



STRATEGY

for Integrated Management of the State Border of Ukraine

General Provisions

The effectiveness of management of the state border of Ukraine has a direct impact on the national security of the State, the development of its economy, and its human potential. The development and implementation of an effective system for managing the state border of Ukraine will contribute to its reliable protection and defense against cross-border illegal activities, the stability and development of the State, the expansion of international cooperation, increased revenues of the state and local budgets, tourism, and the facilitation of other forms of lawful movement of persons and goods.

Integrated management of the state border of Ukraine (hereinafter — integrated border management) is the coordinated activity of competent state authorities of Ukraine and military formations established in accordance with the laws of Ukraine, aimed at creating and maintaining a balance between ensuring an adequate level of border security and preserving the openness of the state border of Ukraine for lawful cross-border cooperation, as well as for persons who travel.

Based on integrated border management, a four-tier system of ensuring control over the entry and stay in Ukraine of foreigners and stateless persons operates:

- in the countries of origin and transit of irregular migrants — includes measures for information exchange, the implementation of a common visa policy, and the activities of officers responsible for coordination and information exchange;
- in states bordering Ukraine — includes measures of border cooperation and information exchange between public authorities involved in integrated border management, except for the Russian Federation and the Republic of Belarus;
- at and outside border crossing points across the state border of Ukraine — includes measures during border control and ensuring the protection of the



state border of Ukraine outside border crossing points in order to detect and prevent cross-border criminal activity;

- in Ukraine — includes measures of interaction between actors, information exchange, and risk analysis to combat irregular migration, ensure the return of foreigners and stateless persons to the country of origin or a third country, guarantee the rights of applicants for international protection, and ensure compliance with legislation on the legal status of foreigners and stateless persons.

The actors of integrated border management of Ukraine (hereinafter — actors) are the Ministry of Internal Affairs of Ukraine, the Ministry of Foreign Affairs of Ukraine, the Ministry for Development of Communities and Territories of Ukraine, the Ministry of Finance of Ukraine, the State Border Guard Service of Ukraine, the State Migration Service of Ukraine, the State Customs Service of Ukraine, the Security Service of Ukraine, the National Police of Ukraine, the National Guard of Ukraine, the State Service of Ukraine on Food Safety and Consumer Protection, and the Armed Forces of Ukraine (the Air Force and the Naval Forces). They interact at departmental, interdepartmental, national, and international levels to achieve the objectives of state policy in the field of integrated border management. Other state authorities may be involved in the implementation of specific tasks in this area.

Coordination of integrated border management is carried out by the Interagency Working Group on Coordination of Integrated Border Management, which is a temporary consultative and advisory body of the Cabinet of Ministers of Ukraine, established by Resolution of the Cabinet of Ministers of Ukraine of 30 January 2019 No. 83 (Official Bulletin of Ukraine, 2019, No. 17, Art. 571).

In order to ensure comprehensive involvement of the actors and a systemic approach to organizing and conducting effective monitoring of the situation at the state border of Ukraine, conducting risk analysis, and strengthening communication capabilities, the Coordination Center for Integrated Border Management operates. It was established



by Resolution of the Cabinet of Ministers of Ukraine of 12 April 2024 No. 426 (Official Bulletin of Ukraine, 2024, No. 37, Art. 2320).

A network of virtual contact analytical centers and interagency regional analytical groups has been created in Odesa, Lviv, and Zakarpattia regions, which provide exchange of analytical information at expert level.

Assistance in performing tasks of integrated border management from the maritime direction is envisaged through organizing the operation of a Joint Maritime Coordination Center planned to be established on the basis of the Naval Forces of the Armed Forces of Ukraine, and through the use of resources of the State Integrated Information System for Surface and Underwater Situation Awareness in the waters of the Black Sea and the Sea of Azov and the basins of the Dnipro and Danube rivers.

For the implementation of European components of border security, the Strategy takes into account 15 nationally adapted strategic objectives of integrated border management provided for by Regulation (EU) No. 2019/1896 of the European Parliament and of the Council of 13 November 2019 on the European Border and Coast Guard and repealing Regulation (EU) No. 1052/2013 and Regulation (EU) 2016/1624; the Management Board Decision No. 43/2024 of 21 November 2024 approving the Technical and Operational Strategy for European Integrated Border Management for 2023–2027; Regulation (EU) No. 2016/399 of the European Parliament and of the Council of 9 March 2016 on a Union Code on the rules governing the movement of persons across borders; and the legal and political requirements of the EU regarding the Schengen acquis.



International Cooperation

International cooperation is an important condition for ensuring effective integrated border management and implementing best European experience in the legislative, security, managerial, financial, economic, social, and cultural spheres. To enhance operational and technical interaction between the integrated border management systems of Ukraine and the EU Member States, it is important to introduce best European practices and standards.

International consultative, advisory, and technical support to Ukraine aimed at developing integrated border management, improving interaction between actors and intensifying their cooperation with foreign partners is provided by the European Border and Coast Guard Agency (Frontex), the European Union Advisory Mission (EUAM) in Ukraine, and a number of international organizations, including the Representation of the International Organization for Migration (IOM) in Ukraine and the International Centre for Migration Policy Development (ICMPD). Funding for such support is provided by the EU and the Government of the United States of America.

Cooperation with EU Member States and the Republic of Moldova overall ensures controllability of common borders and the development of trade relations. The development of cooperation with the European Border and Coast Guard Agency (Frontex) will, in the longer term, contribute to bringing information exchange, risk analysis, and border control procedures into line with European standards.

The establishment of a Joint Maritime Coordination Center will facilitate the exchange of information on the maritime situation not only with structures of all national ministries and agencies conducting activities at sea, but also with relevant structures of EU and NATO Member States. Such exchange of maritime situation information will contribute to closer international cooperation, the safety of navigation in the Black Sea, and the security of Ukraine's maritime borders and those of EU Member States.

Due to the full-scale armed aggression of the Russian Federation against Ukraine, cross-border cooperation with the Russian Federation and the Republic of Belarus is not carried out.

The development of international cooperation with other states and international organizations is primarily aimed at addressing irregular migration and trafficking in human beings, as well as ensuring effective countering of terrorist threats and cross-border crime. Within cooperation with international organizations, the actors take an active part in implementing joint projects aimed at strengthening capacities to counter terrorism and detect weapons, ammunition, and hazardous chemicals.

Description of the Problems that Led to the Adoption of the Strategy

The modern world faces unprecedented challenges that go beyond traditional borders and require a comprehensive approach to border management.

New manifestations of global threats such as geopolitical instability, the full-scale armed aggression of the Russian Federation against Ukraine, terrorism, cross-border crime, cyberattacks, and pandemics have revealed vulnerabilities and problematic issues in the existing system of integrated border management, in particular:

- loss of control over part of the territory and the state border of Ukraine as a result of the armed aggression of the Russian Federation against Ukraine;
- incomplete adaptation of Ukraine's legislation to EU policy and legislation;
- insufficient capacity of state border protection units of Ukraine to introduce innovative technologies and high-tech means;
- inability of the maritime situation awareness system in the Black Sea and the Sea of Azov to provide interested actors with complete operational information about the situation at sea;
- absence of joint patrolling of the state border of Ukraine with the Republic of Poland and Hungary, as well as slow pace of introducing joint border control at border crossing points across the state border of Ukraine with EU Member States and the Republic of Moldova;



- inadequacy of the infrastructure of border crossing points across the state border of Ukraine and access roads to them to the growing needs regarding throughput capacities, which do not correspond to dynamic flows of persons, vehicles, and goods crossing the state border of Ukraine;
- inadequate condition of service areas and lack of comfortable conditions for travelers;
- slow pace of technical re-equipment and digitalization of border, customs, and other control procedures at border crossing points across the state border of Ukraine; provision with modern systems for document checks, biometric verification, facial recognition, inspection of vehicles and cargo;
- exceeding established service life of part of the ships, boats, and other craft of the Naval Forces of the Armed Forces of Ukraine and the Maritime Guard of the State Border Guard Service of Ukraine; their moral and physical obsolescence;
- insufficient level of interaction and exchange of information about the maritime situation between structures of ministries and agencies conducting activities at sea;
- insufficiently developed basing system for aviation units of the State Border Guard Service of Ukraine and the Air Forces of the Armed Forces of Ukraine;
- insufficient level of engineering and technical arrangement and material and technical support for the protection of the state border of Ukraine;
- incomplete expropriation within the border strip of land plots 30–50 meters wide along the state border line on land, along the bank of the Ukrainian part of a border river, lake, or other water body, and along the state border of Ukraine with the Russian Federation and the Republic of Belarus — up to 2 kilometers wide, in order to ensure national security and defense, compliance with the regime of the state border, and transfer to military units of the State Border Guard Service of Ukraine for the construction, arrangement, and maintenance



of engineering and fortification structures, fences, border signs, border clearings, and communications;

- insufficient level of monitoring and control of the state border of Ukraine, in particular in the airspace, using unmanned aerial systems, systems of robotic surface and underwater vehicles;
- the need to improve operational-search activities by introducing new forms and methods in order to increase effectiveness of countering cross-border crime and irregular migration in accordance with EU standards;
- the need to modernize information and communication systems and introduce IT solutions and artificial intelligence technologies into integrated border management processes;
- the need to introduce European standards and organize information exchange between the actors and obtain access to relevant European registers and databases;
- absence of national systems for advance assessment of passenger information and advance checking of grounds for entry into Ukraine using electronic notification of intent;
- growing need to improve data protection management systems and information security;
- the need for further development, improvement, and harmonization of methodological approaches to risk analysis and management involving all actors and automating risk profiling;
- the need to strengthen international cooperation and establish direct cooperation with states identified through risk analysis as countries of origin or transit of irregular migration;
- the need to improve and expand cooperation with the European Border and Coast Guard Agency (Frontex);



- the need to develop the quality assessment system of integrated border management to the European system;
- ineffective system of voluntary return of foreigners and stateless persons to the country of origin or a third country;
- imperfect interagency interaction: untimely filling of departmental information systems of the National System of Biometric Verification and Identification of citizens of Ukraine, foreigners and stateless persons; absence of automated data exchange between state registers held by the actors;
- the need to improve the process of ensuring protection of human rights and freedoms, in particular of citizens of Ukraine who are in EU Member States and other states as temporarily displaced persons, and creating conditions for their return to the Homeland;
- inadequacy of infrastructure of border crossing points across the state border of Ukraine and control points, as well as access roads to them, to the needs of persons with disabilities and other persons with reduced mobility;
- imperfection of legislative norms regarding the priority right of persons with Group I disabilities and children with disabilities to pass the types of control provided for by law at border crossing points across the state border of Ukraine and at control points;
- non-compliance with inclusiveness and accessibility requirements of regulatory legal acts on detention of detained persons in bodies (units) of state border protection of Ukraine;
- non-compliance of the level of professional training of personnel of the actors with EU standards;
- the need to introduce new approaches in determining measures to eliminate (minimize) corruption risks;
- weak motivation and social and legal protection of personnel of the actors;



- low level of implementation of results of scientific research and innovations into the practical activities of the actors and the educational process.

Based on the results of a comprehensive analysis of the state of integrated border management, the Strategy has been adapted to the political, economic, and social situation in the State, taking into account the potential emergence of new challenges and threats.

Challenges and Threats

The full-scale armed aggression of the Russian Federation against Ukraine and the military threat from the Republic of Belarus have negatively affected the level of border security and led to:

- temporary loss of control over certain sections of the state border of Ukraine and occupation by the Russian Federation of territories of Ukraine;
- blocking of navigation in the Black Sea and the Sea of Azov;
- prohibition of civil aviation flights in the airspace of Ukraine;
- temporary closure of border crossing points and control points on sections of the state border of Ukraine with the Russian Federation, the Republic of Belarus, and the central section of the state border of Ukraine with the Republic of Moldova;
- departure of part of citizens of Ukraine abroad;
- return of foreigners and stateless persons to the country of origin or a third country;
- destruction of part of border, civilian, military, and critical infrastructure as a result of massive air and missile strikes and artillery shelling;
- disruption of supply chain resilience of critical resources;
- mining of a significant part of the territory of Ukraine.

The main threats in the field of protection of the state border of Ukraine are:



- escalation of hostilities and active reconnaissance and sabotage activities by the Russian Federation and the Republic of Belarus;
- the presence of mine danger in territories where hostilities are (were) conducted;
- presence and threat of build-up of an operational group of Russian troops in the Transnistrian region of the Republic of Moldova and its potential impact on destabilization of the socio-political situation in the region;
- possible deterioration of the epidemic situation against the background of the spread of epidemics and pandemics;
- intensification of terrorist activity and cross-border crime;
- growth of transit irregular migration to EU Member States (provided air and maritime connections are resumed);
- large-scale cyberattacks on information systems;
- possible increase in attempts of:
 - smuggling of weapons, ammunition, explosive and narcotic substances;
 - trafficking in human beings, primarily among the most vulnerable population groups and those affected by the consequences of the armed aggression of the Russian Federation against Ukraine;
 - illegal movement of goods and evasion of customs payments.

Challenges and threats to the national security of Ukraine caused by the armed aggression of the Russian Federation against Ukraine have necessitated the formation of new approaches to the development and modernization of the system of protection and defense of the state border of Ukraine.



Legal and Regulatory Acts in Force in the Field of Integrated Border Management of Ukraine

This Strategy is based on the following documents:

- Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part, ratified by the Law of Ukraine of 16 September 2014 No. 1678-VII;
- Customs Code of Ukraine;
- Land Code of Ukraine;
- Water Code of Ukraine;
- Laws of Ukraine “On National Security of Ukraine”, “On the State Border Guard Service of Ukraine”, “On the State Border of Ukraine”, “On Border Control”, “On the Legal Status of Foreigners and Stateless Persons”, “On the Exclusive (Maritime) Economic Zone of Ukraine”, “On Ensuring the Rights and Freedoms of Citizens and the Legal Regime in the Temporarily Occupied Territory of Ukraine”, “On the Contiguous Zone of Ukraine”, “On International Treaties of Ukraine”, “On Refugees and Persons in Need of Additional or Temporary Protection”, “On the Unified State Demographic Register and Documents Confirming Citizenship of Ukraine, Identifying a Person or His/Her Special Status”, “On the Procedure for Leaving Ukraine and Entering Ukraine by Citizens of Ukraine”, “On Protection of Information in Information and Communication Systems”, and “On Protection of Personal Data”;
- Decree of the President of Ukraine of 18 August 2021 No. 367 “On the Decision of the National Security and Defense Council of Ukraine of 30 July 2021 ‘On Certain Issues of Implementation of State Policy in the Field of Protection of the State Border’”.



The Strategy is aligned with the Comprehensive Strategic Plan for Reforming Law Enforcement Agencies as Part of the Security and Defense Sector of Ukraine for 2023–2027, approved by Decree of the President of Ukraine of 11 May 2023 No. 273; the Programme of Activities of the Cabinet of Ministers of Ukraine approved by Resolution of the Cabinet of Ministers of Ukraine of 12 June 2020 No. 471 (Official Bulletin of Ukraine, 2020, No. 50, Art. 1571); the National Security Strategy of Ukraine approved by Decree of the President of Ukraine of 14 September 2020 No. 392 “On the Decision of the National Security and Defense Council of Ukraine of 14 September 2020 ‘On the National Security Strategy of Ukraine’”; the Maritime Doctrine of Ukraine until 2035 approved by Resolution of the Cabinet of Ministers of Ukraine of 7 October 2009 No. 1307 (Official Bulletin of Ukraine, 2009, No. 94, Art. 3216); the Maritime Security Strategy of Ukraine approved by Decree of the President of Ukraine of 17 July 2024 No. 468 “On the Decision of the National Security and Defense Council of Ukraine of 17 July 2024 ‘On the Maritime Security Strategy of Ukraine’”; the Strategy for the Development and Modernization of Border Infrastructure with the European Union and the Republic of Moldova until 2030 approved by Order of the Cabinet of Ministers of Ukraine of 24 December 2024 No. 1337, and the operational plan of measures for its implementation in 2024–2030 approved by the same Order; the National Transport Strategy of Ukraine until 2030 approved by Resolution of the Cabinet of Ministers of Ukraine of 27 December 2024 No. 1550 (Official Bulletin of Ukraine, 2025, No. 8, Art. 665), and the operational plan of measures for its implementation in 2025–2027 approved by the same Resolution; the Strategy to Combat Organized Crime approved by Order of the Cabinet of Ministers of Ukraine of 16 September 2020 No. 1126; the State Migration Policy Strategy of Ukraine until 2025 approved by Order of the Cabinet of Ministers of Ukraine of 12 July 2017 No. 482 (Official Bulletin of Ukraine, 2017, No. 6, Art. 1837); and the Roadmap on the Rule of Law approved by Order of the Cabinet of Ministers of Ukraine of 14 May 2025 No. 475 “Some Issues of Ensuring the Negotiation Process on Ukraine’s Accession to the European Union under Cluster 1 ‘Fundamentals of the



EU Accession Process” (Official Bulletin of Ukraine, 2025, No. 49, Art. 3399), in field 4.6 “Schengen and External Borders” of Block IV “Justice, Freedom and Security”.

Analysis of the Current State of Affairs, Trends, and Justification of the Need to Address Identified Problems

Since 2010, Ukraine has implemented and developed integrated border management, which remains one of the priorities of state policy for ensuring national security.

Three strategic documents have been implemented, which laid the European foundation for the formation of the national integrated border management system and became important elements of the process of EU visa liberalization for Ukraine.

Since 2019, the Strategy for Integrated Border Management for the period up to 2025 has been in force, approved by Orders of the Cabinet of Ministers of Ukraine of 24 July 2019 No. 687 (Official Bulletin of Ukraine, 2019, No. 70, Art. 2472), taking into account current and potential threats to national security and Ukraine’s obtaining of the status of an EU candidate country.

Implementation of the Strategy has been ensured through execution of two action plans for its implementation:

- the plan for 2020–2022 approved by Order of the Cabinet of Ministers of Ukraine of 27 December 2019 No. 1409 “On Approval of the Action Plan for 2020–2022 for Implementation of the Strategy for Integrated Border Management for the Period up to 2025”;
- the plan for 2023–2025 approved by Order of the Cabinet of Ministers of Ukraine of 27 December 2023 No. 1212 “On Approval of the Action Plan for 2023–2025 for Implementation of the Strategy for Integrated Border Management for the Period up to 2025” (Official Bulletin of Ukraine, 2024, No. 11, Art. 716).

As of 31 December 2024, the overall progress of Strategy implementation amounted to 57 percent; 108 measures were implemented and positive values were fully achieved for 278 performance indicators of 112 metrics.



Taking into account the prolonged persistence of military threats, a new model of protection and defense of the Ukrainian–Russian and Ukrainian–Belarusian sections of the state border has been introduced, which is based on increasing the military capabilities of border units and increasing the density of border protection, in particular:

- bodies and units of state border protection of Ukraine have been transferred to a new organizational and staffing structure; build-up of their combat capabilities continues;
- regime restrictions and operational support in the border strip and controlled border areas have been strengthened;
- engineering and fortification arrangement continues.

As a result of the full-scale invasion of the Russian Federation into Ukraine, in implementation of Order of the Cabinet of Ministers of Ukraine of 26 February 2022 No. 188 “On Temporary Closure of Certain Border Crossing Points Across the State Border and Control Points” (Official Bulletin of Ukraine, 2022, No. 20, Art. 1068), 78 border crossing points and control points were closed, including 18 air ones.

Reorientation of passenger and transport flows led to an increased load on border crossing points on the border with EU Member States and the Republic of Moldova, which negatively affects the security of the state border of Ukraine, increases the level of social tension in border areas, and reduces comfort for travelers.

In accordance with resolutions of the Cabinet of Ministers of Ukraine:

- Resolution of 2 December 2022 No. 1349 “On Peculiarities of Implementation of the Experimental Project on Organizing Queue Management of Road Vehicles before International Border Crossing Points Across the State Border of Ukraine for Road Traffic Using the Electronic System ‘Electronic Queue for Border Crossing’” (Official Bulletin of Ukraine, 2022, No. 97, Art. 6052) — from December 2022, an experimental project for managing queues of road vehicles



before international road border crossing points through the eQueue system was launched;

- Resolution of 5 December 2024 No. 1411 “On Implementation of the Experimental Project to Regulate the Order of Arrival of Road Vehicles to International and Interstate Border Crossing Points Across the State Border of Ukraine Using the Electronic System ‘Electronic Queue for Border Crossing’” (Official Bulletin of Ukraine, 2025, No. 2, Art. 126) — implementation of the eQueue was extended for the next two years.

Expanding the use of the eQueue will make it possible to minimize the formation of physical queues on access roads to border crossing points.

The rollout of joint border and customs control at border crossing points across the state border of Ukraine continues. In total, joint border control has been introduced at 14 border crossing points across the state border of Ukraine on the border with the Republic of Poland and the Republic of Moldova.

The introduction of joint border control will allow solving a number of problematic issues, in particular regarding the arrangement of border crossing points. Given that most EU border crossing points are equipped with scanning systems, the introduction of joint border control will significantly simplify and speed up the procedure of crossing the state border of Ukraine.

From 22 April 2024, Ukraine as a Party to the Convention on a Common Transit Procedure transitioned to the application of the electronic transit system NCTS Phase 5.

In order to build new border crossing points and access roads to them, reconstruct and modernize existing border crossing points and border railway stations, reconstruct multimodal terminals, introduce new technologies, optimize control procedures when crossing the state border of Ukraine, and further develop the concept of joint border control, the Strategy for the Development and Modernization of Border Infrastructure with the European Union and the Republic of Moldova until 2030 is being implemented, approved by Order of the Cabinet of Ministers of Ukraine of 24



December 2024 No. 1337 (Official Bulletin of Ukraine, 2025, No. 8, Art. 688), and the operational plan of measures for its implementation in 2024–2030 approved by the same Order (Official Bulletin of Ukraine, 2025, No. 8, Art. 688).

To promote smooth operation of border crossing points, a Memorandum on the introduction of a system of advance notification of emergencies at border crossing points across the state border of Ukraine on the border with the Slovak Republic was signed and entered into force on 26 July 2024; preparations for signing a Memorandum on introducing an advance notification system for emergencies on the border with Romania have been completed.

To counter cross-border crime and strengthen the protection of the state border of Ukraine with EU Member States and the Republic of Moldova, pursuant to the Laws of Ukraine:

- “On the Bureau of Economic Security of Ukraine” — amendments were introduced to Article 8 of the Law of Ukraine “On Operational-Search Activity”, regulating the use of criminal intelligence analysis in criminal proceedings;
- “On Amendments to the Criminal Code and the Criminal Procedure Code of Ukraine Regarding the Criminalization of Smuggling of Goods” — criminal liability was established for smuggling of goods and excisable goods, as well as for submission of false information during declaration of goods.

To create a system in Ukraine for processing advance passenger information (PNR/API), relevant legislative acts aligned with EU law need to be adopted.

To coordinate actions of state bodies, institutions, and organizations in the field of countering illicit trafficking in firearms, the Cabinet of Ministers of Ukraine by Resolution of 5 July 2024 No. 790 established the Coordination Center on Countering Illicit Trafficking in Firearms, their parts and components, and ammunition (Official Bulletin of Ukraine, 2024, No. 65, Art. 3915). Measures to deploy a situational center for monitoring migration processes and risk analysis in the migration sphere are ongoing.



Joint risk analyses were carried out with partner states with the involvement of the European Border and Coast Guard Agency (Frontex) and other actors to identify existing and potential risks in the field of state border security.

Joint special border operations “West — 2023” and “West–South — 2024” were carried out to counter illegal activities at the state border in threatened directions.

To formulate and implement state migration policy, development of a new strategy in the migration field has begun.

Participation took place in joint operations of the European Border and Coast Guard Agency (Frontex) to counter irregular migration and smuggling in the Baltic States and to counter trafficking in human beings, Joint Action Day “Global Chain”.

Systematic modernization and improvement of information and communication infrastructure of the actors continues in order to increase the effectiveness of management, ensure the security of the state border of Ukraine, and prepare for integration into European systems.

To regulate the issue of filling departmental information systems of the National System of Biometric Verification and Identification of citizens of Ukraine, foreigners and stateless persons, it is necessary to adopt Draft Law “On Amendments to Certain Legislative Acts of Ukraine Regarding Regulation of Issues of Identification and Verification of Citizens of Ukraine, Foreigners and Stateless Persons”, registered in the Verkhovna Rada of Ukraine on 24 October 2022 under No. 8151.

Joint patrolling at the state border of Ukraine with the Slovak Republic, the Republic of Moldova, and Romania has been resumed. Due to the armed aggression of the Russian Federation against Ukraine, joint patrolling measures have not been resumed on the state border of Ukraine with the Republic of Poland and Hungary.

A prospective model of engineering and technical arrangement of the state border of Ukraine is being introduced, providing for a differentiated approach to design taking into account current threats and the use of modern technical means in the protection of the state border of Ukraine.



During 2022–2024, the following were arranged at the state border of Ukraine: 1,393.8 kilometers of anti-vehicle ditch, 2,045.37 kilometers of wire barriers, 618 strongpoints and positions, and 39.86 kilometers of border roads were built.

In accordance with the National Methodology for Assessing the Quality of Performance of Tasks of Integrated Border Management, approved by Resolution of the Cabinet of Ministers of Ukraine of 13 June 2023 No. 595 (Official Bulletin of Ukraine, 2023, No. 59, Art. 3313), in November 2024 an assessment of the implementation status of the Strategy for Integrated Border Management for the period up to 2025 was conducted.

The educational process of educational institutions of the State Border Guard Service of Ukraine has been adapted by 77 percent to the provisions of the Common Core Curriculum for the basic training of border guards (CCC basic) used by EU Member States.

Openness and accountability of integrated border management processes ensure respect for human rights, gender equality and consideration of the needs of vulnerable groups, elimination (minimization) of corruption risks, improved control and efficiency of border-customs operations, and also contribute to creating a favorable environment for travelers, which is an important condition for Ukraine's integration into the EU.

Further strengthening of institutional capacity in the field of countering corruption is necessary, in particular by improving available preventive tools and measures, using new approaches in assessing corruption risks and determining measures to influence them, ensuring transparency and increasing integrity. This will contribute to increased public trust in the actors and will ensure rapid detection, impartial investigation, and inevitability of punishment in case of committing corruption offenses.

In addition, there is an urgent need to ensure coordination among the actors of ministries and agencies operating in the maritime sphere regarding maritime situational awareness in seaports, maritime border areas, the territorial sea, and the exclusive (maritime) economic zone of Ukraine.



Basic Principles of Integrated Management of the State Border

The principles of integrated border management are:

- joint and coordinated activity — development of integrated border management is a joint activity of all authorized actors, whose work is coordinated by the interagency working group;
- multi-level approach — based on the four-tier system of ensuring control over entry and stay in Ukraine of foreigners and stateless persons;
- risk analysis — identification and assessment of current and potential threats and vulnerabilities, taking into account various sources of information and their impact on the security of the state border of Ukraine to ensure effective leadership and оперативне decision-making;
- comprehensive situational awareness — real-time information exchange at national and international levels for correct and timely response to the situation;
- constant readiness — the ability of actors to manage flows of persons, vehicles and cargo, and respond promptly to non-standard (crisis) situations;
- rule of law — ensuring the priority of human and civil rights and freedoms in accordance with the Constitution of Ukraine and international law;
- legality — the duty to act only on the basis, within the limits of authority and in the manner provided for by the Constitution and laws of Ukraine;
- professionalism — competent, objective and impartial performance of official duties; continuous improvement of professional skills; high ethical standards;
- integrity — the necessary moral and ethical component of personnel activity, defining boundaries and ways of behavior based on respect for citizens, honesty in everyday life and in the performance of duties, impartiality and responsibility in actions and decisions, and zero tolerance for corruption;
- efficiency — rational and effective use of resources to achieve state policy objectives in the field of integrated border management;
- transparency — openness of information about the activities of actors, except in cases defined by the Constitution and laws of Ukraine.



Purpose, Strategic Objectives, Tasks and Performance Indicators for Implementing State Policy in the Field of Integrated Border Management

The Strategy for Integrated Management of the State Border of Ukraine is a long-term planning document developed in accordance with the Law of Ukraine “On National Security of Ukraine” on the basis of the National Security Strategy of Ukraine approved by Decree of the President of Ukraine of 14 September 2020 No. 392 “On the Decision of the National Security and Defense Council of Ukraine of 14 September 2020 ‘On the National Security Strategy of Ukraine’”, in fulfillment of national obligations to implement the Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part, and the Roadmap on the Rule of Law approved by Order of the Cabinet of Ministers of Ukraine of 14 May 2025 No. 475 “Some Issues of Ensuring the Negotiation Process on Ukraine’s Accession to the European Union under Cluster 1 ‘Fundamentals of the EU Accession Process’”.

The Strategy defines the main directions for systematic formation of state policy for development and effective management of the state border of Ukraine and is aimed at implementing Ukraine’s European integration course of development, which will contribute to maintaining stability in the domestic and international dimension.

The purpose of the Strategy is to define priority directions of state policy in the field of protection and defense of the state border of Ukraine, strategic development goals and expected results of achieving them, taking into account the creation and maintenance of a balance between ensuring an adequate level of border security and preserving the openness of the state border of Ukraine for lawful cross-border cooperation, as well as for persons who travel.

In view of Ukraine’s European and Euro-Atlantic integration, the key result of implementation of the Strategy should be readiness and capacity to protect the EU’s external borders within the limits of the state border of Ukraine after acquiring full membership in the EU.



Strategic Objective 1. Protection and defense of the state border of Ukraine as an integral part of the nationwide system of ensuring national security; preventing unlawful alteration of its line; ensuring compliance with the regime of the state border of Ukraine and the border regime

It is important to ensure comprehensive and coordinated involvement of the actors in the protection and defense of the state border of Ukraine and protection of Ukraine's sovereign rights in its contiguous zone and exclusive (maritime) economic zone. This includes enhancing their capacities and creating legal, institutional, administrative and operational capabilities, as well as attracting necessary resources to ensure effective and efficient protection of the state border of Ukraine on the basis of risk analysis, under any development of the situation.

To achieve this strategic objective, the following tasks are envisaged:

regulatory and legal regulation of joint measures to ensure border security, namely:

- adaptation of Ukraine's legislation to EU legislation in the field of integrated border management;
- completion of delimitation/demarcation of the state border of Ukraine and conducting joint inspections of its line;
- improvement of the mechanism for obtaining permits by citizens and business entities for entry, stay and performance of works in the border strip;

regulatory regulation of:

- the procedure for involving representatives of the actors of various ministries and agencies operating in the maritime sphere in carrying out tasks within (or in the interests of) the Joint Maritime Coordination Center, and the procedure for exchanging information on the situation in seaports, maritime border areas, the territorial sea and the exclusive (maritime) economic zone, and other information on the maritime situation;



regulatory regulation of implementation of an experimental project on organizing and carrying out border and customs control during the movement of passenger trains;

build-up of capacities to repel the armed aggression of the Russian Federation against Ukraine, preparation for restoration and creation of an effective system of protection and defense of the state border of Ukraine, namely:

- development of a prospective model for protecting the state border;
- ensuring enhancement of capacities of bodies and units of state border protection of Ukraine to carry out tasks of protection and defense of the state border of Ukraine with the Russian Federation, the Republic of Belarus, the central section of the state border of Ukraine with the Republic of Moldova, and the EU's external borders after Ukraine acquires full EU membership;
- optimization of the structure and management systems of bodies of the State Border Guard Service of Ukraine;
- modernization of the technical surveillance system using advanced remote control technologies, including unmanned aerial vehicles and high-tech monitoring means;
- ensuring development of border rapid response commandant's offices and fire support units;
- development of radar surveillance systems, radiofrequency monitoring and electronic warfare complexes to protect the airspace of Ukraine;
- participation in demining activities;



implementation of European border security standards in the system of protection of the state border of Ukraine with EU Member States and the Republic of Moldova, namely:

- redistribution of resources for their rational and effective use;
- restoration and improvement of the mechanism of joint patrolling;
- improvement of interaction, information exchange, development (clarification) of emergency response plans;
- increasing the effectiveness of contact (consultative) points at the state border of Ukraine;

optimization of border, customs and other controls and passage across the state border of Ukraine of persons, vehicles and cargo with ensuring an adequate level of security, namely:

- introduction of best European practices in control procedures at border crossing points across the state border of Ukraine;
- re-equipment of border crossing points with technical control means, including scanning systems for inspection of vehicles and containers of various types;
- improvement and automation of selective control based on risk analysis and assessment results to minimize threats;
- introduction of screening procedures at the state border of Ukraine in accordance with algorithms and requirements defined by the new EU Pact on Migration and Asylum;
- improvement of standard operating procedures for interagency interaction in case of a crisis situation in the migration sphere;
- preparation of forces and means for introducing joint border control at border crossing points across the state border of Ukraine with EU Member States and the Republic of Moldova;



- introduction of a system for submitting electronic notifications of intent to visit Ukraine;
- organization of operation, staff training, and provision with technical means of constructed, reconstructed or modernized border crossing points;

build-up of engineering and technical arrangement of the state border of Ukraine, namely:

- ensuring engineering and technical arrangement of the state border of Ukraine;
- оформлення (formalization) by bodies of the State Border Guard Service of Ukraine of the right of permanent use of land plots for construction, arrangement and maintenance of engineering and fortification structures, fences, border signs, border clearings and communications;
- use in the interests of integrated border management of technical means and capabilities of the actors and other ministries and agencies;

ensuring development of aviation of the State Border Guard Service of Ukraine, namely:

- modernization (renewal) of the aviation fleet;
- restoration of basing locations and development of aviation infrastructure to ensure prompt response to changes in the situation at the state border of Ukraine;
- training of aviation personnel and conducting joint trainings of aviation search-and-rescue teams of the State Border Guard Service of Ukraine with the Air Forces, the Land Forces, and the Naval Forces of the Armed Forces of Ukraine;

build-up of capacities to protect national interests in Ukraine's maritime spaces from existing and potential threats, namely:

- establishment of a Joint Maritime Coordination Center on the basis of the Naval Forces of the Armed Forces of Ukraine and its assistance in carrying out tasks of integrated border management;

- modernization and renewal of the ship-and-boat fleet;
- establishment of the State Integrated Information System for Surface and Underwater Situation Awareness in the waters of the Black Sea and the Sea of Azov and the basins of the Dnipro and Danube rivers, and using its resources to carry out tasks of integrated border management;
- equipping with unmanned aerial and uncrewed surface (underwater) platforms (vehicles, systems, complexes) of various purposes;
- achieving operational interoperability (joint actions and measures) of heterogeneous forces and means within existing groupings of the Armed Forces of Ukraine, including with coastal guard units of EU Member States;
- providing bodies of the State Border Guard Service of Ukraine and the Joint Maritime Coordination Center with access to EU information systems “Maritime Single Window” and “SafeSeaNet”, and other global information systems for monitoring and control of shipping of partner countries;
- restoration and development of basing system for the ship-and-boat fleet and relevant infrastructure;
- participation in joint, including international, maritime exercises.

Strategic Objective 2. Control of the maritime situation ensuring prompt response to its changes

Conducting surveillance of vessel movements, ensuring electronic communications, and participating in search and rescue at sea within Ukraine’s maritime search and rescue region; providing assistance to persons in distress at sea, including medical assistance to casualties or their evacuation using air and sea vessels; participation in aviation search and rescue in the waters of the Black Sea and the Sea of Azov and the basins of the Dnipro and Danube rivers; and fulfilling other international obligations of Ukraine regarding the protection of human life at sea.

To achieve this strategic objective, the following tasks are envisaged:



ensuring continuous monitoring of the maritime situation using modern technologies and effective interaction between responsible bodies for timely response to threats and changes, namely:

- control over navigation and presence of Ukrainian and foreign non-military vessels (craft) and warships in the territorial sea and internal waters of Ukraine;
- restoration and modernization of coastal technical surveillance posts;
- ensuring presence of forces of the Maritime Guard of the State Border Guard Service of Ukraine, the Naval Forces of Ukraine, and other components of the Defense Forces of Ukraine in designated water areas (areas of special attention);

development of capabilities for protection of human life at sea and conducting search and rescue operations, namely:

- participation in search and rescue measures, improvement of interaction between actors of the National Maritime Search and Rescue System with the State Maritime Rescue Coordination Center in accordance with developed interaction plans with the Maritime Search and Rescue Service;
- training of personnel of the actors of the National Maritime Search and Rescue System on organization of search and acquiring rescue experience, including in training centers of partner states;
- demining of port infrastructure, inland waterways, internal waters, the territorial sea and the exclusive (maritime) economic zone of Ukraine;
- deepening international cooperation on search and rescue at sea.



Strategic Objective 3. Conducting risk analysis that may affect the functioning or security of the state border of Ukraine

Integrated border management is based on risk analysis. Risk analysis should be applied at national and international levels, be accessible to the actors, and be used for political, strategic and operational planning; it should support effective leadership and decision-making under conditions of limited resources and capabilities. Risk analysis should provide conclusions and recommendations for timely measures to minimize current and potential threats covering all components of integrated border management.

Such analysis is carried out taking into account the common integrated risk analysis model of EU Member States and national experience.

The application of risk-oriented approaches contributes to more effective use of limited resources and capabilities of the actors.

At the same time, to focus the attention of control services on the most likely cases of legal violations, it is important to apply risk-oriented approaches in the work of all actors.

To achieve this strategic objective, the following tasks are envisaged:

enhancing actors' risk analysis capacities, namely:

- ensuring development of capabilities of units conducting risk analysis and assessment;
- implementation of advanced methodologies for joint risk analysis;
- improvement of comprehensive monitoring of the situation at the state border of Ukraine, processing and analysis of information obtained from the actors;
- development of IT solutions to automate the risk analysis process and automated information exchange between the actors;
- improving the level of professional training of risk analysis personnel;



ensuring development of the system of interaction between actors on risk analysis issues, namely:

- improving the activities of interagency coordination and analytical centers, establishing the Joint Maritime Coordination Center and expanding the network of regional analytical groups;
- conducting joint analytical studies to support decision-making for effective use of limited resources and capabilities of the actors;

ensuring development of international cooperation on risk analysis issues, namely:

- strengthening cooperation on information exchange and risk analysis with international organizations and EU institutions, including the European Border and Coast Guard Agency (Frontex), to counter cross-border crime, irregular migration, terrorism and hybrid threats;
- integration of analytical products of international institutions and organizations, including Frontex and the European Migration Network, into the activities of the actors;
- conducting joint risk analyses with border agencies of neighboring states: the Republic of Poland, the Slovak Republic, Hungary, Romania and the Republic of Moldova, and other states.



Strategic Objective 4. Development of international cooperation, in particular by increasing information exchange with competent authorities of EU Member States, the Republic of Moldova and the European Border and Coast Guard Agency Frontex, for the development of integrated border management

Ukraine's national priority is accession to the unified European and global security space. Establishing and developing cooperation with neighboring states is one of the prospective ways to address problems inherent to adjacent territories, and also an effective way to develop border areas and implement best European experience in legislative, security, managerial, financial, economic, social and cultural spheres.

To achieve this strategic objective, the following tasks are envisaged:

implementation of the national course towards European and Euro-Atlantic integration, namely:

- fulfillment of Ukraine's obligations under the Association Agreement and the Roadmap on the Rule of Law approved by Order of the Cabinet of Ministers of Ukraine of 14 May 2025 No. 475, as well as the EU–Ukraine Association Agenda, the Charter on a Distinctive Partnership between Ukraine and NATO, as established by negotiating Chapter 24 “Justice, Freedom and Security”, and other international treaties;
- strengthening bilateral cooperation with international institutions of EU Member States and international organizations;
- development of proposals for cooperation within the European border surveillance system;

development of cooperation with the European Border and Coast Guard Agency Frontex, namely:

- improvement of regulatory and legal framework for cooperation with Frontex;
- participation in joint operations;
- ensuring exchange of information on the maritime situation between the Joint Maritime Coordination Center and Frontex, the Virtual Regional Maritime Traffic

Centre & Trans Regional Maritime Network (V-RMTC), and the Headquarters of NATO Allied Maritime Command (Northwood, United Kingdom) within Ukraine's participation in NATO and EU international maritime security operations;

- leveraging Frontex potential to strengthen operational capacities of the State Border Guard Service of Ukraine;

improving international cooperation with border agencies of neighboring states:

- participation in the negotiation process regarding international treaties on the regime of the state border of Ukraine and cooperation on border issues and exchange of advance information on goods and vehicles;
- improving the effectiveness of organizing and ensuring work of the border representative apparatus;
- expanding interaction, information exchange and improving the work of coordination centers and joint contact (consultative) points.

Strategic Objective 5. Development of interaction and information exchange between the actors

Development of interaction and expansion of information exchange between the actors will ensure complete and timely reflection of the situational picture at the state border of Ukraine, high-quality risk analysis and decision-making.

Necessary conditions include unification of standard operating procedures and improvement of interaction between units that directly perform tasks at the state border of Ukraine, including real-time exchange of operational data.

To achieve this strategic objective, the following tasks are envisaged:

- improvement of coordination, interaction and planning mechanisms in the interests of integrated border management;
- unification of formats for submission of statistical information by the actors;

- development of an interagency system of situational centers;
- establishment and ensuring operation of the Joint Maritime Coordination Center;
- development and implementation of unified standard operating procedures (SOPs) for interaction between the actors.

Strategic Objective 6. Development of interaction with state authorities, local self-government bodies and civil society during the performance of tasks by the actors

To ensure effective integrated border management, it is important to ensure close interaction between state authorities, local self-government bodies and civil society institutions. Joint participation in planning, monitoring and implementation of measures contributes to trust building, increases transparency and strengthens the State's capacity to ensure reliable protection of the state border of Ukraine in an inclusive and sustainable manner.

To achieve this strategic objective, the following tasks are envisaged:

- modernization of the integrated interagency information and communication system for control of persons, vehicles and cargo crossing the state border of Ukraine; introduction in the Joint Maritime Coordination Center of software products of port operators to monitor movement of vessels, cargo and vehicles in ports;
- improvement of interaction of the actors with local self-government bodies in implementing state policy to promote civil society development;
- conducting public consultations by the actors during implementation of state policy in integrated border management;
- organization of activities of public formations for the protection of public order and the state border of Ukraine and improvement of interaction with local state



administrations and local self-government bodies on coordination of their activities;

- conducting information campaigns on changes in legal frameworks and rules for crossing the state border of Ukraine;
- monitoring the level of public trust in the actors.

Strategic Objective 7. Development of cooperation with countries identified through risk analysis as countries of origin or transit of irregular migration

Strengthening cooperation with countries of origin or transit of irregular migration is one of the tools that enables prevention and influence on root causes of migration, development of dialogue with partner states, and strengthening the capacity to return persons who have no grounds for staying in Ukraine. At the same time, it is important to ensure compliance with international standards, including the non-refoulement principle, and protection of human rights.

To achieve this strategic objective, the following tasks are envisaged:

- regulatory regulation of cooperation with countries of origin or transit of irregular migration and international institutions;
- deepening cooperation with international institutions dealing with migration issues;
- establishing mechanisms for information exchange, introducing risk analysis with border and migration authorities of countries of origin and transit;
- exploring possibilities of introducing liaison officers responsible for coordination and information exchange in diplomatic missions of Ukraine in countries of origin or transit of irregular migration;
- improving Ukraine's visa policy and harmonizing it with the EU visa policy.



Strategic Objective 8. Ensuring effective countering of cross-border crime and irregular migration

Measures to counter cross-border crime carried out by the actors are aimed at preventing a wide range of threats to Ukraine's national security: terrorism, smuggling of persons across the state border of Ukraine, irregular migration, trafficking in human beings, all types of smuggling (especially weapons and ammunition), tax evasion and evasion of established payments, organized crime, etc.

The purpose of countering cross-border crime is to prevent offenses, ensure the principle of inevitability of punishment, and ensure the safety of the individual, society and the State as a result of joint activities of the actors using the full set of legal mechanisms.

To achieve this strategic objective, the following tasks are envisaged:

- improving interaction of the actors countering criminal and other offenses both at national and international levels, in particular with structures of EU Member States and relevant international organizations;
- enhancing capacities of the actors for prompt response to deterioration of the situation, crisis and non-standard situations;
- improving operational-search activities by introducing new forms and methods;
- improving criminal intelligence analysis systems;
- establishing a national system of advance passenger information;
- granting customs authorities the right to conduct operational-search activities and pre-trial investigation in cases of smuggling of goods;
- monitoring the activities of suspicious vessels (vessels that violated the procedure for entry to or exit from the temporarily occupied territory of Ukraine, vessels subject to sanctions, vessels flying the flag of the aggressor State, vessels owned by citizens of the aggressor State or by business entities registered in the territory of the aggressor State) in order to ensure timely



response (preventive measures) to deteriorations in the situation, crisis, and non-standard situations at sea;

- monitoring and regularly updating the national situational picture regarding identified foreigners and stateless persons illegally staying in Ukraine;
- conducting systematic analysis of information on routes and causes of irregular migration across the State Border of Ukraine and developing effective countermeasures;
- improving the personnel training system of units countering criminal and other offences.

Strategic Goal 9. Return of Foreigners and Stateless Persons to the Country of Origin or a Third Country Who Do Not Have or Have Lost Legal Grounds for Staying in Ukraine

Achieving the required level of deterrence and counteraction to irregular migration is possible provided that proper support, information coverage, and improvement of procedures for returning foreigners and stateless persons to their country of origin or a third country are ensured, in cases where such persons do not have or have lost legal grounds for staying in Ukraine.

It is necessary to expand the contractual framework on readmission, which is an effective mechanism for the transfer of foreigners and stateless persons who do not have or have lost legal grounds for staying in Ukraine.

Ensuring information exchange regarding changes in the situation in countries of origin or transit and the emergence of new migration routes is of key importance. This will contribute to the formation of an active return policy, strengthening national migration control, and integrating Ukraine's readmission system into the overall European security architecture.

To achieve this strategic goal, the following tasks are envisaged:



- improving cooperation with diplomatic missions of foreign states regarding the identification and documentation of irregular migrants;
- continuing negotiations and concluding readmission agreements with countries of origin or transit of irregular migrants, based on risk analysis;
- expanding the practice of applying alternatives to detention for irregular migrants (guarantees, bail, etc.);
- improving standard procedures for identification, documentation, escort, and safe return of foreigners and stateless persons to the country of origin or a third country;
- ensuring respect for human rights during return procedures;
- improving cooperation with carriers regarding the return of foreigners and stateless persons to the country of origin or a third country;
- establishing a mechanism for the timely departure from the territory of Ukraine of persons who have been refused refugee status or additional protection by a decision of the State Migration Service of Ukraine and who have not regularized their legal status in accordance with legislation;
- expanding voluntary return mechanisms and reintegration support, with the involvement of operational, technical, and practical assistance of the European Border and Coast Guard Agency (Frontex) and the International Organization for Migration Mission in Ukraine.

Strategic Goal 10. Implementation and Use of Advanced Technologies and Information and Communication Systems

Integrated border management shall be supported by advanced, mobile, and interoperable technical systems and solutions integrated into large-scale EU IT systems.



All actors must be able to use the most modern technologies as effectively as possible to create a developed, flexible, and highly efficient management system, ensure timely detection of incidents at the border of Ukraine and rapid response within the EU's single information space, and guarantee reliable operation and development of electronic communications, digitalization, and information security systems.

To achieve this strategic goal, the following tasks are envisaged:

- development and expansion of electronic communications systems, increasing network capacity, and enhancing the responsiveness and resilience of electronic communications systems of the actors;
- ensuring interoperability of information systems of different ministries and agencies for their integration and real-time information exchange;
- implementation and maintenance of IT products and IT services, development of appropriate IT infrastructure for the growth of IT services, and formation of approaches to building information and communication system architectures that meet current and future needs of the actors;
- adaptation of national information systems to European systems, including Schengen systems;
- development and strengthening of technical information protection and cybersecurity systems.

Strategic Goal 11. Development of a System for Assessing the Quality of Implementation of Integrated Border Management Tasks

Ukraine needs to develop a system for assessing the quality of implementation of integrated border management tasks at both strategic and operational levels. Such a system should monitor the implementation process and the quality of task execution by the actors and be based on best practices of EU Member States, following the Schengen evaluation model.



The results of the assessment should serve as a basis for further development, improvement of activities, and enhancement of the capacities of the actors.

To achieve this strategic goal, the following tasks are envisaged:

- training experts in assessing the quality of implementation of integrated border management tasks, taking into account the methodologies of the European Border and Coast Guard Agency (Frontex) and border authorities of EU Member States;
- improving the national methodology for assessing the quality of implementation of integrated border management tasks by integrating Frontex evaluation standards;
- organizing assessments of the quality of implementation of integrated border management tasks and using their results to adjust further development;
- involving international experts in the assessment of the quality of implementation of integrated border management tasks.

Strategic Goal 12. Attraction of International Technical Assistance and Other Resources Provided for by Legislation for the Development of Integrated Border Management

Attracting international technical assistance and other resources provided for by legislation is a strategically important element in supporting integrated border management and is aimed at developing the institutional capacities of the actors. It helps compensate for budgetary constraints and channel external funding to critically important areas.

To achieve this strategic goal, the following tasks are envisaged:

Planning and establishing partnerships for attracting international technical assistance, namely:



- identifying new sources of international technical assistance and development partners;
- elaborating project proposals and preparing requests for international technical assistance.

Ensuring coordination, monitoring, and evaluation of the use of international technical assistance and other resources, namely:

- implementing effective coordination mechanisms for international technical assistance and other resources;
- ensuring high-quality monitoring of international technical assistance.

Strategic Goal 13. Respect for Human Rights and Freedoms and Ensuring Inclusiveness for Vulnerable Groups

Respect for human rights and freedoms as established by the Constitution of Ukraine, laws of Ukraine, and international treaties of Ukraine is a task of the actors and must be ensured in the exercise of all their powers.

Unlawful restriction of human rights and freedoms is inadmissible and entails liability in accordance with the law. Officials of the actors are obliged to respect human dignity and demonstrate humane treatment.

Special attention shall be paid to ensuring human rights and freedoms, improving a barrier-free environment, and creating conditions for equal access to services for vulnerable population groups.

To achieve this strategic goal, the following tasks are envisaged:

- creating conditions for proper respect for human rights and freedoms, ensuring equal opportunities and rights for women and men, persons with disabilities, and safeguarding the best interests of the child;



- implementing EU infrastructure standards for creating a barrier-free environment for persons with disabilities and other persons with reduced mobility at border crossing points;
- creating proper conditions in detention facilities for persons detained for violations of border-related legislation;
- implementing a monitoring system to ensure compliance with human rights standards at border crossing points;
- introducing inclusive information services and training personnel to work with vulnerable groups;
- improving the handling of citizens' appeals and providing consultations on border crossing issues;
- establishing partnerships with relevant public authorities, international organizations, and civil society organizations to provide support and resources to vulnerable persons;
- improving mechanisms for ensuring equal access to public (electronic public) services, including administrative services;
- ensuring high-quality interpretation during protection procedures in Ukraine through targeted allocation of resources, cooperation with translation bureaus and international organizations, and provision of necessary legal aid;
- promoting the implementation of the State veteran policy and supporting military personnel, including war veterans, and their family members within the competence of the actors.



Strategic Goal 14. Education and Professional Development of Personnel of the Actors

To implement the functions and tasks of the actors, it is necessary to ensure a sufficient number of competent and specially trained personnel.

Education and professional training shall be based on harmonized and high-quality training standards, taking into account operational needs, tasks, and legal competences, and shall foster a unified culture grounded in compliance with generally recognized ethical standards of conduct and respect for the rights, freedoms, and legitimate interests of individuals and citizens, civil society organizations, and other private-law entities.

To achieve this strategic goal, the following tasks are envisaged:

- updating existing and introducing new educational programs and modern training technologies, taking into account European and international standards;
- implementing a “Lifelong Learning” model for key standard positions of the actors;
- expanding cooperation between higher education institutions of the actors, relevant foreign educational institutions, the European Border and Coast Guard Agency (Frontex), the European Union Agency for Law Enforcement Training (CEPOL), and others;
- developing a system of training-of-trainers (multipliers), including joint training for personnel of the actors;
- conducting joint exercises (comprehensive activities) on actions of the actors in crisis and non-standard situations in the border strip and controlled border area;
- organizing training of highly specialized professionals;
- creating secure infrastructure of educational institutions.



Strategic Goal 15. Research and Innovation for the Development of Integrated Border Management

Research and innovation are critical for supporting and developing integrated border management through modern scientific solutions, technologies, and knowledge.

The actors should participate in research and innovation activities to become more modern, cost-effective, and resilient. It is important to leverage artificial intelligence technologies and exchange research results, advanced solutions, and practical experience.

To achieve this strategic goal, the following tasks are envisaged:

- creating favorable conditions for the development of research and innovation in the field of integrated border management;
- improving planning, financing, and control of the implementation and application of research and development activities;
- establishing a research institution within the State Border Guard Service of Ukraine;
- conducting continuous monitoring of research results in the field of integrated border management at national and international levels;
- organizing scientific and practical events (round tables, conferences, etc.);
- studying and substantiating the possibility of implementing artificial intelligence technologies to enhance the effectiveness of the actors' activities, taking into account the requirements of the European Artificial Intelligence Act (AI Act);
- ensuring scientific support for the implementation of the Strategy;
- expanding cooperation between research institutions of the actors and Ukrainian and international research organizations.

Expected results and performance indicators for the implementation of the Strategy are provided in the Annex.



Financial and Resource Support for the Implementation of the Strategy

The Strategy shall be implemented based on national security, economic, and intellectual potential, using public-private partnership mechanisms, as well as with the involvement of international advisory, financial, and material-technical assistance.

Operational plans for the implementation of the Strategy shall be developed for three-year periods and approved by the Cabinet of Ministers of Ukraine.

The operational plans shall define specific tasks, measures, performance indicators, responsible executive authorities, as well as sources and amounts of funding.

Financial support for the implementation of the Strategy shall be provided within the limits of state budget allocations to the actors involved, international technical assistance funds, and other sources not prohibited by law.

The amount of funding shall be determined based on specific tasks and within the limits of funds provided by the Law on the State Budget of Ukraine for the relevant year.

Expenditures, material and technical, and human resources required for implementation shall be determined annually, taking into account state budget capacities and actual performance results of previous periods.

The Strategy serves as a basis for the preparation of state programs and regulatory legal acts related to the development and provision of integrated border management.

Procedure for Monitoring, Evaluation of Results of Strategy Implementation, and Reporting

Ensuring effective implementation of the Strategy shall be carried out using appropriate monitoring tools for key performance indicators and strengthening the institutional capacity of central executive authorities.

Assessment of the quality of implementation of the Strategy tasks and measures defined in operational plans shall be conducted in accordance with the National Methodology for Assessing the Quality of Implementation of Integrated Border



Management Tasks, approved by Resolution of the Cabinet of Ministers of Ukraine No. 595 of 13 June 2023.

Reports on the results of the assessment shall be submitted:

- semi-annually to the interagency working group on coordination of integrated border management;
- annually to the National Security and Defense Council of Ukraine and, upon request, to the Verkhovna Rada of Ukraine.

The results of the assessment may serve as grounds for reviewing this Strategy.