs in appropriate specialities, combined with proper operational work and risk analysis, will contribute to an even rapid increase in the effectiveness of all services subordinate to MIA.

7. The number and specialities of service dogs in law enforcement subdivisions.

Currently, 69 service dogs serve in the units subordinate to the MIA, in six main specialities. The details are presented in table No. 2. Besides, Border Police have six junior puppies in preparation for service.

Table 2. The number of service dogs in MIA

	Police	Border Police	GIFES	GIC	TOTAL
guard/public order	0	1	0	2	3
tracking	6	24	0	0	30
special for searching people	0	0	9	0	9
special for searching tobacco	0	7	0	0	7

special for searching narcotics	1	13	0	0	14
special for searching explosives	4	2	0	0	6
TOTAL	11	47	9	2	69

The vast majority are large dogs: German and Belgian Shepherds. The Police only have one labrador, while the Border Police have three labradors. There are no small dogs at all, such as cocker spaniel, a little terrier, Bavarian Mountain Hound. They are ideal dogs to work as special dogs for searching people, drugs, tobacco, explosives. In the service, they have many advantages that are lacking for large dogs.

Firstly, they work between the travellers, among the crowd. Small dogs do not arouse fear among travellers, instead smile and affection (at least until they mark someone).

Secondly, the dog handler can pick it up and put it in any object, e.g. a TIR driver's cabin or luggage storage on a bus, train or plane.

Thirdly, small dogs eat less food, so they are cheaper to maintain.

Fourth, the dogs of these specialities are gentle because these types of dogs are not taught aggression so that they can live in the homes of their handlers. Thanks to this, there is no need to built the kennels in subdivisions, which results in significant savings for the state budget.

At present, Border Police have 103 dog handlers posts, of which 67 are staffed. They have 36 vacancies, while in the five-year perspective it is planned to increase the number of service dog handlers to 200. Given that some dogs already are seven years old, within a year, a maximum of two will begin their withdrawing process. In connection with the above, the real demand for service dogs in the Border Police in a five-year perspective estimates at 150 dogs.

The Police have 19 positions in the Canine Division, of which there are six vacancies, while in territorial subdivisions there are four vacancies for 13 posts. The Police are withdrawing five dogs from service. The development plan provides for increasing the number of dogs to 20. The expert also pointed out that two dogs are already nine years old, and another seven, so they will also be withdrawn from service soon. Thus, the real demand for dogs estimates at 13 pieces.

The GIC is equipped with a Belgian and German Shepherd in a public order speciality, and in the expert's opinion, these are the right breeds for this type of activity. GIC needs two more service dogs.

There are currently nine dogs in the GIFES. There are plans to reduce the number of dogs to six, so given that two dogs are at the age of withdrawal, and one will reach this age in a year, no increase in the number of service dogs is also expected.

After analysing the situation in all services subordinate to MIA, the demand for service dogs in the five-year perspective for 165 pieces is determined.

Both Police and Border Police representatives point out the poor condition of dog kennels. Border Police state that most of their kennels need repair, and some even need major refurbishment. Whereas Police representatives have 73 kennels, of which only 14 are functional. As many as 59 kennels require immediate renovation. Pictures showing the current state of the kennels are presented below.



Pic. 1. Kennels in the Police



Pic. 2. A Police kennel



Pic.3. Kennel



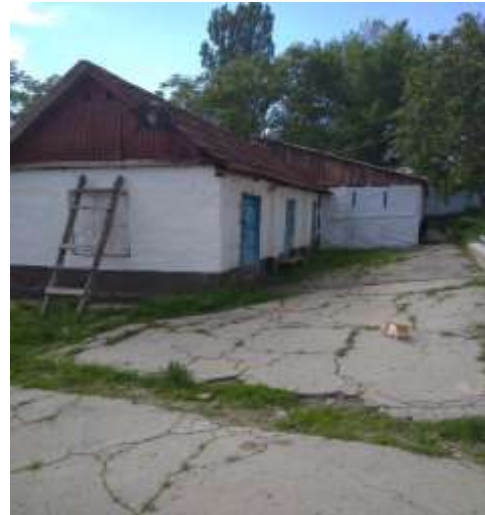
Pic. 4. Boxes for dogs

8. The existing training infrastructure.

None of the services subordinate to MIA has a training centre where lecturers, students and dogs can stay. There are no classes, dormitories, logistics or training infrastructure. The Police have a Canine Division in Chisinau with an area of 4.5 ha, which has five buildings requiring major renovation. The expert draws attention to the fact that the roofs of buildings are covered with carcinogenic eternite, which poses a real threat to the life and health of both humans and animals.



Pic. 5. The training building



Pic. 6. The training building

Police use 200g TNT, fuse (0,7m), hexogen - 200g samples for training. The date of the production of these materials is unknown, so it's difficult to talk about their training value. Also, examples with a maximum weight up to 10g should be appropriate for generic odour recognition.

For training in the detection of drug use are drug imitators: cannabis, hashish, heroin, opium, cocaine and amphetamine - 40 g each. Unfortunately, their production year is also unknown in this case, but they use them since 2017.

Both explosives and drugs samples are kept in secured metal safes. In the expert opinion they should be held in different rooms - odours interpenetrate, especially explosives, so it can be assumed with high probability that they are contaminated with other odours.

It is difficult to talk about training infrastructure at all. One old searchable car and obstacle course completely unsuitable for training smaller dogs.



Pic. 7. The obstacle course



Pic. 8. The car for searching

Border Police have training facilities in Zagarancea. Object area 10.9 ha. Construction facilities located in this area are not suitable for operation; they require a significant renovation. As in Police facilities, the roofs are covered with eternite. There is no dormitory for students, canteens, and kennels are in unusable condition.



Pic. 9. Staff building (front)



Pic. 10. Staff building (side)



Pic. 11. Garages



Pic. 12. Kennels

The Border Police equipment includes nine sets of imitating narcotic products and four sets of explosives imitators. In both cases, their expiry date ends this year.

GIFES does not have its training centre. Dog's handlers undergo training at the Customs Canine Training Centre.

Carabineers also do not have a canine training centre. Their handlers underwent specialist training in Italy.

9. The ruling situation in the field of breeding and reproduction of service dogs.

At present, there is no dog breeding system for service business use. The main reason is the lack of adequate logistics infrastructure, as well as the opinion of the Police - the lack of relevant legal provisions.

Dogs are obtained primarily through:

- shopping on the external market;
- donations;
- foreign assistance;
- transfer between services;
- own breeding.

Police declare that they have two young bitches for breeding Belgian Shepherd Malinois (2 and 3 years old).

Carabineers has one Belgian Shepherd Malinois bitch (2.5 years) for breeding, which gives birth two times a year. The expert considers it a mistake because a bitch should give birth only once a year. Then she must go through a recovery period and return to her pre-pregnancy. Proper nutrition is especially vital at this time. Having puppies twice a year means that the bitch does not recover, puppies are born weaker and weaker, as a result of which fewer and fewer puppies from the litter are suitable for service. On average, 70% of puppies are ideal for service from each litter. In the case of a poor bitch, the utility percentage of puppies drops to around 40%, which is of significant economic loss for the service. The expert discusses the detailed model of the reproduction centre in the chapter "Feasibility study - economic assessment. "

Bitches for breeding live in the same conditions as the other dogs. Photos of the kennels can be seen earlier in the report.

The expert demonstrates the conditions in which breeding bitches and puppies should be kept in the chapter "Model canine training centre".

10. The current system of veterinary care.

In the field of veterinary care, GIC does not have any veterinary team. Dogs are treated in a private veterinary clinic. In the case of having only two service dogs, the actions taken are the most rational, both from an organisational and economic point of view.

GIFES has one non-commissioned officer with veterinary education, as well as one person as a medical assistant.

One officer in the Veterinary Service of the Canine Division serves in the Police. It has only one, also, inoperative microscope, unknown production year, which is very old by default. There is a lack of any equipment for the prevention, diagnosis and treatment of service dogs.

However, in the Border Police, which has the most significant number of service dogs in its structure, there is no person with appropriate education, as well as no one responsible for veterinary treatment of service dogs.

11. An institutional offer of canine courses and training.

Currently, the Police do not run any training courses or specialised training for service dog handlers. Due to the above, dogs are unable to improve and consolidate acquired skills cease to be useful in service, hence the low assessment of their effectiveness.

GIC has no offer of refresher courses. The handlers, who have completed training in Italy, conduct refresher training on their own. Nobody supervises their training.

Also, in GIFES, there are no refresher courses.

The situation looks the best in the Border Police. Admittedly, there are no refresher courses or specialised training. Still, periodically there are pieces of training at the Regional Directorates, run by specialists from the Canine Service of the General Direction of Border Control or the Canine Centre.

In all forms subordinate to MIA, there are no official dog attestation systems. After the training, dogs do not receive any certificates. What's more, if a dog gets an unsatisfactory grade from the annual exam, the dog can continue to serve. Only obtaining an unacceptable degree within two consecutive years can result in the dog's withdrawal from service.

In EU countries, the legal basis for the use of the dog in any official activity is the approval of the service dog. The certificate covers both the dog and the handler - the team. In the event of a change of a handler, the certification loses its validity, and the dog with a new handler must be redirected for appropriate training for recertification. The validity of a certificate depends on the results of the final exam. It ranges from 10 to 26 months, depending on the grade obtained, this applies to service dogs of all specialities except explosive detection dogs. According to EU regulations, the approval of this type of dog is 12 months.

The expert discusses detailed suggestions for solving the above problem in the remainder of the report.

12. A model canine training centre.

In this chapter, the expert describes the model canine training centre as a reference point to pursue when designing a new canine centre under the MIA.

The centre should have the ability to conduct initial training for candidates for service dog handlers as well as for advanced training, recurrent, specialist and retraining. From the expert point of view, it is unacceptable that the dog cannot be used for service due to the expiration of the certificate and the school does not have space for it in the appropriate type of course. The planning cell has in its collection information about the approvals of all dogs serving in MIA, their validity date. It informs the relevant superiors in advance about the need to send a handler with a dog for a specific course. Based

on the obtained information, the planning team develops an annual training plan, taking into account the number of instructors in each speciality, the accommodation capacity of the school and the validity dates of service dog certificates. The future size of the school accommodation base should fully meet the needs in this respect.

The centre should be able to train dogs in all specialities, namely:

- patrol and defensive/public order;
- tracking;
- select for searching people;
- select for searching tobacco products;
- select for searching drugs;
- select for searching explosives.

To be able to train in all the specialities as mentioned above, it is necessary to have a proper training base, enabling the dog to be trained in conditions as close to real-life as possible. The training base must also meet the requirements of Appendix 12-D to the Decision 2015/8005/EC, which deals with examination standards applicable to dogs for the detection of explosives.

First of all, the centre should obtain an infrastructure as close as possible to the conditions prevailing at the airport. It is ideal to acquire an old passenger or transport aircraft and adapt it to training needs.



Pic. 13. An old AN-26 used for training

If it is not possible to obtain the plane, build its dummy - a fragment of the aircraft, reflecting its size, distance between seats, etc. The piece of the apparatus from the German Federal Police School in Neustrelitz is presented in the pictures below. The fragment of the aircraft is also ideal for initial training in aircraft search.



Pic. 14 Aircraft dummy



Pic. 15. The wallpaper makes 3-D Effect



Pic. 16. Entry



Pic. 17. Passenger seats

Most often, dogs used to detect tobacco materials perform their service at road and rail border crossing points; hence it is necessary to own a bus and railway carriage for training.



Pic. 18. Railway carriage



Pic. 19. Passenger compartment



Pic. 20 Bus

To search vehicles, the school must have 20 old cars, placed in two rows of 10 each. It is according to the exam requirements, which state that vehicles used for training cannot be used for the exam.



Pic. 21. Cars for exam procedure



Pic. 22. Cars for training

Osmology workshops are also necessary, e.g. bar environment, luggage storage at the station, internet cafe, etc. It is essential to create a minimum of two apartments consisting of three rooms, with a minimum floor area of 18.5 m² and a maximum of 111 m². It is allowed to have one large room,



Pic. 23. Osmology laboratories – a kitchen



Pic. 24. Osmology laboratories -a room

provided that it can be divided into three parts in such a way that the odours of drugs or explosives cannot penetrate from one place to another.

Crucial is to obtain a hangar room - a hall where ten rows of pallets can be arranged, 8-10 pieces in a row, for checking mail and cargo shipments.



Pic. 25. A hangar room



Pic. 26. An EDD during cargo searching

It is necessary to have one permanent and one portable obstacle course of training tracking and patrol - defence/public order dogs. According to the latest technologies, dogs should be trained using GPS technology, and handlers should have night classes using night vision goggles. This type of dogs very often should be educated outside the school territory, so essential is to obtain a four-wheel delivery van, constructed enabling the transport of six people and five dogs in cages.

Dogs used to detect explosives should be trained on the following explosive samples weighing from 5 g to 1500 g:

- Ammonium nitrate group- Amatol, Ammonal, Amatex, Anfo, ANNM;
- Hexogen group – C4, Sheet, RDX, Hexal, PE4;
- Octogen group – HMX, LX-14, LX-17-0, PBX-9502, 9503;
- Penthitegroup – Nitropenta (Petn);
- Tolite group – TNT, Trotyl;
- Nitrocellulose – propellant powder;
- Sulfur – black powder, gun powder;
- Ohter products - semtex , blasting gelatine.

Narcotic detection dogs should be trained using the following materials from 1g to 500g:

- Cannabis (marijuana, hashish);
- Opium (heroin);
- Cocaine;
- Amphetamines.

For searching mail and cargo, the centre should possess a set of suitcases, cartons, boxes, pallets, distractors.

All the materials, as mentioned above, should be in two sets because, under applicable regulations, the materials used for training cannot be used for the examination procedure.

Besides, proper storage conditions for these materials must ensure:

- Two explosives depots because some explosives such as semtex or nitroglycerine cannot be stored with others due to the possibility of odour contamination.
- One depot for tobacco materials.
- One depot for narcotic materials.
- Two stores for suitcases, pallets and cartons - as the materials for training and examination cannot be stored together.

These magazines should be placed in such a way that no other smells, such as petrol, oil, greases or odours from the kitchen, could penetrate them. If it is not possible to create explosives depots, they can be stored in explosion-proof containers.

- One store for training equipment.
- One short magazine.
- One food warehouse.
- One depot for the gun, bang weapon, munition, blank munition.
- One straw storage for dogs.

The centre should possess kennels, both external and internal, for dog breeds that cannot be kept outside. Outside kennels should be separated from the rest of the school by a fence, through which nothing can be seen. It will give dogs peace of mind, will draw their attention away from external stimuli and ensure that the dogs are not constantly stimulated. Internal kennels should be designed in such a way that no more than five dogs can stay in one room, unable to see each other. It will ensure peace in the kennels.



Pic. 27. The wall



Pic. 28. A quiet in kennels

The veterinary clinic should be equipped with equipment ensuring complete independence, including the possibility of conducting operations.

The breeding farm should offer comfortable conditions of birth and breeding without stress, which will have a positive impact on the usability of puppies to perform service. It should be equipped with a shared room in which puppies will stay from 2 to 4-5 months of age and a playground which is also a mini obstacle course. Separation of puppies into individual kennels should take place as late as possible due to the socialisation process. Puppies should be looked after by qualified staff who know how to prepare the puppy for service through play.



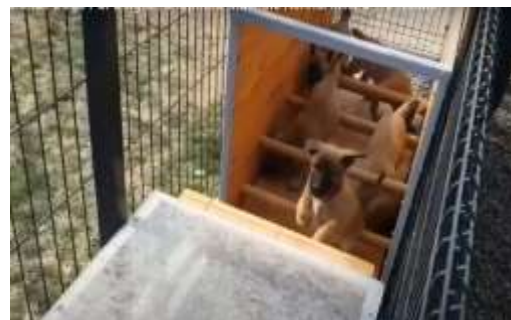
Pic. 29. Conditions for giving birth



Pic. 30. A social room for puppies



Pic. 31. Playground for puppies



Pic. 32. Mini obstacle course -1



Pic. 33. Mini obstacle course - 2



Pic. 34. Mini obstacle course - 3

Adequate nutrition of dogs is critical. Dogs should be fed twice a day: in the morning with dry food, after classes should get a warm meal. Puppies should eat four times a day, including a minimum of one hot meal. In this situation, a dog kitchen is necessary, intended only for preparing meals for dogs. A poorly nourished dog will not show a willingness to learn; it will be listless and withdrawn. You will have to force him to work, which will negatively affect his effectiveness in the service.

In the dormitory, students should have access to laundry and drying-room, because, after lessons with the dogs, the uniforms get dirty very quickly.

The school designed in the way presented above will meet current world standards in the field of breeding and training of service dogs.

13. The Concept regarding the creation and functioning of the Canine Centre.

The concept presented in this document provides the creation of the Canine Training Centre in Boscana, subordinate directly to the MIA. The choice of this particular location supports by its proximity to the Chisinau, as well as the existing infrastructure, which requires a significant renovation but compared to the previously proposed sites, it seems to be the most promising. The main goal of the project is to create a Canine Centre that will train dog handlers for all MIA services. Ultimately, it is assumed that after the completion of Stage 2, the school will possess 44 accommodation places for students and 62 kennels for service dogs. It will allow about 50 new dog handlers to be trained in initial courses and about 50 in recurrent courses per year. At the same time, there will be enough space in the centre for bitches from the breeding farm (ultimately 10), and for puppies, which will be prepared by instructors from the Breeding Section for service on an initial, internal CC course.

To CC could begin basic educational activities, it is necessary to the completion of Stage 1, which assumes, among others, the construction of 20 external and 11 internal kennels and 2 rooms for breeding. The infrastructure created in this way will allow the start of canine training in the most sensitive areas for MIA. In this phase, students will be transported to classes from Chisinau. All given prices are in USD.

13.1 The main tasks of the Canine Centre.

The essential tasks in a training centre should consist of:

- a) Initial training for candidates for dog handlers (4 weeks);
- b) Initial training of puppies preparing them for service (8 months);
- c) Specialist training in the field of canine service in the following specialities:
 - patrol and defensive/public order (4,5 months);
 - tracking (4,5 months);
 - select for searching people (4,5 months)
 - select for searching tobacco products (4,5 months);
 - select for searching drugs (4,5 months);
 - select for searching explosives (6,5 months);
- d) refresher-certification course/recurrent aimed at improving the skills of a dog handler and service dog, aimed at verifying and increasing the usability and extending the validity period of the certificate (1 month);
- e) issuing attestations for service dogs (the consultant proposes that with the authorisation of the Minister of the Interior attestations be issued by the school commander);
- f) keeping a central register of all service dogs reporting to MIA and their approvals;

- g) issuing opinions for the Director of Staff and Training Policy Directorate in MIA regarding the desirability of withdrawing a dog from service (after prior analysis of medical records kept by the centre's veterinarian);
- h) conducting an analysis of the use of dogs in the service to monitor their effectiveness as well as the use of acquired knowledge, e.g. about the latest trends in concealing drugs or other objects in current training activities;
- i) conducting veterinary reviews and outpatient treatment for all dogs serving in MIA subdivisions;
- j) veterinary prophylaxis for all service dogs;
- k) issuing the first set of equipment for the dog to the service;
- l) conducting breeding for MIA training needs.

The centre should possess a central warehouse for dog equipment. After completing the training, a dog handler will receive the necessary service equipment for the dog based on the delivery - acceptance act. Dog handlers who will come to recurrent courses and whose dog equipment is expired will also receive a piece of new equipment at the training centre.

13.2 The infrastructure of the Canine Centre.

The Canine Centre should consist of the following elements:

- 40 external kennels;
- Internal kennels which can be used as a Breeding farm;
- Playground with a mini obstacle course;
- Veterinary clinic;
- Training area;
- Osmology laboratories;
- Dormitory for approximately 50 students;
- Administrative building with the canteen;
- An obstacle course;
- Depots;
- Sports facilities;
- Security building.

After receiving construction plans from Boscana and numerous consultations with the project manager, the consultant recommends transforming the existing buildings into the following training facilities:

1A – Security building;

1D – Water intake;

1E – Canteen and administrative building;

1G – Internal kennels with breeding farm and mini obstacle course;

1M – Internal kennels with two depots;

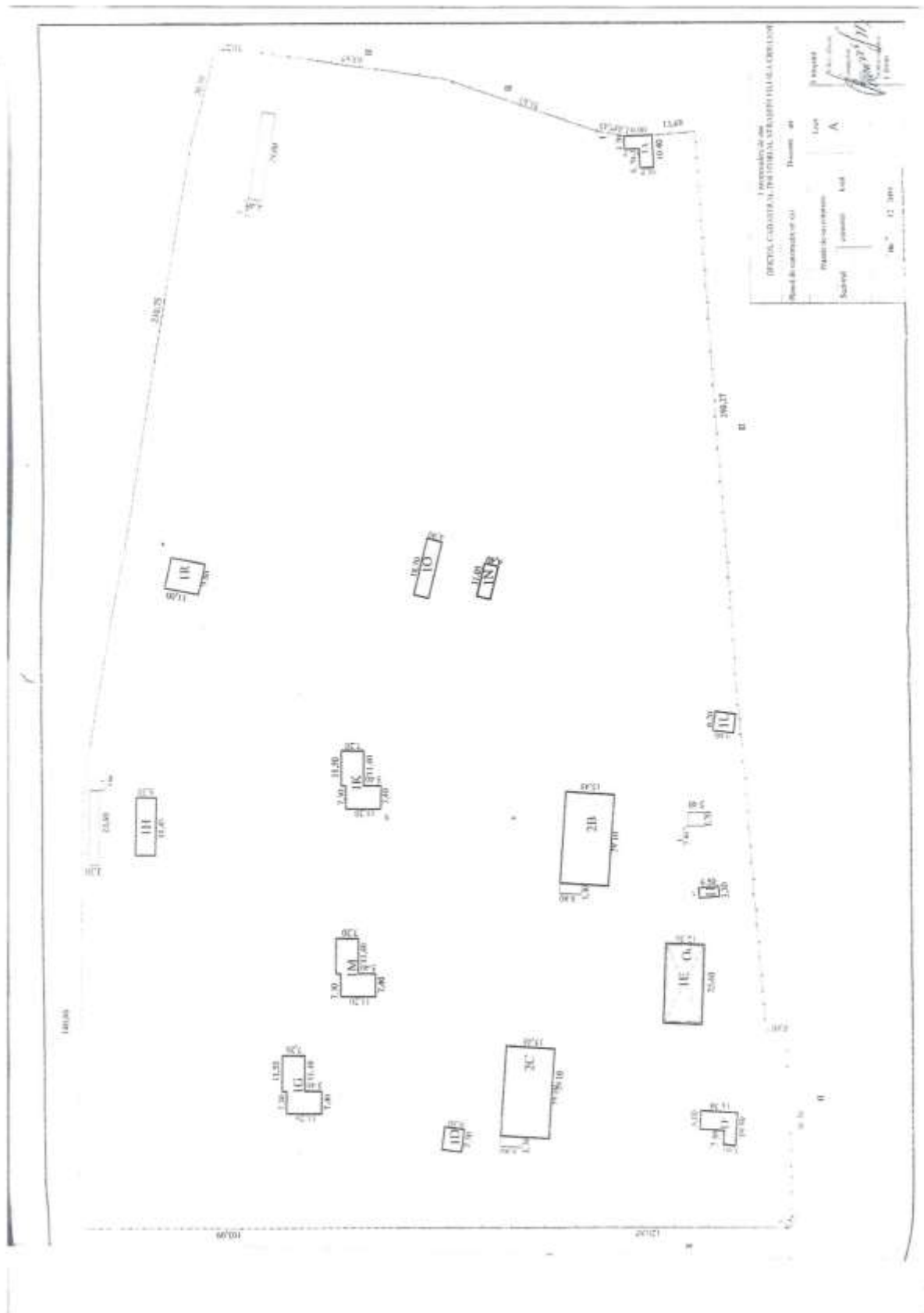
1K – Osmology laboratories;

1H – Depots;

1R – Veterinary;

2B – Dormitory with the classrooms.

Additionally, the outdoor kennels for 40 dogs will be constructed and two obstacle courses (1 for large dogs and 1 for the small one).



13.3 The scope of work divided into individual stages so that the centre could first achieve initial training readiness and in the next step full operational readiness and estimated costs of equipping the centre with the necessary equipment and facilities.

As there are currently insufficient funds to implement the entire project, it is recommended to focus on creating the infrastructure necessary to start the training process, and in the next stage to achieve full independence by CC. The critical role is to build external and indoor kennels where service dogs can be kept. Therefore, the entire investment process has been divided into two stages.

Stage 1.

Construction of 20 external kennels.

Rebuilding 1G into the internal kennels with breeding farm and mini obstacle course.

Rebuilding 1A into a temporary administrative building.

Works related to water and energy sewage system.

Construction of two obstacles courses.

Partial land use planning.

Transforming 1K into osmology laboratories with DIY method (approx. 500 USD).

Technical Design Stage 1 + Stage 2

Purchase of 3 small breed bitches.

Stage 2.

Rebuilding 1E into administrative building and the canteen.

Rebuilding 2B into a dormitory with the classrooms.

Rebuilding 1H into depots.

Rebuilding 1M into the internal kennels and 2 depots.

Rebuilding 1R into Veterinary.

Partial land improvement.

Purchase two German Shepperd bitches.

Construction of outdoor gym.

Video-monitoring system.

Rebuilding 1D (tentative) into boiler house 200 Kw.

Stage 1.

Construction of 20 external kennels.

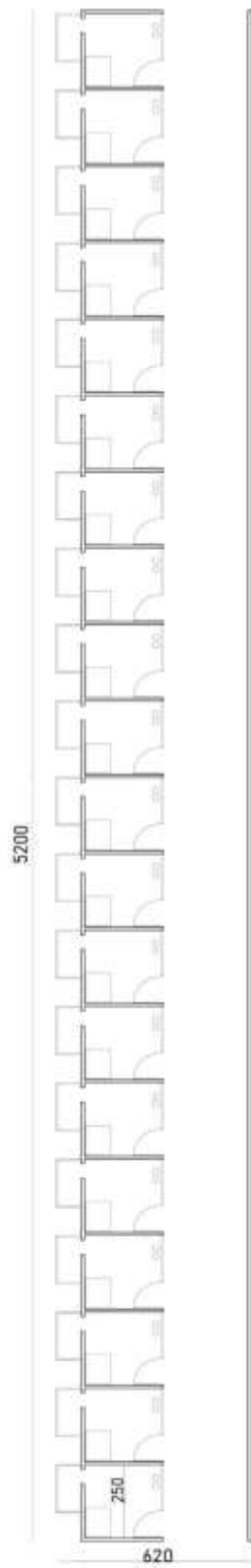
It is essential to build 20 outdoor kennels with a 1.8 m high fence limiting visibility to dogs staying in kennels. It will give dogs peace of mind, will draw their attention away from external stimuli and

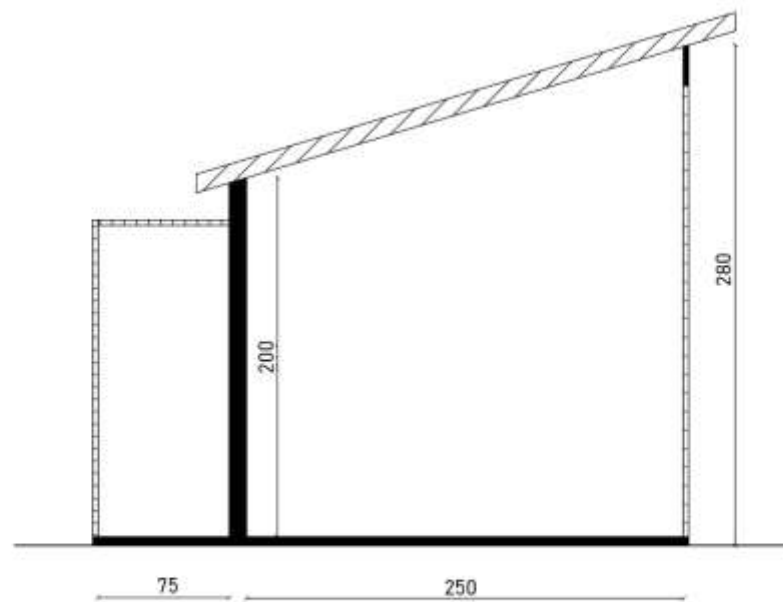
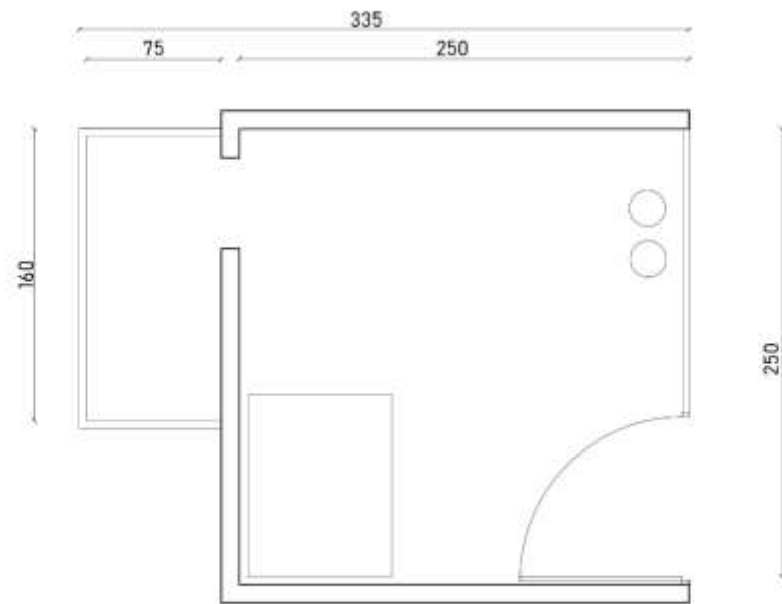
ensure that the dogs are not constantly stimulated. The minimum dimensions of one kennel – 2,5x2,5m.

The list of necessary equipment is presented below.

Table 3. Equipment for external kennels.

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	1	60
2	Insulate kennels	100	20	2000
3	Rotating bowls for the kennel	63	20	1260
6	Irrigation hose 50 m	13	1	13
7	Irrigation hose gun	6	2	12
8	Mop	40	2	80
9	Broom	12	3	36
10	Dog waste bin	40	2	80
TOTAL:			3541	





Rebuilding 1G into the internal kennels with breeding farm and mini obstacle course.

The building 1G will be used mostly be Breeding Section. There will be small breed dogs, bitches waiting for childbirth and puppies up to five months of age. It consists of 11 internal kennels and two breeding/common rooms. Internal kennels are designed in such a way that no more than four dogs can stay in one room, unable to see each other. It will ensure peace in the kennels. Adjacent to the building is the playground for puppies with a mini obstacle course.

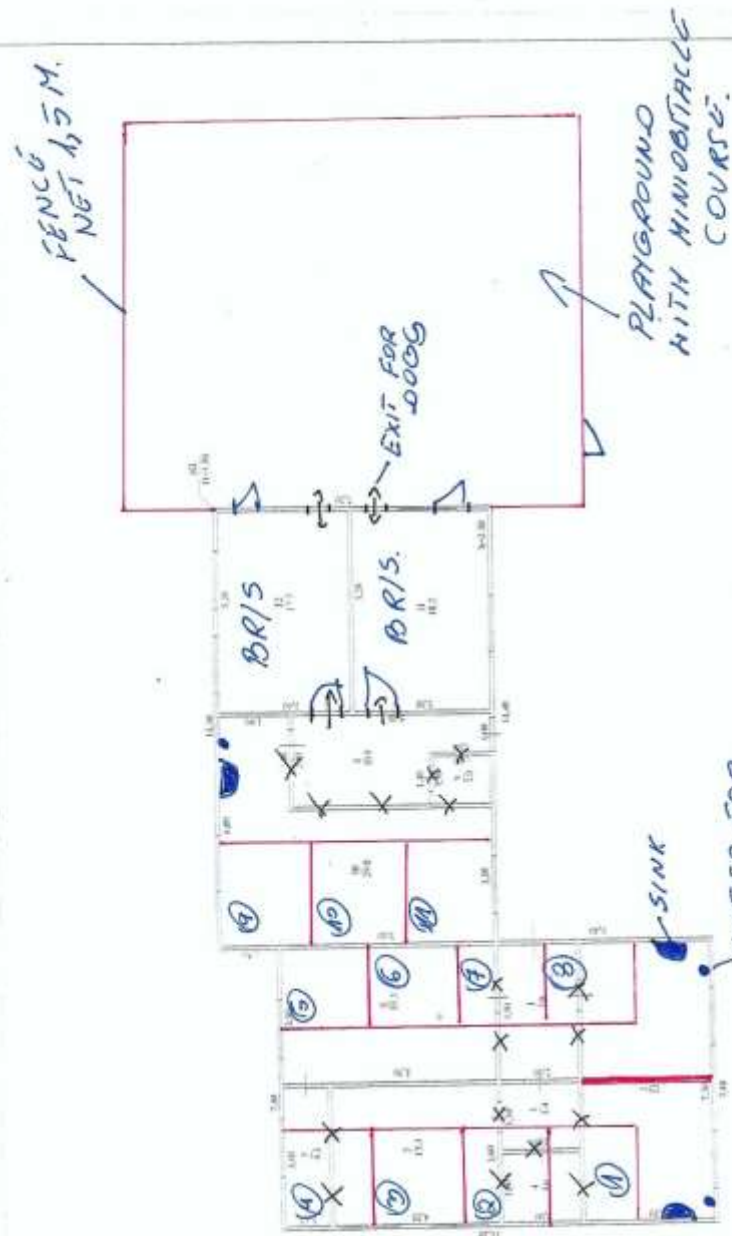
Table 4. Equipment for 1G.

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	3	180
2	Dog's bed	45	13	585
3	Rotating bowls for the kennel	63	11	693
4	Soap holder	5	3	15
5	Towel rack	2	3	6
6	Irrigation hose 50 m	13	1	13
7	Irrigation hose gun	6	3	18
8	Mop	40	3	120
9	Broom	12	3	36
10	Bowl 1,8 -2,5 l	2	4	8
11	Garden bench	60	1	60
12	Dog waste bin	40	2	80
13	Litter bin	10	3	30
TOTAL:			1844	

A similar mini-obstacle course proposed by the expert can be seen at the website mentioned below:

<http://www.marshalldogsfci.pl/nowo-ci-----news-17.html>

The mini obstacle course should be surrounded on both sides with a net, which is to prevent the puppy from falling out of the obstacle course, to protect it from falls that may damage its and, consequently, incapacity to perform the service.



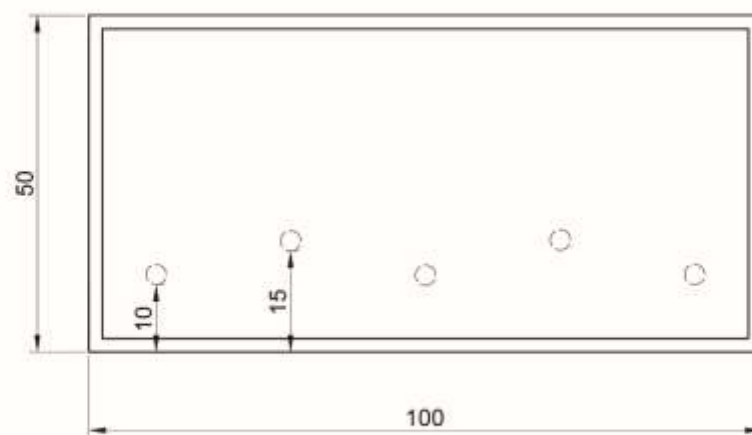
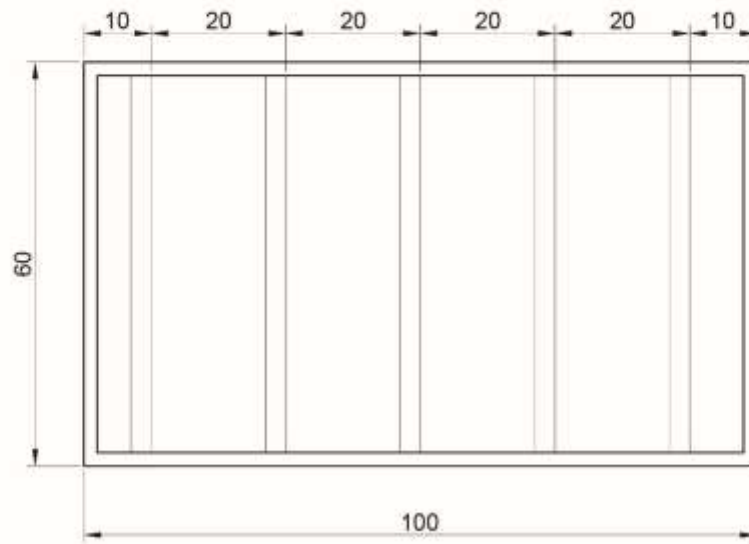
BR/S - BREEDING AND SOCIAL ROOM FOR PUPPIES.

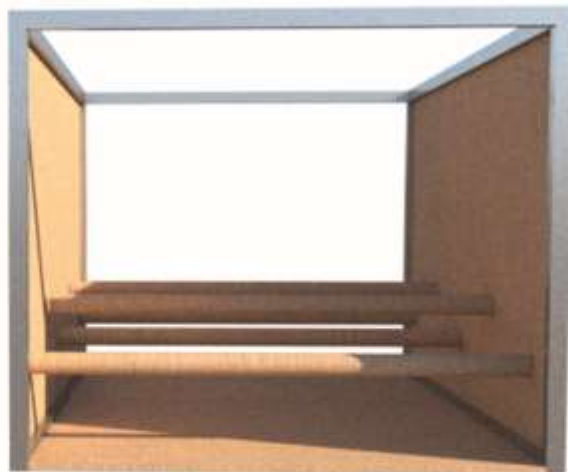
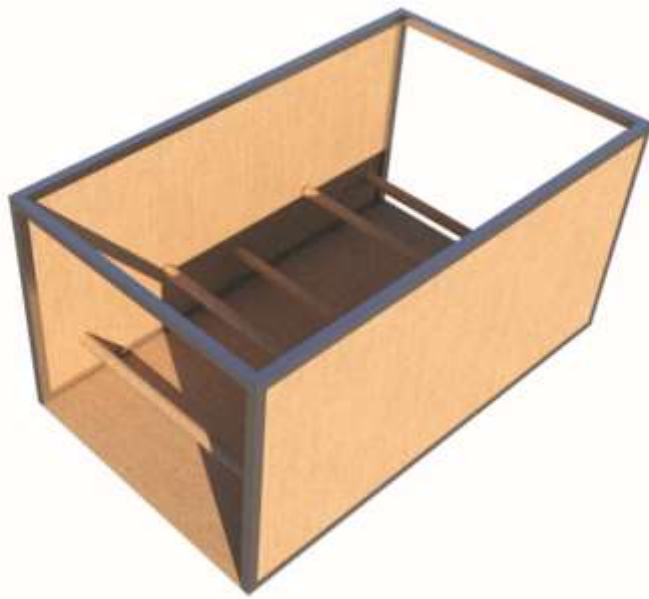
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Société de construction		Société de construction	
Nom du propriétaire		Nom du propriétaire	
Adresse		Adresse	
Date		Date	
Signature		Signature	

The mini-obstacle course.

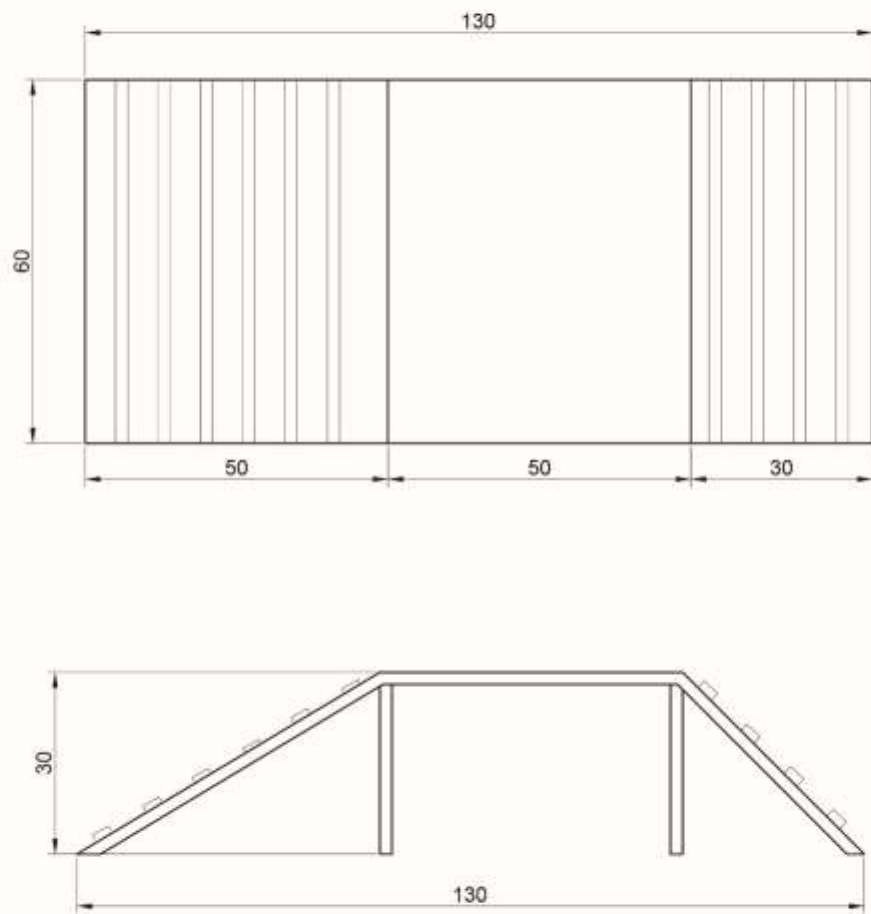


Ladder



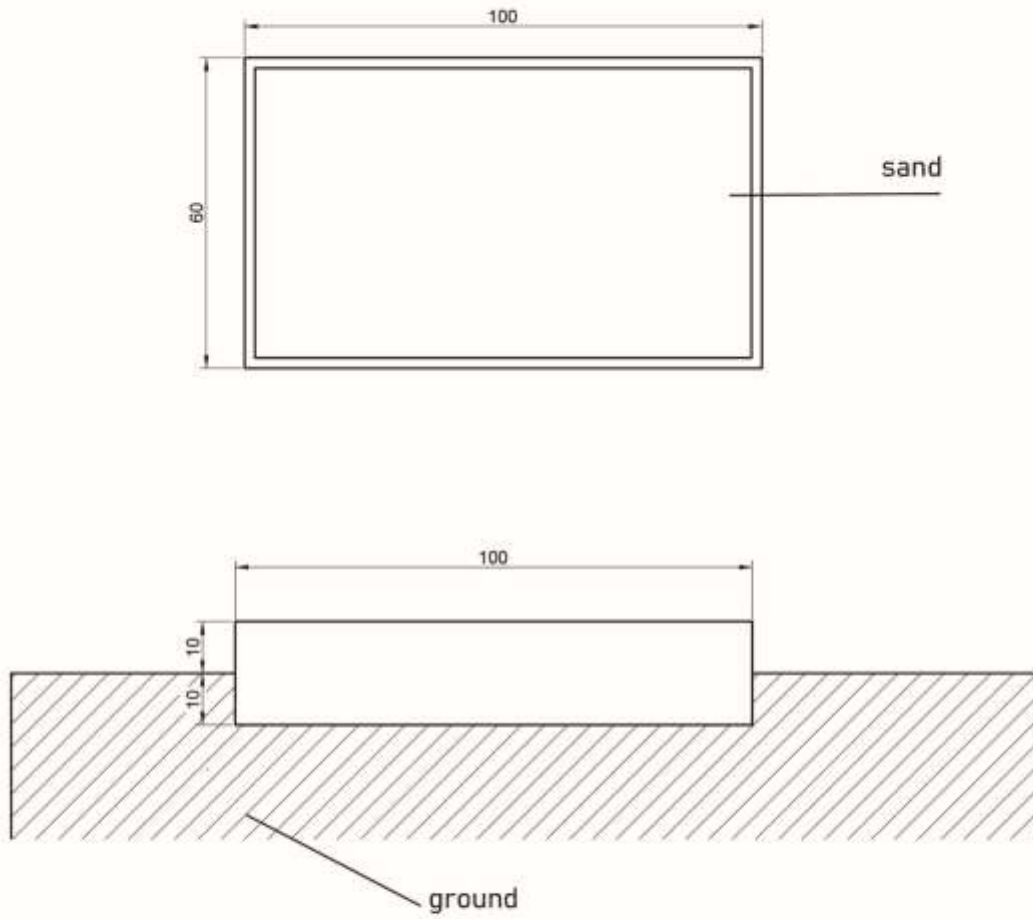


Dog walk (wooden)

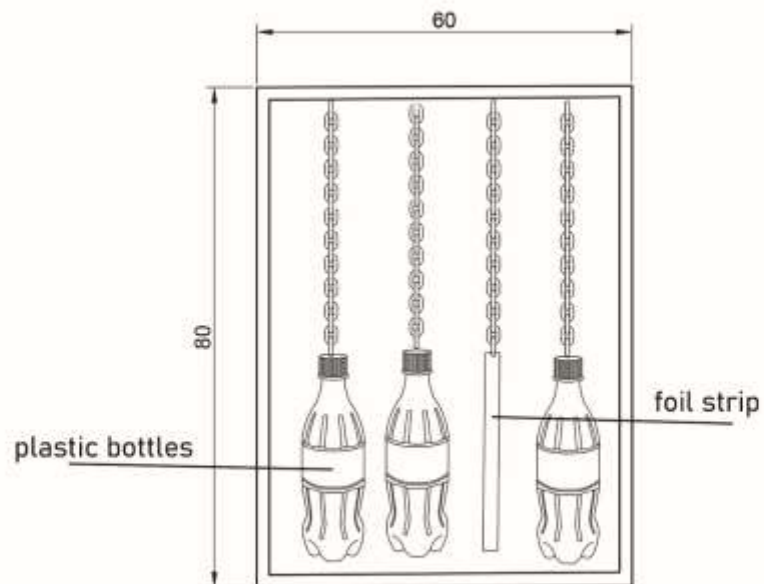
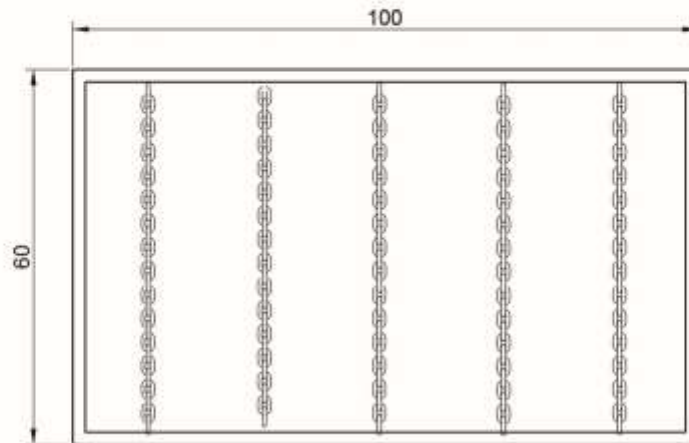


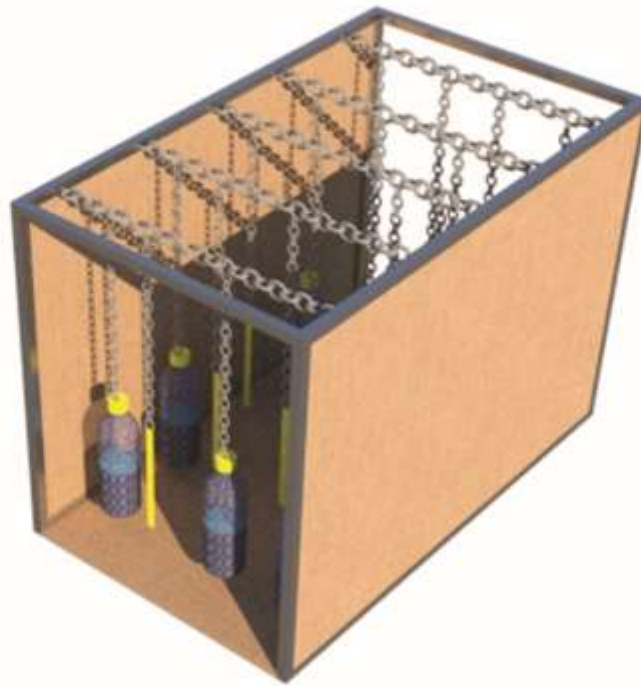


Sandbox

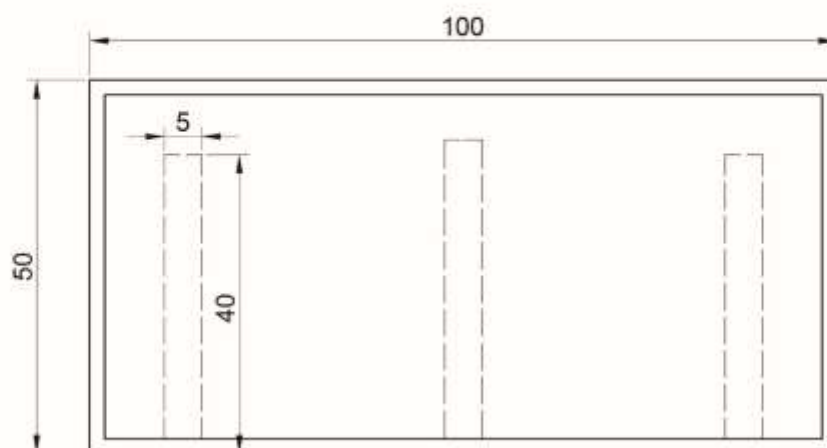
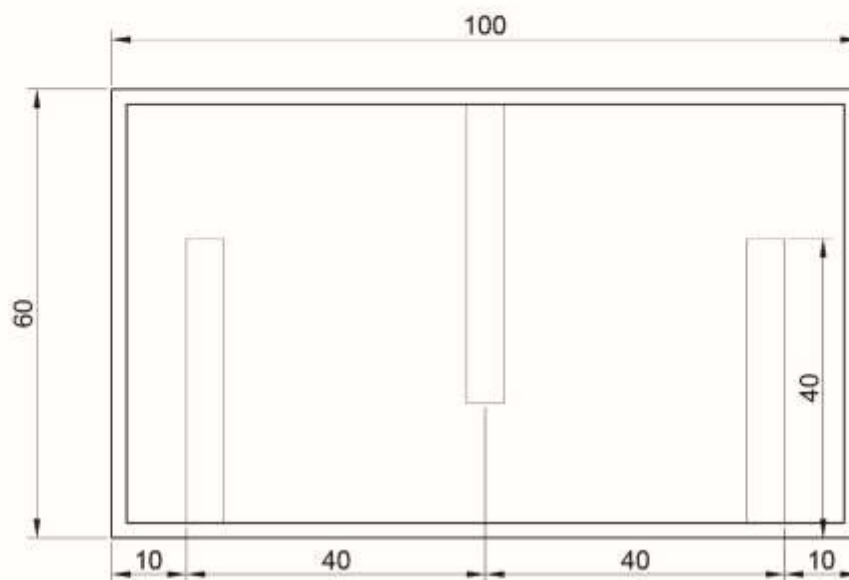


Chains



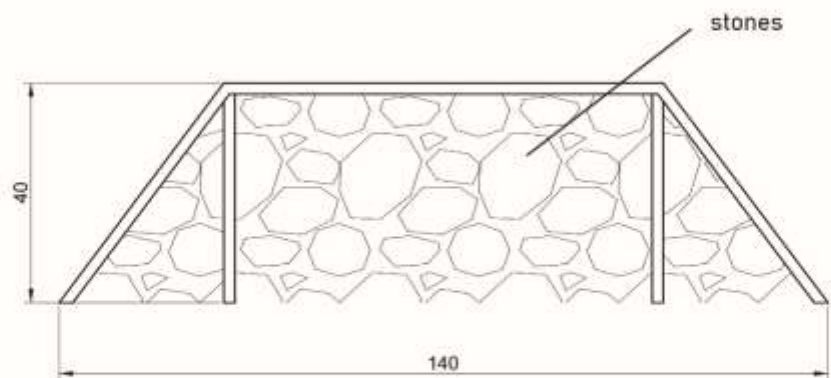
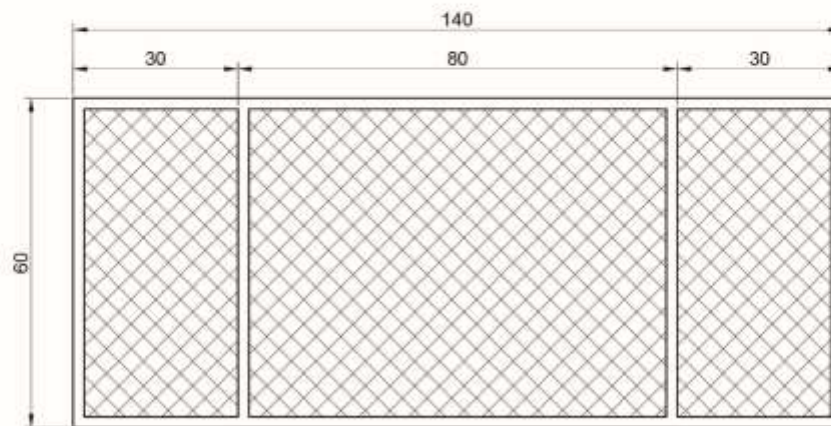


Labyrinth

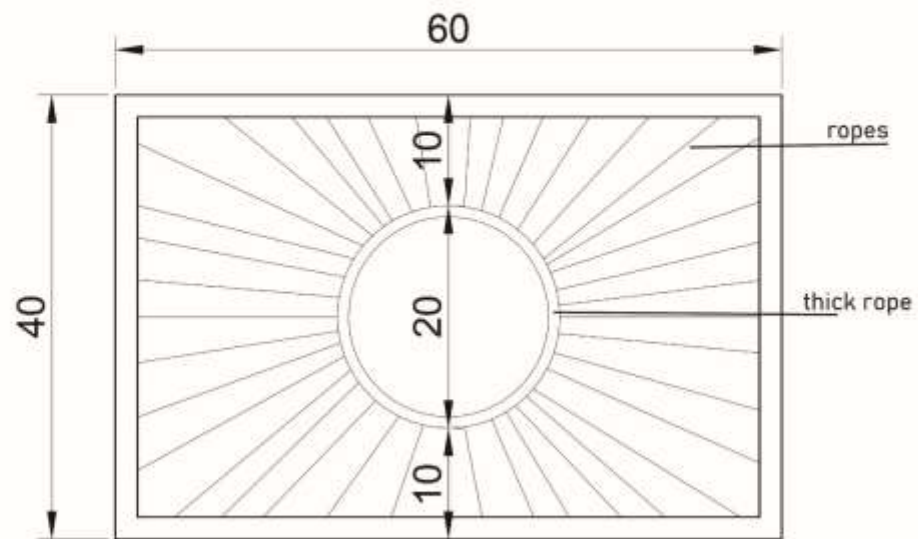




Dog walk (wire net)

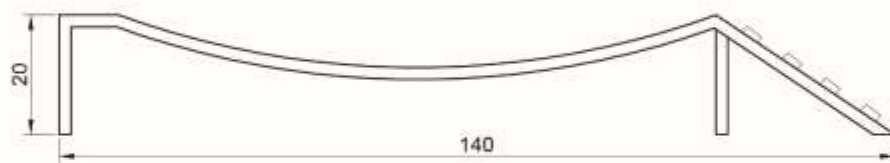
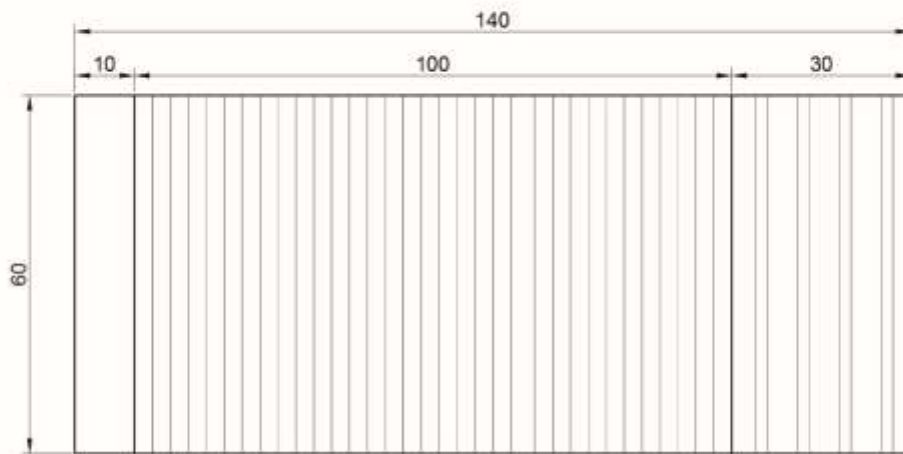


Mini tyre jump



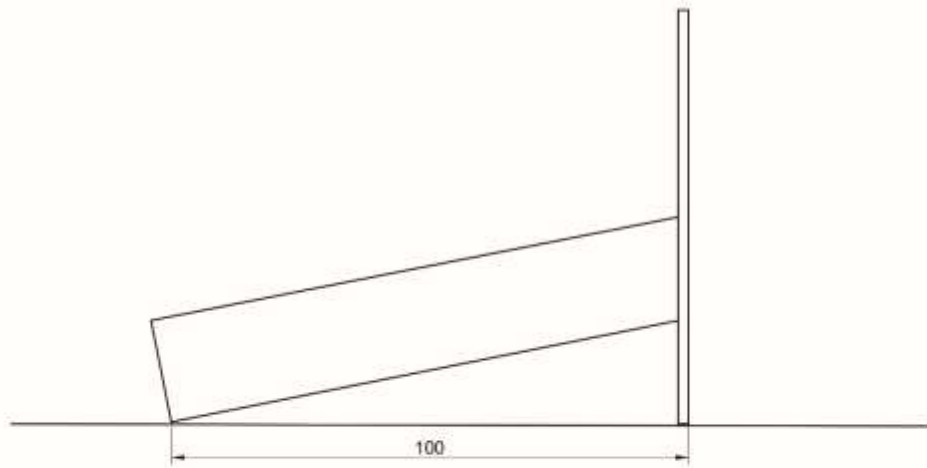
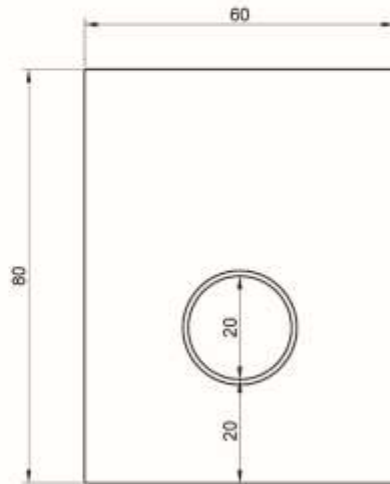


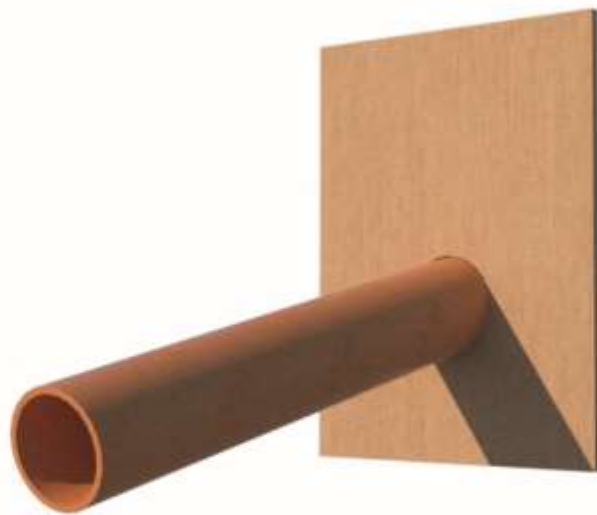
Movable bridge





Tunnel





Rebuilding 1A into a temporary administrative building is made by the project engineer. It is estimated for 20 538 USD.

Works related to water and energy sewage system – 128 218 USD.

Partial land use planning – estimated by the project engineer for 20 000 USD.

Construction of two obstacles courses.

They can be made by the CC staff for approximately 2000 USD, because there will be more expensive to do it on the external market.

Transforming 1K into osmology laboratories with DIY method (approx. 500 USD).

The instructors will adopt them themselves to the proposals made by the expert during an inspection of the Autumn 2020.

Purchase of three small bitches.

Choose from the race: labrador retriever, cocker spaniel, welsh terrier, Jagdterrier, Airedale terrier, golden retriever, medium schnauzer, rough-haired fox terrier, Bavarian Mountain Hound. The estimated cost of purchase - 2400 USD (3x800 USD).

Table 5. Equipment necessary for Stage 1

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Decoy uniform	1400	1	1400
2	Bamboo stick for training	9	3	27
3	Tent for decoy	180	2	360
4	Training sleeve	76	2	152
5	Reinforced teether	39	5	195
6	Long leg	65	1	65
7	Canvas tunnel	68	2	136
8	Odour neutraliser	6	100	600
9	Bag for dog droppings (1 set-900 pieces)	11	38	418
10	Transforming one building into osmology laboratories (DIY method)	500	1	500
11	Leather or sackcloth harness	12	33	396
12	Leather or sackcloth collar	10	33	330
13	Spiked or chain metal collar	6	33	198
14	Leather or canvas leash	11	33	363
15	Leather muzzle	13	33	429
16	Hairbrush	4	33	132
17	Metal comb	8	33	264
18	Chew toy	3	33	99
19	Cast rubber ball	2,5	33	82,5
20	Stainless bowl 1,8 and 2.5 l	2	50	100
21	Terry towel	4	33	132
22	Treats bag	8	33	264
23	Dog handler bag	30	33	990
24	Dry food for adult dog – 15 kg	30	73	2190
25	Dry food for puppies – 15 kg	35	160	5600
26	Delicacies for training – 1kg	3	30	90
27	Mini traktor with set of equipment for snow	1000	1	1000

	removal, sweeping, cutting grass)			
28	Dungaree (for gardener)	28	1	28
29	Work clothes (charwoman)	10	1	10
30	Collar with GPS devices	60	5	300
31	Waterproof tablet	300	1	300
32	Travel Suitcase	50	13	650
33	Carton box medium	150	0,25	37,5
34	Carton box big	150	0,4	60
TOTAL:		17 898		

Stage 2.

Rebuilding 1E into administrative building and the canteen.

The building will undergo a significant renovation. After its completion, it will serve as a canteen and administrative structure of the school. The following arrangement of the rooms is planned:

Ground floor - gastronomic part:

- Canteen for 48 people;
- Toilet for students;
- Kitchen;
- Handy kitchen storage;
- Dressing room for cooks;
- Toilet for the kitchen's staff.

Ground floor - administrative part:

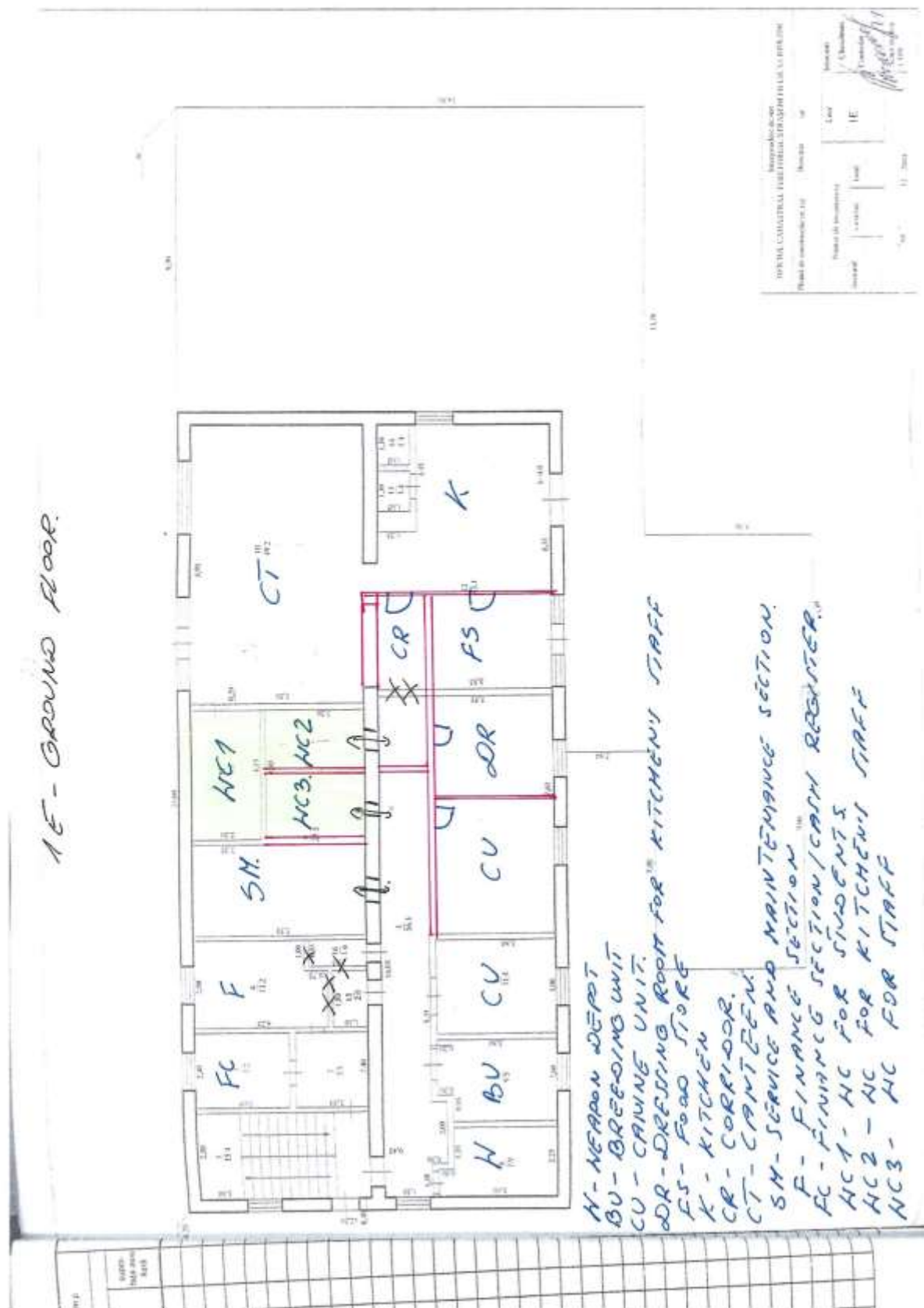
- 3 rooms for teaching staff:
 - a) 1 for Breeding Section;
 - b) 2 for Canine Unit;
- 3 rooms for logistic personnel:
 - a) 2 rooms for Finance Section and Cash Register;
 - b) Service and Maintenance Section;
- Weapon depot;
- Toilet.

First floor - administrative part.

This part will consist of:

- Briefing room;
- Toilet;
- Server;
- and 9 rooms for:
 - ✓ the commander;
 - ✓ deputy responsible for the educational tasks;
 - ✓ deputy responsible for the logistic tasks;
 - ✓ secretary;
 - ✓ Protection and Surveillance Section with an open and secret chancellery;
 - ✓ Service and Maintenance Section Manager;

- ✓ IT Section;
- ✓ Two rooms for Didactic Organisational Section.



Hand-drawn floor plan of a 1000 sq. ft. house. The layout includes the following rooms and dimensions:

- CH (Living Room):** 11'0" x 11'0"
- SH (Kitchen):** 10'0" x 10'0"
- HC (Hallway):** 10'0" x 10'0"
- C (Bedroom):** 11'0" x 11'0"
- DL (Living Room):** 11'0" x 11'0"
- BR (Bedroom):** 11'0" x 11'0"
- S (Bathroom):** 5'0" x 5'0"
- IT (Bathroom):** 5'0" x 5'0"

The plan also shows a central hallway, a staircase, and various doors and windows. The total area is 1000 sq. ft.

C - COMMANDER
S - SECRETARY
DD - DEPUTY/DIAGNOSTIC
DL - DEPUTY/LOGISTIC
CH - OPEN AND SECRET CHANCELLERY
BR - BRIEFING ROOM
DOS - DIAGNOSTIC ORGANISATIONAL SECTION.
S - SERVER
IT - IT SECTION.
SM - SERVICE AND MAINTENANCE MANAGER.

[illegible]

Table 6. Building equipment – 1E

No.	Type of equipment	Unit Price	Quantity	Total Price
CANTEEN				
1	Convection oven	550	1	550
2	Gastronomic pan	706	1	706
3	Potato peeler	1176	1	1176
4	Refrigerated cabinet	294	1	294
5	Freezer	353	1	353
6	Vegetable crusher	118	1	118
7	Gastronomic stool	176	1	176
8	Gastronomic sink	300	2	600
9	Gastronomic dishwasher	529	1	529
10	Knives (set)	59	2	118
11	Pot 50 l	47	2	94
12	Set of pots	118	1	118
13	Furniture set (1 table and 6 chairs)	118	8	944
14	Pan	35	3	105
15	Spoon	1	100	100
16	Fork	1	100	100
17	Knife	1	100	100
18	Teaspoon	1	100	100
19	Cake fork	1	100	100
20	Condiment	12	8	96
21	Soup Vase	12	12	144
22	Deep plate	2	100	200
23	Plate	2	100	200
24	Dessert plate	1	100	100
25	Cup	1	100	100
26	Basket for bred	3	10	30
27	Soup ladle	6	12	72
28	Platform trolley	71	1	71
29	Shelf for dishes	59	2	118
30	Napkins	1	10	10
31	Cooker hood	59	2	118
32	Bread/meat slicer	88	1	88
33	Sugar bowl	4	10	40
34	Wardrobe locker	25	9	225
35	Toilet paper tray	5	3	15
36	Toilet brush	3	3	9
37	Mirror	29	3	87
38	Soap holder	5	3	15
39	Towel rack	2	3	6
40	Small kitchen equipment (strainers, Cutting boards, meat mallet, etc	500	1	500
41	Fire extinguisher	60	2	120
42	Litter bin	10	4	40
CANTEEN TOTAL:		8785		
ADMINISTRATIVE PART				
43	Toilet paper tray	5	4	20

44	Toilet brush	3	4	12
45	Mirror	29	4	116
46	Soap holder	5	4	20
47	Towel rack	2	4	8
48	Desk	88	24	2112
49	Office chair	59	24	1416
50	Office bookcase	118	15	1770
51	Weapon safe	300	2	600
52	Small safe	75	7	525
53	Safe	250	1	250
54	Big table for briefings (6 persons)	118	1	118
55	Chairs	30	6	180
56	Big table for briefings (16 persons)	300	1	300
57	Chairs	30	16	480
58	Wardrobe	59	24	1416
59	Wardrobe locker	25	6	150
60	Computer	588	18	10584
61	Computer monitor	60	18	1080
62	Multimedia projector	550	1	550
63	Shredder	25	6	150
64	Rostrum	400	1	400
65	Clothes hanger	29	15	435
66	Multifunctional Printer+ Xerox	294	7	2058
67	Phone	41	15	615
68	Camera	353	1	353
69	Videocamera	529	1	529
70	Kettle	29	10	290
71	Cup	2	30	60
72	Dish	2	30	60
73	Spoon	1	30	30
74	Curtain rod	15	19	285
75	Curtain	12	19	228
76	Draperies	6	19	114
77	Fire extinguisher	60	2	120
78	Litter bin	10	21	210
ADMINISTRATIVE PART TOTAL:		27 644		
BUILDING 1E TOTAL:		36 429		

Rebuilding 2B into a dormitory with the classrooms.

The main purpose of the renovation of this building is to transform it into a dormitory for students and classrooms. After the modernisation, a dormitory for 46 beds is created.

The building will include the following premises:

- 22 double rooms, built in the style of a studio, i.e. one bathroom for two rooms;
- 1 apartment for 2 persons;
- Laundry and drying room equipped with 2 washing machines and 2 dryers;
- Social room consisting of a kitchenette and a TV corner;
- Classroom for 12 people;

- Classroom for 24 people;
- Toilet.

Table 7. Building equipment - 2B.

No.	Type of equipment	Unit Price	Quantity	Total Price
DORMITORY				
1	Bed	88	44	3872
2	Bedside cabinet	29	44	1276
3	Bedside lamp	18	44	792
4	Chair	29	44	1276
5	Wardrobe	59	46	2714
6	Clothes hanger	29	23	667
7	Quilt	59	46	2714
8	Pillow	24	46	1104
9	Bed-linen	6	92	552
10	Pillowcase	6	92	552
11	Duvet cover	12	92	1104
12	Towel	6	100	600
13	Toilet paper tray	5	15	75
14	Toilet brush	3	15	45
15	Mirror	29	15	435
16	Soap holder	5	15	75
17	Towel rack	2	46	92
18	Bed for apartment	150	2	300
19	Armchair for apartment	100	2	200
20	Table	176	1	176
21	Chest of drawers	120	1	120
22	Washing machine	350	2	700
23	Clothes dryer	350	2	700
24	Tv 50-55'	588	2	1176
25	Microwave oven	235	1	235
26	Corner sofa	471	1	471
27	Table	176	2	352
28	Armchair	88	4	352
29	Kettle	29	2	58
30	Fridge	235	1	235
31	Set of kitchen furniture	700	1	700
32	Set of dishes, cubs, spoons,etc.	200	1	200
33	Curtain rod	15	24	360
34	Curtain	12	24	288
35	Drapery	6	24	144
36	Fire extinguisher	60	2	120
37	Litter bin	10	30	300
DORMITORY TOTAL:		25132		
CLASSROOM 1				
38	Window shutters	150	2	300
39	Curtain rod	15	2	30
40	Curtain	12	2	24
41	Drapery	6	2	12

42	Blackboard	59	1	59
43	Teacher's desk	59	1	59
44	School desk	41	6	246
45	School chair	24	13	312
46	Bookshelves	71	2	142
47	Laptop	400	1	400
48	Multimedia projector	550	1	550
49	Fire extinguisher	60	1	60
50	Litter bin	10	1	10
CLASSROOM 1 TOTAL:		2192		
CLASSROOM 2				
51	Multimedia board	1059	1	1059
52	Laptop	400	1	400
53	Multimedia projector	550	1	550
54	Set of markers to multimedia board	59	2	118
55	Window shutters	150	3	450
56	Curtain rod	15	3	45
57	Curtain	12	3	36
58	Drapery	6	3	18
59	Teacher's desk	59	1	59
60	School desk	41	12	492
61	School chair	24	25	590
62	Bookshelves	71	2	142
63	Fire extinguisher	60	1	60
64	Litter bin	10	1	10
CLASSROOM2 TOTAL:		4149		
BUILDING 2B TOTAL:		31 473		

page 8.

DORMITORY - GROUND FLOOR



C-CLASSROOM

Institution: C-CLASSROOM, STRUTURA, STRUTURA DELLA VILLA		Date: 20
Project: 10	Scale: 1:100	Author: [Signature]

Rebuilding 1H into depots.

The 1H building is ideal for depots. It is naturally divided into two parts, which will separate depots under individual supervision from those intended for everyday use.

The following depots will be built there:

- Handheld equipment;
- Training equipment;
- Osmology;
- Tobacco products;
- Narcotics;
- Two depots for explosives.

There should be no windows in narcotics, tobacco and explosives depots. It is strongly recommended to build an effective ventilation system. Outside the building, in its corridor and each of the depots as mentioned above, a camera should be installed, connected to the alarm system. The camera system should have a direct connection to the shift manager's room in building 1A.

Table 8. Building equipment – 1H.

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	2	120
2	Metal safe	250	6	1500
3	Laboratory scale	105	2	210
4	Storage rack	21	12	252
5	Infrared camera	56	6	336
6	Alarm control panel	110	1	110
7	External alarm siren	35	1	35
8	Fire blanket	20	1	20
9	Exhaust fan	90	5	450
10	Litter bin	10	2	20
TOTAL:			3053	

✓ NO WINDOWS IN THIS PART
BUT A VERY GOOD VENTILATION SYSTEM



● CAMERA

EA, E2 - EXPLOSIVES.

T - TOBACCO

N - NARCOTICS.

O - OSMOLOGY

TE - TRAINING EQUIPMENT

SH - SHORT MAGAZINE.

Inspection of the
USE OF LABORATORY EQUIPMENT FOR ANALYSIS AND
Plant, location or (s) : Narcotics Date : 11/11/10

Inspector : [Signature] Checked by : [Signature]

Scale : 1:200

Rebuilding 1M into the internal kennels and 2 depots.

The building 1M will be used for keeping small breed dogs. It consists of 11 internal kennels and two depots: one – the food storage and second for cargo equipment. Internal kennels are designed in such a way that no more than four dogs can stay in one room, unable to see each other. It will ensure peace in the kennels.

Table 9. Building equipment – 1M

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	4	240
2	Dog's bed	45	11	495
3	Rotating bowls for the kennel	63	11	693
4	Soap holder	5	3	15
5	Towel rack	2	3	6
6	Irrigation hose 50 m	13	1	13
7	Irrigation hose gun	6	3	18
8	Mop	40	3	120
9	Broom	12	3	36
10	Storage rack	21	10	210
11	Dog waste bin	40	1	40
12	Litter bin	10	3	30
TOTAL:			1916	

Rebuilding 1R into Veterinary.

A veterinary clinic should be equipped with all devices that will ensure its self-sufficiency. The outpatient staff will supervise all MIA service dogs, from puppies to withdrawal from service.

The main scope of duties of a veterinary clinic:

- a) supervision of bitches during pregnancy and birth;
- b) supervising puppies and giving opinions on their suitability for service;
- c) current veterinary prevention of service dogs;
- d) surgical and outpatient treatment;
- e) periodic assessment of the dog's health (each refresher-certification course will begin with a veterinary review of the dog and its current prevention - trimming claws, cleaning tartar);
- f) performing laboratory tests;
- g) giving opinions on dogs to be withdrawn from service;
- h) collecting and archiving medical records of all service dogs.

The veterinary building consists of 7 premises:

- waiting room;
- laboratory;
- doctor's office;
- treatment and operating room;
- X-ray room;
- toilet;
- indoor kennels.

Indoor kennels will consist of 8 kennels, 4 of which will be connected with a runway with a length of 5 meters and a width of 1 meter. Besides, there will be a shower for dogs in this room.

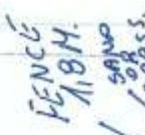
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Table 10. Building equipment – 1R

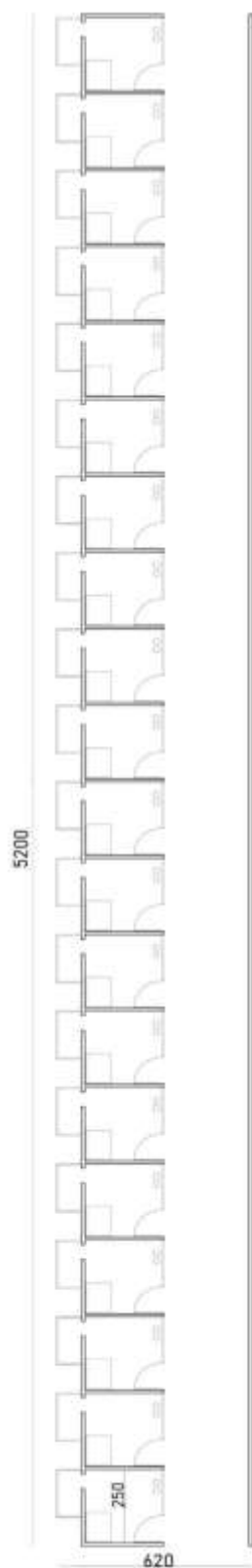
No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	1	60
2	Dog's bed	45	8	360
4	Soap holder	5	1	5
5	Towel rack	2	1	2
6	Dog cage	50	4	200
7	Toilet paper tray	5	1	5
8	Mop	40	1	40
9	Toilet brush	3	1	3
10	Mirror	29	1	29
11	Desk	88	2	176
12	Bowl 1,8 -2,5 l	2	16	32
13	Office chair	59	2	118
14	Broom	12	1	12
15	Waiting room bench	100	1	100
16	Dog waste bin	40	1	40
17	Medical wastebasket	20	2	40
18	X-ray table	9000	1	9000
19	Chip	0,6	200	120
20	Chip reader	55	1	55
21	Cardiomonitor	2500	1	2500
22	Operating table	1800	1	1800
23	Dentist table	2000	1	2000
24	Table for tools	300	1	300
25	Ultrasonic washer	2400	1	2400
26	Ultrasonic veterinary scaler	150	1	150
27	Weight	250	1	250
28	Transport stretcher for dogs	180	2	360
29	Veterinary unit	400	1	400
30	X-ray screening paravan	430	1	430
31	Oxygen chamber	750	1	750
32	Surgical laser	7500	1	7500
33	Anesthesia apparatus	420	1	420
34	Tonmeter	3400	1	3400
35	Clipper	150	1	150
36	Veterinary positioner set	1600	1	1600
37	Medical site	200	2	400
38	Other medical equipment (tools and medicines)	5000	1	5000
39	Litter bin	10	4	40
40	Electronic microscope 4 lens	900	1	900
41	Infusion pump	700	1	700
42	The electrical vacuum cleaner of 15l/min	600	1	600
TOTAL:		42 447		

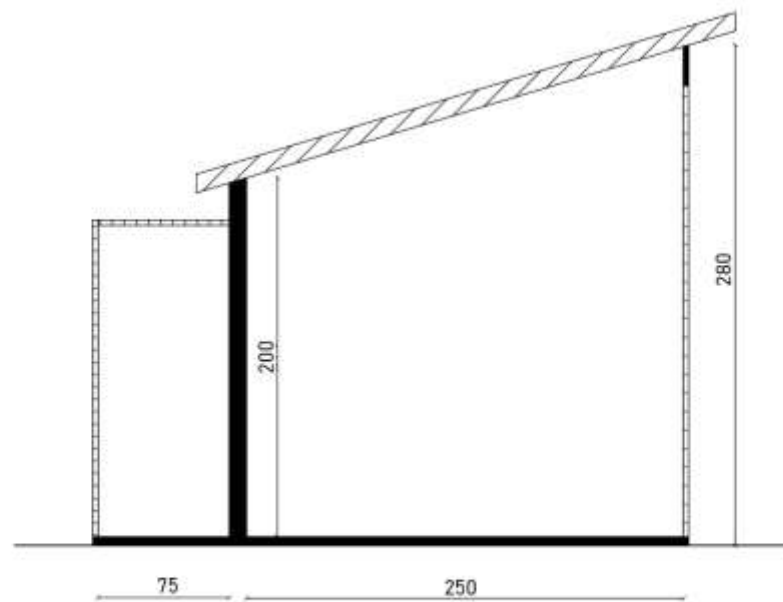
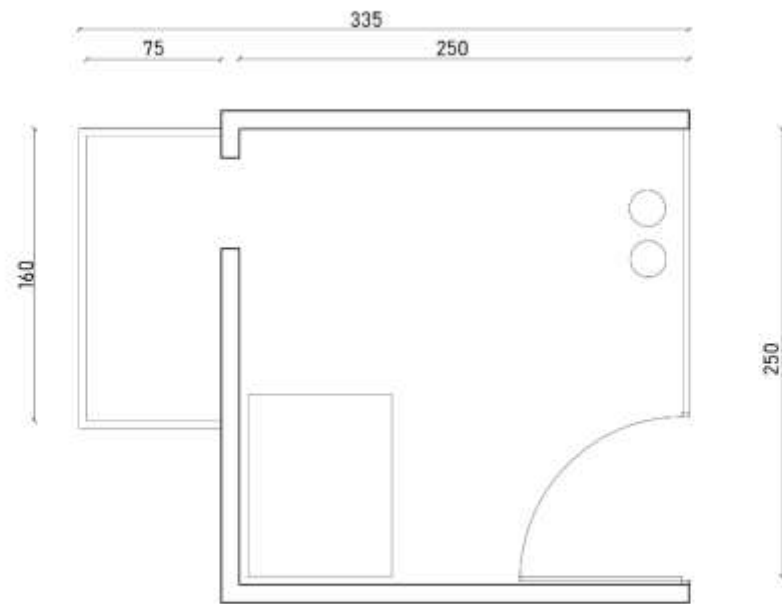
Construction of 20 outdoor kennels.

These kennels are constructed in the same way as kennels from Stage 1.

Table 11. Equipment for external kennels.

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Fire extinguisher	60	1	60
2	Insulate kennels	100	20	2000
3	Rotating bowls for the kennel	63	20	1260
6	Irrigation hose 50 m	13	1	13
7	Irrigation hose gun	6	2	12
8	Mop	40	2	80
9	Broom	12	3	36
10	Dog waste bin	40	2	80
TOTAL:		3541		





Purchase two German Shepperd bitches – 2000 USD (2x1000). The justification for this purchase can be found in point V.

Construction of outdoor gym and street workout – 8000 USD.

Since the emerging CC is far away from housing estates, and the student's duties include taking care of the service dog, they will have few opportunities to leave the CC during the training period. It is, therefore, advisable to create a favourable training infrastructure. Currently, strength sports are trendy among young people; it applies to both Crossfit and workout sports. Also, the expert would like to draw attention to the fact that the prevalent football is a contact sport, and very traumatic. The most common and severe injuries are leg injuries. Damage to the leg excludes the student from taking part in didactic classes, which during canine training mainly involve practical classes, i.e. walking and running with the dog. It means that the student does not finish the training, so he and the dog are useless in the service. For this reason, it is forbidden to play football at BGCST in Poland for participants of canine training courses. It is recommended to introduce a similar solution in Moldova and to find financial resources for the construction of an appropriate sports infrastructure.

Table 12. Equipment necessary for Stage 2

No.	Type of equipment	Unit Price	Quantity	Total Price
1	Decoy uniform	1400	1	1400
2	Bamboo stick for training	9	3	27
3	Tent for decoy	180	2	360
4	Training sleeve	76	2	152
5	Reinforced teether	39	5	195
6	Long leg	65	1	65
7	Odour neutraliser	6	100	600
8	Defibrillator	1250	1	1250
9	Supply refrigerator car up to 3.5 t	18500	1	18500
10	Transport car 4x4 for 6 people and 6 dogs	55000	1	55000
11	Van for 9 persons	20000	1	20000
12	Bag for dog droppings (1 set-900 pieces)	11	98	1078
13	Leather or sackcloth harness	12	100	1200
14	Leather or sackcloth collar	10	100	1000
15	Spiked or chain metal collar	6	100	600
16	Leather or canvas leash	11	100	1100
17	Leather muzzle	13	100	1300
18	Hairbrush	4	100	400
19	Metal comb	8	100	800
20	Chew toy	3	100	300
21	Cast rubber ball	2,5	100	250
22	Stainless bowl 1,8 and 2.5 l	2	100	200
23	Terry towel	4	100	400
24	Treats bag	8	100	800
25	Dog handler bag	30	100	3000
26	Dry food for adult dog – 15 kg	30	405	12150
27	Dry food for puppies – 15 kg	35	280	9800
28	Delicacies for training – 1kg	3	100	300
29	Plumber's bag	20	1	20

30	Plumber tool set – 500 pieces	95	1	95
31	Set for paintings	50	1	50
32	Set for cleaning	30	2	60
33	Work clothes (cook)	13	18	234
34	Work clothes (charwoman)	10	1	10
35	Dungaree (for plumber and painter)	28	2	56
36	Travel Suitcase	200	13	2600
37	Carton box medium	400	0,25	100
38	Carton box big	400	0,4	160
39	Car for transport 2 dogs	13000	1	13000
TOTAL:		148 612		

14. The organisational structure of the Canine Centre.

The organisational structure of the centre is into two stages. The first stage covers the minimum number of personnel necessary to start the training process. **It amounts to 22 people** and consists of the following personnel:

- a) Commander - 1;
- b) Secretary - 1 - keeping all documentation related to the school's activities, archiving it, keeping an open and secret chancellery;
- c) Deputy Commander responsible for the educational process - 1- coordination and training;
- d) Canine instructor - 4 - conducting classes;
- e) Breeding Section instructor - 2 - taking care of breeding bitches, puppies, training puppies;
- f) Drafter - 1 - planning classes, establishing cooperation with MIA units in the scope of creating a database on the number and specialities of service dogs, their age, planned training dates;
- g) Charwoman -1;
- h) Gardener - 1;
- i) Driver - provider -1;
- j) Accountant - 1 - managing all financial matters related to the activities of CC;
- k) Shift manager -4;
- l) Sentry - 4.

After finishing Stage 2 the Canine Centre acts as a completely autonomous and independent structure, reporting directly to the MIA. To be able to perform the tasks entrusted to CC entirely, it should have the organisational cells presented below. The expert offers the functions of individual cells together with a brief justification of their legitimacy.

The abbreviations used in the document mean:

O - position for the officer;

O * - a position that can be taken by both an officer and a civilian;

C – a civilian employee.

1. The Canine Centre management.

The management includes:

- A commander of the centre;
- A deputy responsible for educational tasks - because it will be a small school, it is recommended that the deputy is at the same time the head of the Canine Unit;

- A deputy responsible for logistic tasks - also in this case for economic reasons, it is recommended that he is the head of the Technical and Provision Division.

Table 13. The management staff

MANAGEMENT	
commander	1 / O
deputy responsible for educational tasks	1 / O
deputy responsible for educational tasks	1 / O
TOTAL:	3/O

2. Canine Unit.

The most important tasks of the Canine Unit include:

- Initial training for candidates for service dog handlers (4 weeks);
- Specialist training in the field of canine service in the following specialities:
- patrol and defensive / public order (4,5 months);
- tracking (4.5 months);
- select for searching people (4.5 months);
- select for searching tobacco products (4.5 months);
- select for searching drugs (4.5 months);
- select for searching explosives (6, 5 months);
- refresher-certification course / recurrent aimed at improving the skills of a dog handler and service dog, aimed at verifying and increasing the usability and extending the validity period of the certificate (1 month).

To achieve the above objectives, it is recommended to adopt the following structure:
The head of the unit - who also performs the duties of deputy commander responsible for educational tasks;

lecturer - 2 posts;

senior instructor - 2 posts;

instructor - 1 posts;

junior instructor/decoy - 1 posts.

The expert would like to draw the attention to the fact that in BGCST in Poland to be employed as an instructor; the candidate must first perform the duties of a junior instructor with an older, experienced instructor for two years. At the same time, while learning, the junior instructor often appears as a decoy in classes.

Table 14. Canine Unit staff

CANINE UNIT	
head of the unit	1 / O
lecturer	2 / O
senior instructor	2 / O
instructor	1 / O
junior instructor / decoy	1 / O
TOTAL:	7/O

3. Breeding Section.

The primary task of this cell is to care for breeding bitches and their offspring. An essential job is to conduct initial training of puppies preparing them for service (8 months). It is recommended

that one officer take care of 3-4 bitches and their puppies. If the delivery dates differ, they will help each other train their puppies. Those posts are recommended for the sub-officers. The manager may be a warrant officer.

Table 15. Breeding Section staff

BREEDING SECTION	
section manager	1 / O
instructor	2 / O
TOTAL:	3 / O

4. Veterinary Section.

The main scope of duties of a veterinary section:

- supervision of bitches during pregnancy and birth;
- supervising puppies and giving opinions on their suitability for service;
- current veterinary prevention of service dogs;
- surgical and outpatient treatment;
- periodic assessment of the dog's health;
- performing laboratory tests;
- giving opinions on dogs to be withdrawn from service;
- collecting and archiving medical records of all service dogs.

A cell for three persons will be enough for such a small school. It shall be composed of two veterinarians and one laboratory technician that will perform laboratory tests. These can be posts for both officers and civilians. One of the doctors will also be the head of the section.

Table 16. Vet Section staff

VETERINARY SECTION	
section manager / veterinarian	1 / O *
veterinarian	1 / O *
laboratory technician	1 / O *
TOTAL:	3 / O *

5. Didactic organisation section.

A section with three members is proposed: a manager and one uniformed drafter.

The main tasks of the section will include:

- planning of training ventures;
- the organisation of final exams;
- keeping a central register of all service dogs reporting to MIA and their approvals;
- analysing the use of dogs in the service to monitor their effectiveness as well as the use of acquired knowledge;
- keeping current correspondence with units subordinate to MIA.

Table 17. DOS staff

DIDACTIC ORGANISATION SECTION	
section manager	1 / O
drafter	1 / O
TOTAL:	2/ O

6. Technology and Provision Division.

This division is responsible for the overall operation of the logistics part of the Canine Centre. The head of this division is also the deputy commander responsible for the logistics tasks.

The division consists of the following cells:

- Provision section.
- Communication and IT section.
- Service and maintenance section.
- Finance section.

The provision section is responsible for the organisation and course of the nutrition process for students, staff and dogs, making food purchases, recording, storing and distributing them. Due to the specific character of the Canine Center, the students have to look after the service dogs. For this reason, students must also look after the dogs on weekends, all the more so because during the basic training the dog is the school's property to complete the training. Therefore, the kitchen must work and give meals seven days a week. From the information received, it appears that in schools subordinate to MIA meals are served from 7 a.m. to 7 p.m. Since CC is a small school, meals will be served from 6.45 a.m. to 8 p.m., which means that to prepare them, chefs must come to work at 5 a.m., and finish work at 7 p.m., which means that the kitchen works 14 hours every day. At MIA academy, the chef works 36 hours a week. It means that there should be one cook and two kitchen helps per shift, i.e. three people in total. 14 hours a day x 7 days a week means 3 work shifts - 9 people.

Table 18. Provision Section staff

PROVISION SECTION	
section manager	1/O
cook	3 / C
kitchen help	6 / C
TOTAL:	10 (1/O;9C)

Communication and IT section.

The main tasks of section employees include:

- IT security for the training process and the operation of the centre;
- Implementation of the connection process to IT systems;
- Running communication and IT equipment service,
- Running a school website;
- Keeping records of communications and IT assets;
- Cryptographic protection and personal data protection.

The two-person section completely covers the school's needs: 1 communication specialist and 1 IT technician.

Table 19. Communication and IT Section staff

COMMUNICATION AND IT SECTION	
section manager - communications officer	1 / O *
IT specialist	1 / O *
TOTAL:	2 / O *

Service and maintenance section.

The section's tasks include, first and foremost, ongoing school maintenance, minor repairs, cleanliness, and equipment and property delivery.

In the section, membership should be two warehousemen, who will manage all the depots, two charwomen, a gardener, a repairman - painter, a repairman - plumber, a driver - provider.

Table 20. Service and Maintenance Section staff

SERVICE AND MAINTENANCE SECTION	
section manager	1 / O
warehouseman	2 / O
charwoman	2 / C
driver - provider	1 / C
gardener	1 / C
repairman - plumber	1 / C
repairman - painter	1 / C
TOTAL:	9 (3/O; 6/C)

Finance section.

The primary tasks of the section include centre accounting, cash desk services, payroll calculation, payroll preparation, preparation and conduct of tenders, and economic analysis.

The proposed composition of the section:

Section manager – an officer;

Accountant - a specialist in accounting/cashier.

Table 21. Finance Section staff

FINANCE SECTION	
section manager	1 / O
accountant	1 / C
TOTAL:	2(1/O; 1/C)

7. Protection and surveillance section.

The tasks of the section include physical security of centre area protection and running a secret and unclassified chancellery. It is recommended that it be one office operated by one civilian employee, who will be simultaneously performing duties as a commander's secretary. When it comes to security, one shift manager and one sentry are proposed on every shift. It is especially important at night so that in the event of an alarm, no one should protect this territory alone. Please note that the centre premises will contain drugs, explosives, weapons and ammunition, and service dogs, which may be poisoned. Security must be 24 hours a day, 7 days a week - 168 hours a week. An officer can work 40 hours a week. Adding vacations and training to sick leave, it appears that is needed 4 shift managers and 4 sentries.

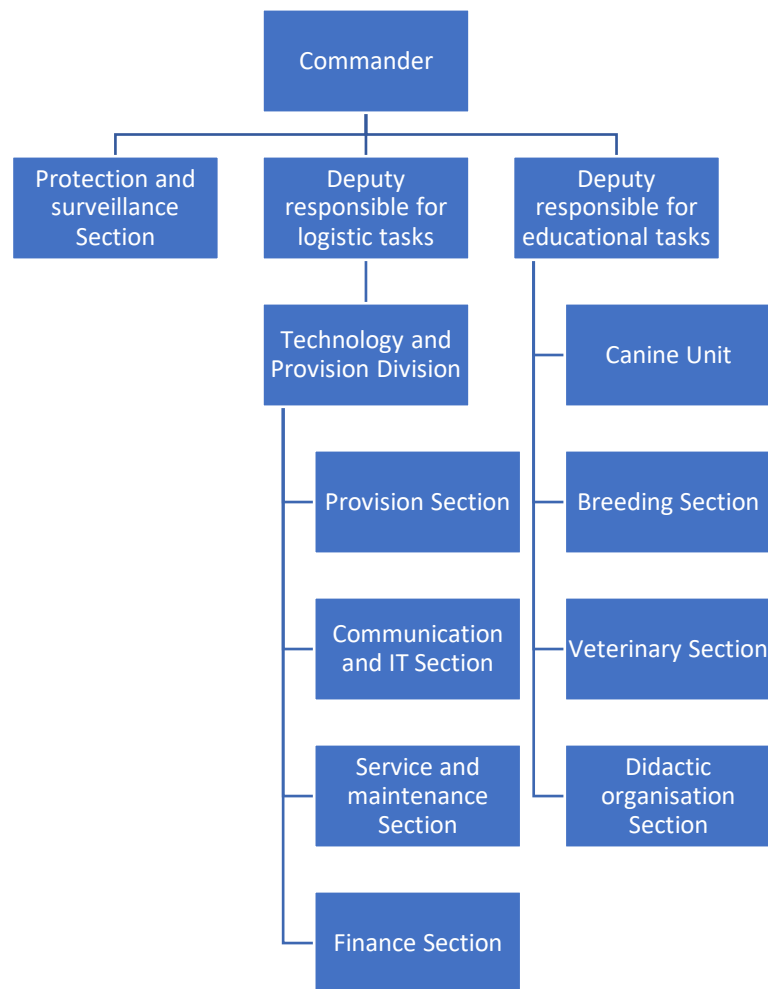
Table 22. Protection and surveillance Section staff

PROTECTION AND SURVEILLANCE SECTION	
section manager	1 / O
shift manager	4 / O
sentry	4 / O
chancellery employee/secretary	1 / C
TOTAL:	10 (9 / O; 1 / C)

Table 23. The total employment status of the Canine Centre

	altogether	O	O*	C
management	1 (+2)	1(+2)	-	-
didactic	14	11	3	-
logistic	23	5	2	16
protection and surveillance section	10	9	-	1
TOTAL:	48	26	5	17
(+2) – a deputy is also head of the CU and TAP Division				

THE ORGANISATIONAL CHART OF THE CANINE CENTRE



15. Project feasibility study.

In this chapter, the expert, based on information obtained from the Moldovan side, carries out a feasibility study on the creation of a single centre for canine training, subordinated directly to the MIA. This feasibility study was carried out according to the TELOS methodology, which is widely used for business assessment of planned projects. This method focuses on the following five areas:

- T - technological;
- E - economic;
- L- legal;
- O - operational;
- S - scheduling.

Considering the technological aspect, the expert was looking for answers to the following questions:

- Is the project rational?
- Is the project feasible at all?
- How should the project be made to meet the required standards?
- By what standards and in what specialities should the school teach?
- What equipment and facilities should be purchased to equip the centre?
- What materials and equipment should be obtained at the centre?
- Can the teaching and logistics staff adapt to the planned changes?

In assessing the economic aspect, the following questions were focused on:

- Which is more profitable - one school subject to MIA or three independent schools?
- Is it better to have its own dog breeding or buy the dogs on the external market?
- Is the creation of one school financially attractive?
- Will decision-makers want to support the project financially?
- What restrictions can be encountered during project implementation?

As the expert considered the legal assessment, the following questions were sought:

- Do the current legal regulations allow for the creation of such a school? If not, what should be changed?
- Can the construction of a canine centre cause protests?
- What should legal provisions be updated for the school to function following the law?
- What rules should be created?
- Which programs and procedures should be updated and re-created?

Focusing on the operational aspect, the expert was looking for answers to the following problems:

- How to choose staff to work in a new school?
- What training system should be created to ensure that both the managerial and teaching staff work according to the assumed standards?
- How will the creation of a school directly under the MIA subordination affect the current relationship with the services subordinate to the ministry?
- How to select officers for a dog handler position?
- What training system to create?
- How to make the project a success?

When assessing for schedulings, attempts were made to look for answers to the following questions:

- Are we able to achieve our goals in the required time?
- How to create a schedule to make the project a success?
- What threats can we face?
- How to overcome them?

Technological assessment.

After analysing the state of canine education in organisational units subordinate to MIA, the expert concluded that the only rational solution is to create a single, modern, meeting European standards canine centre. The centre will report directly to the Minister of the Internal Affairs, and direct substantive supervision is proposed for the Director of Staff Policies and Education in MIA.

Given the feasibility of the project, the expert believes that the project is most feasible. However, the expert suggests dividing the project into 2 Stages, because there are no sufficiency financial resources to create the full independent Canine Centre for the available amount of money. After finishing Stage 1, which covers the conditions for keeping and breeding service dogs,

MIA can start conducting canine courses. If donors agree to support the continuation of the project, Stage 2 includes creating a dormitory for students and administrative building with the canteen with other facilities.

When analysing the possible locations, the expert recommends creating the Canine Centre in Boscana. The main factor in favour of this location is the proximity of Chisinau. The facility is located in an agricultural area, not urbanised, so there should be no protests from civilians because of the smells that more than 50 dogs emit and the noise they make, especially at feeding time. The existing infrastructure is perfect for transforming it into the Canine Centre but requires significant renovation.

The expert rejected both the location of the Border Police in Chisinau and Zagarancea and the Police in Chisinau as not meeting the standards. Canine centre in the capital of the country can cause many protests. Also, dogs will not feel comfortable in urban areas and will be continuously exposed to urban noise, which will cause them to distract and not concentrate during training. An area of 70 acres is unacceptable for this type of school. The Police location, on the other hand, has an area of only 4.5 ha, which makes it entirely useless for such functions. On such a small space, dogs will not have adequate conditions for practical training.

For the project to meet the required standards, it should be designed as described by the expert in the chapter "Model canine training centre".

The essential tasks in a training centre should consist of:

- a) Initial training for candidates for service dog handlers (4 weeks);
- b) Initial training of puppies preparing them for service (8 months);
- c) Specialist training in the field of canine service in the following specialities:
 - patrol and defensive/public order (4,5 months);
 - tracking (4.5 months);
 - select for searching people (4.5 months);
 - select for searching tobacco products (4.5 months);
 - select to search for drugs (4.5 months);
 - select for search explosives (6, 5 months);
- d) refresher-certification course/recurrent aimed at improving the skills of a dog handler and service dog, aimed at verifying and increasing the usability and extending the validity period of the certificate (1 month);
- e) issuing attestations for service dogs (the consultant proposes that with the authorisation of the Minister of the Interior attestations be issued by the school commander);
- f) keeping a central register of all service dogs reporting to MIA and their approvals;
- g) issuing opinions for the Director of Staff Policies and Education in MIA regarding the desirability of withdrawing a dog from service (after prior analysis of medical records kept by the centre's veterinarian);
- h) conducting an analysis of the use of dogs in the service to monitor their effectiveness as well as the use of acquired knowledge, e.g. about the latest trends in concealing drugs or other objects in current training activities;
- i) conducting veterinary reviews and outpatient treatment for all dogs serving in MIA subdivisions;
- j) veterinary prophylaxis for all service dogs;
- k) issuing the first set of equipment for the dog to the service;
- l) conducting breeding for MIA training needs.

Besides, the centre can act as a strategic reserve of the Minister of the Interior. At his command, students and staff can be used to combat the effects of natural disasters, border blockade or protection of critical infrastructure facilities.

For both training and act as a strategic reserve, the school should possess at least one four-wheel-drive transport car for carrying six people and five dogs, adopting European standards, one instructor per five students, which ensures the right quality of training. A large part of the classes takes the form of practical lessons in the field outside the centre territory to get dogs used to working in various environments. To this end, classes should take place both in the open terrain and in CIP facilities: stadiums, waterworks, power plants. From his own experience, the expert knows that EDD moved to the service from the airport to the metro needs two days to adapt, and only after that period begins to be useful. Therefore, e.g. dogs serving in counterterrorist sub-units should have training in the most diverse terrain. Also, to save both money and unnecessary jobs, the instructor after previous training is the driver of this vehicle. A driver whose only duty is to take and pick up students from classes is wasting budget money and creating unnecessary jobs.



Pic. 35. A transport car 4x4

The consultant who also acquired vehicles of this type suggests that the best-described conditions are met by FIAT Ducato 4x4 with a double cabin, presented above.

If the decision of buying this type of vehicle is made, the expert can advise on the development of the interior space, which includes five dog cages and lockers for training equipment, water for dogs, etc. In Poland, making one vehicle of this type costs about 55000 USD.

The centre should also possess a minimum one smaller vehicle for transporting dogs (equipped with two cages), one Van for carrying people, one refrigerated van for transporting food products. The expert also suggests buying one mini tractor equipped with replaceable tips for mowing grass, clearing snow, sweeping the streets. This purchase will save money in the long-term perspective, as the number of cleaners, conservators, etc. will be reduced.

A veterinary clinic should be equipped with all devices that will ensure its self-sufficiency. The outpatient staff will supervise all MIA service dogs, from puppies to withdrawal from service.

The main scope of duties of a veterinary clinic:

- a) supervision of bitches during pregnancy and birth;
- b) supervising puppies and giving opinions on their suitability for service;
- c) current veterinary prevention of service dogs;
- d) surgical and outpatient treatment;
- e) periodic assessment of the dog's health (each refresher-certification course will begin with a veterinary review of the dog and its current prevention - trimming claws, cleaning tartar);
- f) performing laboratory tests;
- g) giving opinions on dogs to be withdrawn from service;
- h) collecting and archiving medical records of all service dogs.

Because the designed school will be very modern and equipped according to European standards, the expert does not anticipate significant problems in recruiting staff and employees to work in the new school. Creating the right working conditions is very motivating for people, and that is why it is necessary to choose the best candidates or those who offer the best prospects to the centre. The only problem may be the lack of housing in the place of service.

Economic assessment.

The assessment of the economic aspect of the project began with the economic evaluation of dog breeding and an attempt to answer the question: "What is more profitable - own breeding or buying dogs on the free market?"

This project assumes that the centre will possess ten breeding bitches. The bitch will give a litter once a year. On average, a bitch gives birth from 6 to 13 puppies. For economic assessment, an average of 8 puppies is assumed. About 60-70% of puppies are healthy and capable of performing service; this means five from one litter. It gives the number of 50 puppies per year.

To achieve this, the expert suggests taking the following actions in individual phases of the project:

Stage 1:

Take over three Belgian Shepperd Malinois bitches;

Purchase of 3 bitches of dogs of small breeds; and give them to the care of 2 officers from the Breeding Section and 1 from the Canine Unit. Their main task will be to take care of bitches and their puppies, and preparing puppies to participate in the courses after finishing Stage 1. It is recommended to keep the 2 strongest, best bitches from the litter for breeding. The remaining 13 puppies will be allocated for training.

Stage 2:

Purchase of 2 German Shepperd bitches. Acting this way the Breeding Unit will reach full production capacity within two years.

The breeding will consist of 10 bitches:

- 5 small dogs breed – train for searching people, narcotics, tobacco, explosives;
- 5 big bitches (2 German Shepperd and 3 Belgian Malinois) – train in patrol, defence, public order speciality.

Currently, MIA has three young bitches for breeding, so it is necessary to buy five dogs. Purchase cost - $3 \times 800 \text{ USD (small dogs)} + 2 \times 1000 \text{ USD (German Shepperd)} = 4400 \text{ USD}$.

The annual cost of maintaining one dog - about 300 USD - a total of 3000 USD.

The annual cost of keeping puppies - around 10000 USD.

Puppies unfit for service will be sold. The money obtained in this way will fund the school's support fund, from which the purchase of food and medical supplies will be financed.

A breeding team consisting of 3 officers is proposed to take care of bitches and puppies. Their duties will include taking care of bitches and puppies, as well as preparing puppies to serve the initiation course, which will start at the age of 8 weeks and last until the puppy reaches 10-11 months. This action will allow preparing the dog for service in a professional way, and at the same time save financial resources, as there will be no need for accommodation and food for the students who are dealing with these dogs so far. Upon arrival at the training, the students will already get a dog prepared for training, with predispositions to a particular speciality.

Average monthly salary for one officer taking care of dogs - $\text{USD } 350 \times 12 \text{ months} = 4200 \text{ USD}$

The annual cost of breeding unit team - 12600 USD.

Total: 25 600 USD in the first year of operation.

By deducting the cost of buying bitches (USD 4400) – 21200 USD.

The cost of buying 50 dogs for service on the free market: $50 \times 700 \text{ USD} = \mathbf{35000 \text{ USD}}$.

The result of the above analysis is unambiguous - own breeding is economically justified. Already in the first year, and; in each subsequent year, the balance is positive. The calculation should include the values obtained from the sale of dogs unfit for service and the savings gained from the lack of accommodation and boarding of students from the preparation course. If the number of puppies intended for service exceeds 50 per year, there is a possibility to increase the number of trained dogs or sell them to cooperating companies and institutions, e.g. Customs Service or security companies.

From an economic point of view, owning a breeding farm is most justified.

The next element of the analysis was the construction of a training centre. At present, none of the services included in the MIA has a training centre that allows accommodation and catering for students and dogs. From an economic point of view, it makes no sense to create quasi schools for any formation. The strength and resources should be concentrated both on building one infrastructure accessible to all and on investing in the training of teaching staff. A team of high-class specialists should be created who will be able to conduct various training for services subordinate to MIA.

It is crucial to equip the school with all devices and teaching aids that will allow conducting classes, and above all exams following European standards.

MIA has a considerable role to play in this case. Based on his own professional experience, the expert suggests the following MIA activities during the implementation of the project:

1. To obtain drugs for the Canine Centre as part of cooperation with the Ministry of Justice. These are drugs that were secured as part of ongoing criminal operations, final convictions have already been delivered, and drugs have been confiscated and should be destroyed. They can be obtained for training, transported under a convoy, transform them into training samples of the appropriate weight, each sample secured, sealed and used in the training process. It is a common practice in EU countries.
2. Based on cooperation with the company supplying ammunition and explosives, sign an agreement on the free donation of explosives samples to the training centre. Also, employees of this factory will conduct training for EDD instructors and warehousemen responsible for the storage of explosives in the field of properties, characteristics and storage of explosives.
3. MIA will acquire 20 training cars. These may be old cars scheduled for withdrawal from the service. It is also possible to receive the vehicles in cooperation with the Customs Service and get cars confiscated during a smuggling attempt.
4. As part of cooperation with the Ministry of Transport, MIA can try to get an old railway carriage and track elements free of charge.
5. In turn, cooperation with the Moldovan Aviation Agency may result in obtaining the aircraft for training or its components.

MIA's involvement in the proposed activities described above will result in savings that can be allocated to the construction of permanent infrastructure.

When assessing the aspect of owning a veterinary clinic, it was noticed that currently, veterinary care is dispersed. Some services use private veterinary care, and there is a lack of equipment and facilities. Having its veterinary clinic will allow creating an entire, comprehensive veterinary care system.

Doctors will know each service dog, its origin, course of service and medical history. In the long term perspective, they will look after the service dog from its birth to withdrawal from service. They will be able to conduct both veterinary preventions as well as operations and animal rehabilitation.

If this project is approved, one of the most modern veterinary clinics in Moldova will be created. Depending on the available processing capacity, it will be able to provide paid medical services to other institutions. The funds obtained in this way will be added to the centre's support fund, from which the purchase of medicines and medical resources will be financed.

Although the total cost of the project is estimated for 1,249,180 USD, the consultant strongly believes that the total cost will be under one million USD. All prices of equipment, devices and facilities are retail prices. By organizing tenders properly, it is possible to save about 20-30 per cent of the project value. Also, by holding one large tender for construction works, significant savings can be obtained.

Legal assessment.

The establishment of a new training centre reporting directly to MIA will have significant legal consequences for all services. First of all, the centre will report directly to the Minister of Internal Affairs, and the Director will be responsible for substantive supervision of its activities. To this end, the statute of the centre should be developed.

The system for attesting dog handlers and service dogs should be developed. The centre's commander will issue the certificates under the authority of the Minister of the Interior.

Training programs must be reviewed. Modify existing training programs and create new ones that meet the project's goals. Some programs should be discontinued as not meeting the expected standards. A detailed description of the proposed changes will be made later on the next stage of the project.

An examination and certification system should be created that is as close as possible to EU and US standards.

A uniform training system should be created in the parent organisational units.

Amendments require regulations for the feeding of service animals. Current rules make the amount of the supplement for feeding a dog at home dependent on the degree of the rank of a dog handler. Meanwhile, the dog's diet should depend on his weight, age, season (increased demand for calories in winter) and whether the dog is on duty or training (during training, the dog performs very intensive olfactory work; therefore it should have increased food norm).

The provisions on the use of direct coercion measures should be modified. The current regulations lack its guide should give a description of the procedure on how a dog can be used as a means of direct coercion, with commands.

The rules governing veterinary care should be reviewed and modified. In the event of withdrawal from service, medical records should be sent to a veterinary clinic of the training centre. After medical analysis, the authorised doctor/Commission presents specific proposals to the school commander, who submits the appropriate application to the Director. The Director decides to withdraw the dog from service.

Amendments require regulations regarding the norms of a dog's payment. The training centre, as the central unit, will equip dogs with the first set of duty payable. The collection will be handed over to the service dog's guide with a handover protocol, which the dog handler will hand over after returning from training to the logistics specialist in the parent unit.

The creation of a training centre in Boscana should not raise any social protests.

Operational assessment.

Assessment opens of evaluating the impact of the establishment canine centre heretofore relations with services subordinate to MIA. First of all, the Staff and Training Policy Directorate in the MIA will supervise the school's activities. Subdivisions will report training needs in the field of canine service to the Directorate. The Director consults the accommodation and training possibilities of the centre with its commander, will issue a decision regarding the limits for initial training for individual formations. The centre planning cell will obtain information on all service dog approvals and their validity. On this basis, the Director, after consulting the commander of the centre, will issue a decision regarding the number and dates of improvement courses and will set limits for individual formations. With proper planning, it is enough to release one decision per year. If the handler is changed, this results in the loss of approval and referral of the team for retraining.

For the school to function correctly, it is essential to create a team of lecturers, instructors, doctors and managerial staff who will ensure the proper quality of the school's functioning. The instructor staff should be selected from experienced handlers, previously creating a comprehensive system of training courses for them. Analysing received materials, the expert drew attention to the potentially up-and-coming teaching staff of the Border Police. They are incredibly experienced instructors with many years of professional experience and many foreign pieces of training. They can constitute the core of the teaching staff of the emerging centre.

The expert proposes the following set of pieces of training:

1. Workshop on the properties, storage and characterisation of narcotic materials - for instructors training dogs to detect drugs and warehouse keepers - organised by experts from the US Drug Enforcement Administration (in cooperation with US Embassy).
2. Workshops on the characteristics and properties of selected explosives, concealing and polluting odours - for instructors training dogs to detect explosives and warehouse keepers of explosives - organised by representatives of the company supplying MIA with ammunition and explosives.
3. Training in the use of GPS - for patrol and defence dog instructors, tracking and special dogs to search for people - will be conducted by representatives of the company providing GPS.
4. Managerial course for the management staff of a new training centre - the expert recommends Lt. Col. (Ret.) Marek Michalski - a long-time lecturer in management and marketing, among others he trained the management staff of the Ukrainian State Border Service.
5. Workshops on working with a dog for detecting explosives, with a patrol and defence dog, a model dog exam for EDD under EU regulations - the expert recommends Senior Staff Warrant Officer Stanisław Orzeł from the Polish Border Guard, the extremely experienced dog handler, the owner of the "Marshall dogs fci" breed (dogs with the handler will fly to Moldova, the expert acts as a jury member). During this training, participants will not only be introduced to modern service dog training systems but also accustomed with selected exam elements following EU Decision 2015/8005.
6. A study visit for managerial staff in BGSCST - the expert recommends the participation of the head of the project, a person from MIA who will supervise the school, centre commander, head of the Canine Unit.
7. Study visit for instructors at BGCST - the expert proposes the participation of 5 instructors.
8. Initial pyrotechnic recognition course - for EDD instructors, conducted by a pyrotechnician from a counterterrorist unit (in case of finding or suspecting finding an explosive charge, EDD is the first person in the scene of the event. Only in the next phase does the pyrotechnic take action, so EDD must have a basic knowledge of pyrotechnics, which will result in better cooperation and mutual understanding).

The next questions to which the expert tried to find the answer were: "How to carry out the project to make it a success? How to select officers for the position a dog handler? "

The National Program for implementation of the UN Security Council Resolution 1325 " Women, Peace and Security" proved to be the key to solving this problem.

The MIA is experiencing underrepresentation of women in service. Highlighting this issue, the Police Development Strategy for 2016-2020 aims to increase the share of women in Police to 20% by 2020.

At present, only six women perform their duties in the canine subdivisions :

Border Police: - 1 senior officer dog-handler Canine Unit (HQ-Central Level); 1 senior sub-officer dog-handler at a territorial Border Police Sector ;

Police: - 1 senior sub-officer dog-handler in the Canine Unit (HQ-Central Level); 1 senior officer dog-handler at a regional Police Inspectorate; 1 veterinary doctor within the Canine Unit.

Carabineers: - 1 inspector of the Canine Unit of the Special Destination Brigade " Scorpion ".

To reduce the gender gap in the MIA, the expert suggests :

1. Purchase three small bitches for the breeding of small breed,. Choose from the race: labrador retriever, cocker spaniel, welsh terrier, Jagdterrier, Airedale terrier, golden retriever, medium schnauzer, rough-haired fox terrier, Bavarian Mountain Hound.
2. Give the dogs to the care of 2 officers from the Breeding Section and 1 from the Canine Unit. Their main task will be to take care of bitches and their puppies and preparing puppies to participate in the courses after finishing Stage 1. It is recommended to keep the 2 strongest, best bitches from the litter for breeding. The remaining 13 puppies will be allocated for training. They were preparing to serve as special dogs for the detection of tobacco, drugs, explosives. **IMPORTANT! Dogs of these specialities cannot be taught aggression!** The instructors will receive financial rewards or bonuses in the amount of satisfaction for hard work. During this time, they should have conditions for keeping animals and a reduced number of official duties to the necessary minimum.
3. Immediately start the process of recruiting women for service as a dog handler. Recruit approximately 10-15 women by November 2020. Include in service and to train them at the Basic course for sub-officers: 4 months at the Joint Law Enforcement Training Centre of the MIA. Date of preparation: January - April 2021. After completing the training, students will perform their duties in organisational units where they will wait for finishing Stage1. Then the officers will begin a 4-5-week training course for candidates for dog handlers. By this time, the dogs will be delivered to the centre. As part of the practical classes, the dog handlers will get their dogs.

It is a perfect combination, which brings only benefits.

1. According to the National Program for implementation of the UN Security Council Resolution 1325 " Women, Peace and Security," MIA increasing the number of women in service in all subordinate units.
2. By buying bitches of small breeds for breeding, MIA spends less money. Food will also be cheaper, and therefore the cost of living.
3. Because they will be small and gentle, the dog handlers can keep them at home. The results are in financial savings because there is no need to build kennels at checkpoints or border crossing points.
4. Excellent image social response - a woman in uniform with a small, gentle dog significantly warms the image of the entire formation, which can effectively be used for propaganda.
5. By creating training platoons consisting of men (large dogs - usually patrol and public order) and women (small dogs - special) every year, approximately 60-80 women can be employed into the canine service within five years.

The assumption of the project provides for the commencement of training after the completion of Stage 1, which means that the dogs will stay in the CC in Boscana, while the students will be transported to classes from Chisinau. Therefore, it is impossible to create target training programs, as they should primarily take into account the specificity of the dog.

The basic rules for dealing with a dog are:

The dog should be fed by its handler or other officer entrusted with the care of the dog;

Before feeding, the dog should be allowed to run free;

After eating, the dog should not work or run for two hours;

The dog should be run twice a day – in the morning and the evening.

Therefore, the following schedule of activities should be adopted:

- After arriving at CC, each student starts the training day by walking his dog;
- After the run, the dogs are fed.
- As the dogs cannot be trained for the next 2 hours, it is proposed to conduct theoretical classes in particular specialities or minor works to improve the area infrastructure, cleaning kennels.
- After training, dogs should be allowed to run again and then fed.

Only then does the training day for the student end.

The expert proposes to consider two options for dealing with students:

- 1) The students eat breakfast in the morning, receives lunch as a packed lunch, and after returning to Chisinau, they have dinner;
- 2) Lunch is delivered to CC as a field kitchen or catering.

Upon completion of Stage 2, CC will have its own dormitory and canteen, so both the training organisation and training programs should be adapted to current requirements and possibilities. The following schedule for morning activities is proposed:

6.00 - wake up;

6.10 - 6.30 - walking the dogs;

6.30 - 6.45 - feeding dogs;

6.50 - 7.15 – breakfast for students;

8.00 - the start of classes, discussion of the subject, purpose, organisation of classes, collection of equipment and teaching aids;

8.30 - possibility to start practical classes with the dogs.

Such a structured order of the day ensures that dogs are trained in an effective way; they are not lethargic, overloaded or languid.

Scheduling assessment.

To achieve all the assumed goals in the required time, an "Action plan" was developed, constituting Annex 1 to the report. By implementing all activities as planned, the project has an excellent chance of being successful. The expert believes that with the appropriate involvement of all entities and institutions, in October 2021, the first training in a new canine centre will be conducted. The school will be fully operational in May 2022.

What threats can be encountered during project implementation and possible ways to solve the problem:

1. It will not be possible to complete the construction project and obtain all building permits in the required time - choose a very experienced and competent design company that guarantees timely delivery of the service.
2. The announced tender for the construction of the school will not be resolved, or no bidder will come forward - conduct a broad information campaign encouraging potential contractors to take part in the tender.
3. Untimely construction works - select an experienced construction supervision inspector for supervision, strictly follow the work schedule.
4. Problems with technical acceptance - constantly monitor the progress of construction works.
5. Problems with equipping the centre with facilities and training equipment - make purchases in advance in reliable companies that guarantee reliability.
6. The problem with recruiting women to service - run a wide-ranging advertising campaign, primarily based on social media (Facebook, Twitter).
7. The problem with completing the staff for school - create the right conditions for officers to want to work in this centre, not take everyone who wants to work here, but make a proper selection.
8. The problem with buying dogs for breeding - carefully check the market, enter into cooperation with a cynological association.
9. Lack of required training for the centre staff - due to the situation related to COVID-19, it may be impossible for experts to come to Moldova and study visits in Poland. The case will be monitored on an ongoing basis. Remedial measures will be taken if necessary.

14. SWOT analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Geographical location • Humans factor – experienced instructors • Three young bitches for breeding 	<ul style="list-style-type: none"> • Lack of training infrastructure • Lack of accreditation system • Deficiency of recurrent pieces of training • A weakness of veterinary health system • Lack of strategic planning in dogs training • Outdated regulatory framework • Insufficient transportation capacities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Uniform training system for dog handlers and service dogs in the close confinement of MIA • Training, attestation and examination procedures following EU and US standards • Focusing strength and financial resources on one training centre, which will allow it to be equipped with the required equipment and facilities that meet required standards • Independence from the market of local dog suppliers • Opportunity to participate in joint international operations (e.g. Frontex or DEA) • The possibility of strategic planning for the use of service dogs in service 	<ul style="list-style-type: none"> • Choosing an unreliable construction company • Risk of corruption – puppies trade • Lack of experienced staff • Lack of qualified veterinarians • Insufficient number of women admitted to service • Suitable for reproduction bitches cannot be purchased

The SWOT analysis clearly shows that the most significant advantage of the planned project is its excellent location close to Chisinau. The facilities in Boscana are an ideal place for this type of centre.

The strong point of the planned project can be the instructor staff. The Border Police have five experienced instructors who can constitute the core of the school's teaching staff. They have extensive professional experience - from 5 to 15 years and have completed many specialist pieces of training, including international ones. By taking part in pieces of training organised by Frontex or ICMPD, they had the opportunity to learn about international standards for dog training. After completing the series of training proposed in the report, they will be able to conduct classes at a European level.

Undoubtedly a sharp point also has three young bitches for breeding. They are Belgian Shepherd Malinois, which are ideal primarily as patrol, tracking or public order dogs.

In turn, the biggest weakness of the project is the lack of training infrastructure. Staying in buildings threatens the life and health of people and animals. There is no dormitory; no kennels, lack

of veterinary unit, no breeding and reproduction rooms. A significant renovation of existing buildings should be carried out. There is not enough training material. Drugs and explosives mostly have an unknown year of production. They do not have the right weight for training. Because they are stored together, the smells have penetrated each other, resulting in contamination. Consequently, they cannot be used in practice.

A considerable weakness of formation is the lack of a certification system. A handler with a dog does not receive a certificate in a given speciality after completing the training. Also, there is no system of advanced and recurrent training, both at the central and local level and with the exception, which is the Border Police.

There is no uniform, concentrated veterinary system and full medical control over all service dogs.

There is no strategic planning for the acquisition and training of service dogs. Dogs are obtained partly from own breeding, partly from donations or as part of foreign assistance. It makes it impossible to coordinate training planning and, therefore, to recruit dog handlers from a long-term perspective.

Training programs are outdated and too long. They unnecessarily generate higher costs of keeping a handler and a dog. The rule is simple - the longer the training period, the shorter the dog performs service (first withdrawals at the age of 8). Building a new training system will extend the utility value of service dogs, which will increase their effectiveness in service.

The number and size of service vehicles are insufficient. The Police have three cars Dacia Dokker Van, whose condition is assessed as very good. However, there are no 4x4 transport vehicles used to transport a larger group of dog handlers with dogs in inaccessible terrain.

The implementation of this project can bring enormous benefits for all services subordinate to MIA. First of all, a uniform training system, according to the latest standards, will be created for all services. Training, examination and certification methods will comply with both EU and US Transport Security Administration requirements.

Directing all forces and financial resources to create a single training centre for all services will cause it will be appropriately financed and equipped.

Having its breeding will make MIA independent of purchases on the external market or foreign donations. Conducting a planned reproduction policy will create the possibility of long-term strategic planning in the field of human resources management in the canine service, setting admission limits for years ahead. If a dog is approaching retirement age, there is a possibility to plan to allocate a new dog to the dog handler well in advance.

Having the entire training and attestation system allows conducting large strategic operations, e.g. dogs of various services during one coordinated anti-drug operation simultaneously perform searches throughout the country.

Having certified canine teams creates the possibility of their participation in joint international operations, e.g. with Frontex or DEA.

Unfortunately, there is impossible to forget about the risks of the project.

The most severe threat is considered to be the selection of an evil construction company that will carry out the project in a defective and untimely manner. The terms of the tender should be constructed in such a way as to eliminate unfair companies that do not have excellent references. Besides, an experienced building supervision inspector should supervise it throughout the investment, which will ensure the timeliness and quality of work performed.

Another threat is the risk of corruption associated with the illegal trade in puppies. The created breeding will have perfect quality dogs, so there may be attempts to illegally buy dogs or give them in the form of a gift or bribe. There is a need for close supervision over puppies and their assessment of suitability for service to counteract this possibility. The idea is to get rid of dogs unable to perform service, not those on which can earn more.

A significant problem can be to acquire appropriately qualified staff; both teaching and veterinary. It may be associated with reluctance to change residence or commuting to the place of service. Choose a team who will satisfy on working at school in excellent standards.

If the project is accepted in the proposed version, it may be a problem to get the right number of women to service. This problem should be solved by means of an effective information campaign, especially using social media.

It may be problematic to obtain the right dog breeds for service. The expert does not doubt that both veterinarians and instructors have a great understanding of the market and are well aware of how to solve this problem. As a last resort, there is a possibility to ask the Cynologic Club for help.

17. The sustainability of the project.

Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. The consultant will focus on the financial, institutional and programmatic sustainability.

When analyzing institutional sustainability, the expert would like to draw attention to the fact that MIA, having its dog breeding farm, will become completely self-sufficient and independent of the external market.

In 2021, Canine Centre will have six breeding dogs. Since a bitch should give birth only after she is 18 months old, it is assumed that this year puppies will be obtained only from the already owned 3 Belgian Malinois dogs (about 15). In 2022, the purchased bitches will be able to give puppies, which will provide about 30 puppies a year. Two bitches of small breeds will be added to the existing breeding (no cost), and two bitches of German Shepherd breed will be purchased. This way, a reproduction of 10 dogs will be created, which will be able to prepare 50 puppies per year for training. The puppies will be trained at the Canine Centre by Breeding Section staff whose task will be to train dogs up to 10 months of age. After this time, the dog will be transferred to the Canine Unit for training in the appropriate speciality.

Consequently, the Canine Center will reach full production capacity in 2023. Taking into account the demand for service dogs in the number of 165 dogs and the fact that about 12 dogs are withdrawn from service every year, the real need is about 200. Thus, the year 2027 should be considered a realistic time for the MIA to achieve the desired number of service dogs.

The second, equally outstanding aspect is increasing the number of women in the service. Having small, gentle dogs in the service, you can leave them under the care of dog handlers - women. It will enable the implementation of The National Program for implementation of the UN Security Council Resolution 1325 "Women, Peace and Security" and employ about 60-80 women for service.

When assessing the financial sustainability of the project, the expert would like to draw attention to the fact that the primary goal of Law Enforcement is to ensure security, not to generate profit. Nevertheless, taking into account the potential interest of donors, the expert attempted to calculate costs that could be estimated at this stage.

Upon completion of Stage 2, the Canine Centre will be fully operational, which means it will train 50 students annually in initial and 50 in recurrent courses.

Therefore, students of the initial course must first complete a one-month theoretical course, followed by the selected specialist course (4.5 or 6.5 months). For calculation purposes, it was assumed that it would be an average of 5 months, that is, together with the theoretical course of 6 months - 180 calendar days.

The food rate is 42 MDL or about 2.5 USD per student. Food cost $180 \times 2.5 \times 50 =$ **22 500 USD**

Annually, the Canine Centre will also host 50 students on recurrent courses, each of which will last 30 days. $30 \times 2.5 \times 50 =$ **3 750 USD**

The annual cost of food for students - 26250 USD.

When calculating the costs of feeding dogs, it was assumed that on average one adult dog consumes about 0.5 kg of dry-food per day, while a puppy consumes 0.3 kilograms.

Some born puppies are unfit for service. They will be sold later. Therefore, for calculation purposes, it is assumed the number of 70 puppies in a period of 10 months, i.e. until the start of training.

$300 \times 0.3 \times 70 = 6300\text{kg}$: 15 kg (1 bag) = 420×35 USD (the price for one bag) = **14 700 USD.**

To this costs should be added the food of 50 dogs on initial courses.

$50 \times 0.5 \text{kg} \times 180 = 4500\text{kg}$: 15 kg (1 bag) = 300×35 USD (the price for one bag) = **10,500 USD.**

The calculation is supplemented by 50 dogs on monthly recurrent courses.

$50 \times 0.5 \text{ kg} \times 30 =$ **750 USD**

The annual cost of feeding the dogs is 25 950 USD.

Currently, the annual cost of veterinary care per dog is 120 USD. Because this is care provided by external doctors, it should be assumed that if we deduct the expenses of own veterinarians and purchase vaccines and preparations at wholesale prices, the real amount could drop to 90 USD.

At the Canine Center, each service dog arriving for training will be under veterinary care, which will save money in individual institutions subordinate to MIA.

Therefore, there will be 100 dogs and 70 puppies annually in the centre, i.e. 170 dogs.

$170 \times 90 =$ **15 300 USD** - the annual cost of veterinary care for dogs residing at the Canine Center.

Given the school staff salary costs, at this stage can only be based on estimates, because of the MIA will depend on the final organisation structure of the school. The proposed version assumes posts at the level of 48 people: 26 uniformed (7-8 officers) and 22 civilians. An average dog handler earns around 350 USD, so for estimation purposes only, it is assumed that an officer earns 500 USD monthly and a civilian 300 USD.

$26 \times 500 \times 12 =$ **156,000 USD**

$22 \times 300 \times 12 =$ **79 200 USD**

The estimated annual cost of school staff is **235 200 USD.**

The annual cost for the energy, water, sewages, heating – **13 663 USD.**

Adding up all the costs obtained, we get a total of **316 363 USD.**

Undoubtedly, an essential advantage of the project is the fact that the Canine Centre will sell dogs unfit for service, and the funds obtained in this way will be added to the school's account. The veterinary clinic will also be able to provide paid medical services to other legal entities and individual

persons. If the centre possesses free accommodation and the availability of teaching staff, the Canine Centre will be able to organize paid training for other institutions. The funds obtained in this way will also be added to the school's account, reducing the costs of its operation.

Considering the programmatic sustainability of the project, it should be emphasized that the crucial role of the donor is to help in the creation of training infrastructure and to prepare the teaching Staff to conduct training. The main goal is to improve security in the field of combating drug, tobacco and explosives criminality, which will enhance state security and reduce crime. After the construction of the Canine Centre, MIA will finance and maintain the school's infrastructure in a proper technical condition.

18. Conclusions.

18.1 There is no canine centre with accommodation and training facilities at the moment.

18.2 There is a lack of training equipment - explosives, drugs, training cars, a railway carriage, an aircraft, osmology laboratories, hall.

18.3 There is no transparent system for training, examining and certifying service dogs.

18.4 There is no system of recurrent training in units subordinate to MIA, except for the Border Police.

18.5 No systematic periodic training.

18.6 Transport system is insufficient.

18.7 Most regulations regarding canine service require modification or upgrade.

18.8 The construction of a single canine training centre common to all services subordinate to MIA is justified.

18.9 Equipping the centre with facilities presented in the chapter "Model canine training centre" chapter will make it meet European standards.

18.10 After proper selection and training of the teaching staff, it will be an essential point of the centre.

18.11 Having own breeding will make MIA utterly independent of external factors. From both an economic and strategic point of view, reproduction is the most profitable.

18.12 MIA will have the possibility of strategic planning in the field of canine service, conducting personnel policy, adequate supervision and control.

18.13 MIA will be more effective in planning operations aimed at organised crime involving dogs from various services.

18.14 To owned three bitches, it is crucial to buy five more dogs: two bitches of large breeds and three bitches of small breeds. Owning dogs of small breeds will reduce the costs of keeping service dogs and allow women to be accepted into service, which is ideally in line with the National Program for 2018-2021 on implementation of the UN Security Council Resolution 1325 "Women, Peace and Security" strategy.

18.15 Special dogs for searching tobacco, drugs, and explosives perform their duty at border crossing points or significant mass events (football matches, concerts, charity events, political rallies). A small dog, in conjunction with a woman - the handler will give the desired propaganda effect and warms the image formation.

18.16 All service dogs will be under uniform veterinary control from birth to withdrawal, which will result in financial savings as there will be no need for commercial veterinary services.

18.17 It is assumed that annually about 50 dog handlers with newly acquired dogs for service will perform training in the centre, and approximately 50 on various types of recurrent and refresher-certification pieces of training.

19. Recommendations.

19.1 The canine training centre should be located in Boscana. Both the existing infrastructure and the excellent location speak for this location. An additional advantage is the current constructions plans which are an excellent basis for the implementation of the project and will save time.

19.2 The centre should consist of:

- External kennels – 40;
- Internal kennels –approximately 20, which can be used as a breeding farm;
- Playground with a mini obstacle course;
- Veterinary clinic;
- Training area;
- Osmology laboratories;
- Dormitory for approximately 50 students;
- Training building with the canteen;
- An obstacle course;
- Depots;
- Sports facilities;
- Security building.

19.3 The proposed essential tasks in a training centre:

- a) Initial training for candidates for service dog handlers (4 weeks);
- b) Initial training of puppies preparing them for service (8 months);
- c) Specialist training in the field of canine service in the following specialities:
 - patrol and defensive/public order (4,5 months);
 - tracking (4.5 months);
 - select for searching people (4.5 months);
 - select for searching tobacco products (4.5 months);
 - select for the search for drugs (4.5 months);
 - select for finding explosives (6, 5 months);
- d) refresher-certification course/recurrent aimed at improving the skills of a dog handler and service dog, aimed at verifying and increasing the usability and extending the validity period of the certificate (1 month);
- e) issuing attestations for service dogs (the consultant proposes that with the authorisation of the Minister of the Interior attestations be issued by the school commander);
- f) keeping a central register of all service dogs reporting to MIA and their approvals;
- g) issuing opinions for the Director of Staff and Training Policy Directorate in MIA regarding the desirability of withdrawing a dog from service (after prior analysis of medical records kept by the centre's veterinarian;
- h) conducting an analysis of the use of dogs in the service to monitor their effectiveness as well as the use of acquired knowledge, e.g. about the latest trends in concealing drugs or other objects in current training activities;

- i) conducting veterinary reviews and outpatient treatment for all dogs serving in MIA subdivisions;
- j) veterinary prophylaxis for all service dogs;
- k) issuing the first set of equipment for the dog to the service;
- l) conducting breeding for MIA training needs.

19.4 Initial training of puppies preparing them for service (8 months) should be an internal course. The main goal is to prepare puppies from own breed to the service. The personnel of the Breed Unit should conduct the classes and hold opinions concerning the puppies usefulness to the service. A candidate for a position - dog handler, finishing the basic theoretical course (4-5 weeks), will receive a dog already prepared for training. During familiarisation classes, it will be possible to get to know the dogs, while the staff of the centre, based on the dog's character and temperament, will assign dogs to individual students.

19.5 The Centre should possess transport equipment:

- A transport car 4x4 for 6 people and 5 dogs – 1;
- A minivan for 2 dogs -1;
- A Van for 8-9 people -1;
- A refrigerated supply car – 1;
- A mini tractor -1.

19.6 MIA has a considerable role in creating a new canine centre. By undertaking several activities for the free acquisition of equipment and training aids to the centre, it will significantly reduce the cost of the project. The following actions are proposed:

- To obtain drugs for the Canine Centre as part of cooperation with the Ministry of Justice. These are drugs that were secured as part of ongoing criminal operations, final convictions have already been delivered, and drugs have been confiscated and should be destroyed. They can be obtained for training, transported under a convoy, transform them into training samples of the appropriate weight, each sample secured, sealed and used in the training process. It is a common practice in EU countries.
- Based on cooperation with the company supplying ammunition and explosives, sign an agreement on the free donation of explosives samples to the training centre. Also, employees of this factory will conduct training for EDD instructors and warehousemen responsible for the storage of explosives in the field of properties, characteristics and storage of explosives.
- MIA will acquire 20 training cars. These may be old cars scheduled for withdrawal from the service. It is also possible to receive the vehicles in cooperation with the Customs Service and get cars confiscated during a smuggling attempt.
- As part of cooperation with the Ministry of Transport, MIA can try to get an old railway carriage and track elements costless.
- In turn, cooperation with the Moldovan Aviation Agency may result in obtaining the aircraft for training or its components.

19.7 It is necessary to possess two sets of training materials (drugs, explosives, cars, suitcases, etc.). Under international requirements, materials used for training cannot be used in the examination procedure.

19.8 Distractors should be used for training: coffee, spices, powders, toys, rubber, etc.

19.9 Drug and explosive samples should be stored in separate depots.

19.10 The Center's structure should include a veterinary team and a veterinary clinic, which will exercise medical supervision overall service dogs at MIA. The outpatient clinic will also take over the role of an evaluation commission regarding the withdrawal of a dog from service.

19.11 A veterinary clinic should be equipped with all devices that will ensure its self-sufficiency. The outpatient staff will supervise all MIA service dogs, from puppies to withdrawal from service.

19.12 The main scope of duties of a veterinary clinic:

- supervision of bitches during pregnancy and birth;
- supervising puppies and giving opinions on their suitability for service;
- current veterinary prevention of service dogs;
- surgical and outpatient treatment;
- periodic assessment of the dog's health (each refresher-certification course will begin with a veterinary review of the dog and its current prevention - trimming claws, cleaning tartar);
- performing laboratory tests;
- giving opinions on dogs to be withdrawn from service;
- collecting and archiving medical records of all service dogs.

19.13 The Centre should possess a central warehouse for dog equipment. After completing the training, the dog handler will receive the necessary service equipment for the dog based on the delivery and acceptance protocol.

19.14 It is recommended to obtain dogs of small breeds for service. It will reduce the cost of maintaining service dogs and will improve the social image of Law enforcement. If the project in the proposed form is accepted, the expert suggests buying bitches as soon as possible. Bitches and then puppies should be entrusted to experienced instructors. Provide appropriate conditions for the care and training of puppies, limiting their other duties to the extent possible. In the situation when this activity is impossible to conduct, the start of training in the new formula will be delayed by one year.

19.15 Under the National Program for implementation of the UN Security Council Resolution 1325 "Women, Peace and Security" it is recommended to accept women as dog handlers. This activity will reduce the low representativeness of women in service.

19.16 A comprehensive system of cooperation and exchange of information and documentation should create between MIA, its subordinate institutions and the Canine Centre.

19.17 At a later stage of the project, it is recommended to review all canine training programs and update them as required by the project. It will probably also be necessary to create new training programs.

19.18 Introduce an examination and accreditation system following EU standards in the training programs.

19.19 Develop and introduce a certification system for service dogs.

19.20 It is recommended that the core of the teaching staff should be experienced instructors from the Border Police.

19.21 To prepare the staff for performing official tasks in the newly created organisational structure, the expert recommends a wide range of pieces of training and workshops aimed at raising qualifications, knowledge and skills useful in performing duties in occupied official positions. The expert offers the following training :

- A workshop on the properties, storage and characterisation of narcotic materials - for instructors training dogs to detect drugs and explosive warehouse keepers - organised by experts from the US Drug Enforcement Administration.

- Workshops on the characteristics and properties of selected explosives, concealing and polluting odours - for instructors training dogs to detect explosives and warehouse keepers of explosives - organised by representatives of the company supplying MIA with ammunition and explosives.
- Training in the use of GPS - for patrol and defence dog instructors, tracking and special dogs to search for people instructors- will be conducted by representatives of the company providing GPS.
- Managerial course for the management staff of a new training centre - the expert recommends Lt. Col. (Ret.) Marek Michalski - a long-time lecturer in management and marketing, among others he trained the management staff of the Ukrainian State Border Service.
- Workshops on working with a dog for detecting explosives, with a patrol and defence dog, a model dog exam for detecting explosives under EU regulations - the expert recommends Senior Staff Warrant Officer Stanisław Orzeł from the Polish Border Guard, the extremely experienced dog handler, the owner of the "Marshall dogs fci" breed (dogs with a handler will fly to Moldova).
- A study visit for managerial staff in BGSCST - the expert recommends the participation of the head of the project, a person from MIA who will supervise the school, school commander, head of the Canine Unit.
- Study visit for instructors at BGSCST - the expert proposes the participation of 5 instructors.
- Initial pyrotechnic recognition course - for EDD instructors, conducted by a pyrotechnician from an anti-terrorist unit (in case of finding or suspecting finding an explosive charge, EDD is the first person in the scene of the event. Only in the next phase does the pyrotechnic take action. With each other, so EDD must have a basic knowledge of pyrotechnics, which will result in better cooperation and mutual understanding).

19.22 The expert recommends changing LAW No. LP270/2018 from 23/11/2018 on the unitary salary system in the budgetary sector. In Annex No. 5, item 6, there is a record stating that a dog handler is entitled to a financial supplement for feeding the dog at home, consisting of increasing his salary by four groups. The expert would like to draw attention to the fact that the allowance is for the dog, not for the handler, and required calculation differently. The supplement for dog's food should depend on the age and weight of the dog. Besides, there should be a different amount of food in summer and different in winter, when there is a higher caloric demand. Also, the training standard diet should be higher than the basic one, because, during training, the dog does tough olfactory work, which causes great weakness. If a dog fed medicated food, the nutritional standard could increase to 50%.

19.23 It could be necessary to change Decision No. HG21/2017 from 23/01.2017 regarding the amendment and completion of Annex No.6 to the Government Decision No.423 from 23/06/1992. If a decision is made to build a dog kitchen, the applicable provisions will need to be supplemented with the recommended amount of food constituting the daily demand for service dogs.

19.24 The expert recommends writing the rules regarding the use of a service dog as a coercive measure in Decision No. HG474/2014 from 19/06/2014 on the approval of the Nomenclature of Special Means, the types of firearms and related ammunition, as well as their application.

20. Acknowledgements.

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LEGE Nr. LP219/2018 din 08.11.2018 cu privire la Inspectoratul General de Carabinieri

22. Annexe.

Annexe 1. The action plan

Activity/Year	2020							2021												2022				
	month							month												month				
1. Investment phase	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
1.1 Selection of the canine centre location																								
1.2 Announcement of the tender for Technical Design Stage1+Stage2, selection of the best offer																								
1.3 Development of a construction project, necessary arrangements																								
1.4 Obtaining a building permit Stage1																								
1.5 Announcement of the tender for Stage1, selection of the best offer																								
1.6 Constructions works Stage1																								
1.7 Project commissioning																								
1.8 Obtaining a building permit Stage2 (if consecutive after Stage1)																								
1.9 Announcement of the tender for Stage2, selection of the best offer																								
1.10 Constructions works Stage2																								
1.11 Project commissioning																								
2. Purchasing, procurement of equipment and materials phase																								
2.1 Purchase of bitches for mating																								
2.2 Acquisition of explosives																								
2.3 Acquisition of narcotic products																								
2.4 Obtaining tobacco products																								
2.5 Acquiring 20 old cars for training																								
2.6 Obtaining a railway wagon																								
2.7 Acquiring aircraft or its elements																								
2.8 Purchase of 1 transport car for transporting service dogs																								
2.9 Purchase of GPS and waterproof tablets																								
2.10 Purchase of a set of receivables for a service dog																								
2.11 Purchase of training equipment																								
2.12 Purchase of suitcases, cardboard boxes, materials containing odours																								
2.13 Purchase of accommodation equipment																								

