



European Commission

**EUROPEAN UNION BORDER ASSISTANCE MISSION TO
MOLDOVA AND UKRAINE – EUBAM 9**

Annex I: Description of the Action

Implemented by:

United Nations Development Programme

DESCRIPTION

1.1. Title

European Union Border Assistance Mission to Moldova and Ukraine – EUBAM 9.

1.2. Beneficiary countries

Republic of Moldova and Ukraine.

1.3. Cost of the action and amount requested from the Contracting Authority

Total eligible cost of the action	Amount requested from the Contracting Authority	% of total eligible cost of action
21,000,000 EUR	21,000,000 EUR	100 %

In addition to this budgeted EC contribution, EU Member States are providing a significant contribution in kind through the secondment of their national staff to the Mission, whose salaries will continue being paid by national administrations for the entire period of secondment.

1.4. Summary

The European Union Border Assistance Mission to Moldova and Ukraine strives to contribute to a peaceful resolution of the Transnistria conflict and assists Moldova and Ukraine in fulfilling their commitments under the European Neighbourhood Policy Action Plans (ENP AP). The Mission aims at enhancing the border and customs management capacities of Moldova and Ukraine to fight against cross-border and organised crime and to approximate the standards of the border and law enforcement authorities to those of the EU. It and.

The Mission is a technical assistance and advisory body focused on developing capacities at all levels in favour of national institutions from Moldova and Ukraine that are responsible for border management and related work. The basis of EUBAM intervention is a Memorandum of Understanding concluded among Moldova, Ukraine and the European Commission in 2005. The focus of EUBAM work is on enhancing border management, advancing on the settlement of the Transnistria conflict, aligning the national standards in Moldova and Ukraine to those of the European Union, building capacities to counteract trans-national organised and cross-border crime, contributing to compliance and trade facilitation, the implementation of trade policy measures and the modernization of customs procedures, and supporting the anti-corruption efforts of partners, focusing on the implementation of EU principles of good governance.

To achieve these objectives EUBAM deploys long- and short-term expertise from the EU member states which work hand in hand with national counterparts in the areas of Mission's responsibility and

based on requests from and interest of partner services. EUBAM advises the EU bodies on matters of cooperation between the two countries and the European Union in the area of border management.

The duration of the Mission is 2005 – 2013 organized in phases since November 2005. The total budget of EUBAM made available by end of 2013 is EUR 92.2 million. EUBAM was funded under the EC's Rapid Reaction Mechanism (€ 4 million) for the initial six months, followed by the Tacis Regional Action Programmes 2003 (€ 2.2 million), 2004 (€ 4 million) and 2006 (€ 8.885 million) and since 2007 by the European Neighbourhood and Partnership Instrument (ENPI East Regional Programme).

Total duration of the action	24 months
Objectives of the action	<p><u>Overall objective:</u></p> <ul style="list-style-type: none"> • To contribute to the implementation of the EU ENP Action Plans with the Republic of Moldova and Ukraine, the implementation of the June 2004 Council conclusions on Moldova, and the February 2005 Council conclusions on Ukraine, in particular as regards outstanding border management issues in the Republic of Moldova and Ukraine. • To assist the Republic of Moldova and Ukraine in fulfilling their commitments under the European Association process. • To contribute to a peaceful settlement of the Transnistria conflict by, inter alia, strengthening border management and customs regime, and confidence building measures in the Republic of Moldova and Ukraine, thus reducing possible security threats originating from this region. In case a settlement is achieved within the duration of this action, to promote post settlement consolidation. • To contribute in building up appropriate operational and institutional capacity in the Republic of Moldova and Ukraine. • To initiate and coordinate international cooperation related to border security. <p><u>Specific objectives:</u></p> <ol style="list-style-type: none"> 1) To enhance border management 2) To make a positive contribution towards the settlement of the conflict in the Transnistrian region 3) To build capacity to implement and apply EU and other international standards/best practices 4) To contribute to the prevention and fighting of trans-national organised and cross-border crime 5) To contribute to compliance and trade facilitation, the implementation of trade policy measures and the modernization of customs procedures 6) To support the anti-corruption efforts of partners, focusing on the implementation of EU principles of good governance
Partner(s)	Ministries of Foreign Affairs of Moldova and Ukraine

	<p>Border Guard Services of Moldova and Ukraine</p> <p>Customs Services of Moldova and Ukraine</p> <p>Ministries of Internal Affairs of Moldova and Ukraine</p> <p>General Prosecutors Office and Local Prosecutors Offices in Moldova and Ukraine</p> <p>Security Service of Ukraine, and Information and Security Service of Moldova</p> <p>Tax authorities of Moldova and Ukraine</p>
Final beneficiaries ¹	<p>Citizens of Moldova (including those from the Transnistrian region) and Ukraine</p> <p>Ministry of Finance of Moldova and Ukraine</p>
Estimated results	<ul style="list-style-type: none"> • Professional capacity of border, customs and law enforcement officials enhanced • Cross-border cooperation between border, customs and law enforcement authorities increased • Analytical overview on border security and cross-border movement of goods and persons improved • Contributed to the settlement of the frozen Transnistria conflict • Border demarcation at the common Moldovan-Ukrainian State border progressed • Corruption of border guards and customs officials at operational / tactical level decreased • Public awareness in the local population of EUBAM's activities, cross-border crime risks, and the partner services' efforts increased • Public relations capabilities of partner services enhanced

¹ "Final beneficiaries" are those who will benefit from the project in the long term at the level of the society or sector at large.

<p>Main activities</p>	<ul style="list-style-type: none"> • To provide assistance to the partner services to develop their national legislation towards EU acquis and international rules and standards. • To provide assistance to the partner services in establishing the national integrated border management. • To support interagency cooperation of border authorities. • To support international cooperation of the partner services, law enforcement agencies and other relevant authorities. • To provide support the border services in the context of EURO 2012. • To contribute to public awareness among civil society and the population of the Republic of Moldova and Ukraine. • To provide support to the border demarcation. • To provide assistance to the visa liberalisation process. • To assist to the implementation of border and customs control. • To assist to the implementation of border surveillance management. • To contribute to the settlement of the Transnistria conflict. • To provide assistance to the partner services on organisational development towards EU standards and best practice.
	<ul style="list-style-type: none"> • To facilitate coordination among donors. • To facilitate confidence building and networking opportunities. • To provide assistance to the partner services to enhance their organisational capacity to manage and develop the training system towards best practice. • To deliver technical training and related assistance for enhancing sustainable capacity of the partner services. • To provide assistance to the partner services regarding the application of data protection rules and regulations with regard to national legislation and EU standards at the border between Republic of Moldova and Ukraine. • To support communications capacity of the partner services. • To inform on the EU and the mandate and achievements of EUBAM and partners. • To facilitate regular information exchange and communication with the partner services and stakeholders. • To contribute to the prevention and fighting of trans-national organised and cross-border crime by enhancing the tactical and operational capacity of partner services. • To provide assistance to the partner services' criminal investigations.

	<ul style="list-style-type: none"> • To provide assistance to the partner services to enhance their analytical capacity. • To support partner services to enhance their risk analysis capacity on regional and local level. • To conduct joint assistance exercises to help counteract border-related crime. • To assist partner services in the use of mobile units in preventing border-related crime. • To support the Ukrainian and Moldovan customs to effectively use the pre-arrival information exchange system. • To support the Ukrainian and Moldovan border guards to develop a pre-arrival information exchange system. • To provide assistance to the customs services to develop their national customs legislation towards EU customs acquis and international rules and standards. • To assist the partner services to enhance compliance and to develop trade facilitation related to customs activities. • To assist in the post clearance control and audit procedures of the customs services of the Republic of Moldova and Ukraine. • To assist customs services in the implementation of EU requirements arising from future Deep and Comprehensive Free Trade Agreements (DCFTA) for the Republic of Moldova and Ukraine. • To assist in anti-corruption and good governance efforts of partners, focusing on the implementation of EU principles of good governance,
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1.5. Objectives

Overall objectives of the EUBAM are the following:

a) To contribute to the implementation of the EU ENP Action Plans with the Republic of Moldova and Ukraine, the implementation of the June 2004 Council conclusions on Moldova, and the February 2005 Council conclusions on Ukraine, in particular as regards outstanding border management issues in the Republic of Moldova and Ukraine.

b) To assist the Republic of Moldova and Ukraine in fulfilling their commitments under the European Association process.

c) To contribute to a peaceful settlement of the Transnistria conflict by, inter alia, strengthening border management and customs regime, and confidence building measures in the Republic of Moldova and Ukraine, thus reducing possible security threats originating from this region. In case a settlement is achieved within the duration of this action, to promote post settlement consolidation.

d) To contribute in building up appropriate operational and institutional capacity in the Republic of Moldova and Ukraine.

e) To initiate and coordinate international cooperation related to border security.

1.6. Background information and justification

1.6.1. The Transnistria conflict

In spring 1992, a year after the dissolution of the Soviet Union, a short civil war took place in the Eastern region of the Republic of Moldova. "Transnistria" succeeded in establishing *de facto* independence from Moldova, as the ceasefire brokered with Russian mediation (July 1992 Russian-Moldovan Moscow agreement) left Tiraspol in control of the region east of the Dniester River in a self-proclaimed Transnistrian Moldovan Republic. "Transnistria" has no internationally recognised status.

After the ceasefire, a security zone was established, guarded by peace-keeping forces consisting mostly of Russian troops and troops from the two sides. Since 1998, a small number of Ukrainian troops (10) are also present.

Since February 2006 the official negotiations in 5+2 format² have been suspended. However, mediators and observers meet regularly with Chisinau and Tiraspol representatives in order to discuss possibilities for the resumption of formal "5+2" settlement talks.

1.6.2. EU policy related to the Transnistria conflict

Over the past years, Moldova has repeatedly called for greater EU and US involvement in the resolution of the Transnistrian conflict. In mid-November 2002 the OSCE decided to send a delegation, including officials from the European Commission, on a fact-finding mission on the Transnistrian segment of the Moldovan-Ukrainian state border. The report presented by the mission pleaded for "the establishment of joint customs points on Ukrainian territory" and expressed the "need for carrying out joint customs controls on the Transnistrian segment". The report also called on Chisinau and Kiev to proceed with negotiations on the creation of joint border posts as foreseen by agreements between the two countries.

The Commission has taken forward this issue and launched in March 2003 a process of trilateral discussions on border issues involving Moldova and Ukraine. Since 2003 nine EU-Moldova-Ukraine Trilateral Meetings on border related issues were held. Thus, the level of inter-agency and bilateral cooperation palpably increased. The joint border operations and coordinated efforts led to a more secure border while at the same time facilitating legal trade. The other important topic that is discussed at the trilateral meetings is border demarcation. Since March 2008 EUBAM provided assistance in border demarcation including central (Transnistrian) segment of the Ukrainian- Moldovan state border. 122 km of the border has been demarcated at the central segment since the summer of 2010 with the

² Transnistria and Moldova are negotiations' parties; Ukraine, Russia, OSCE are mediators; EC and US are observers.

EUBAM's assistance. EUBAM is ready for continuing technical assistance for achieving further progress in the border demarcation process.

In February 2004³ the EU imposed (together with the U.S.) a visa travel ban on 17 high-ranking Transnistrian "officials". This ban was renewed in February 2005⁴, 2006⁵, 2007⁶, 2008⁷, 2009⁸, February 2010⁹ and September 2010¹⁰. In March 2011, EU imposed a travel ban on Transnistrian officials for further twelve months until 31 March 2012. In order to encourage progress in reaching a political settlement of the Transnistrian conflict, addressing the remaining problems of the Latin-script schools and restoring free movement of persons, in February 2010 the Council decided to temporarily suspend the application of restrictive measures. For the last time this ban was suspended for 6 months, until 30 September 2011.

1.6.3. The evolution of the bilateral cooperation between Moldova and Ukraine on border related issues

A major issue in the relations between Ukraine and Moldova concerning the common border has been the customs regime on the Transnistrian segment of the border. Over the years, there have been several attempts to solve the problem of "Transnistrian exports" (often referred to as "re-exports"). Customs stamps have been a crucial element of control over Transnistrian exports. In February 1996, an agreement was signed between Chisinau and Tiraspol on cooperation between both customs services, which inter alia granted Moldovan customs stamps to the Transnistrian region, allowing the latter to benefit from preferential trade regimes Moldova concluded with other countries. This agreement was followed by an agreement between Moldova and Ukraine of March 1997 on the establishment of seven joint border crossing points on the Moldovan-Ukrainian state border: Criva-Mamaliga, Briceni-

³ Council Common Position 2004/179/CFSP of 23 February 2004 concerning restrictive measures, in the form of restrictions on admission, against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 55/68 of 24/02/2004. Council Common Position 2004/622/CFSP of 26 August 2004 amending Council Common Position 2004/179/CFSP concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 279/47 of 28/08/2004.

⁴ Council Common Position 2005/147/CFSP of 21 February 2005 extending and amending Common Position 2004/179/CFSP concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 49/31 of 22/02/2005. Council Common Position 2005/890/CFSP of 12 December 2005 implementing Common Position 2004/179/CFSP concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 327/33 of 14/12/2005.

⁵ Council Common Position 2006/95/CFSP and 2006/96/CFSP of 14 February 2006 renewing restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 44/31, 32 of 15 February 2006.

⁶ Council Common Position 2007/121/CFSP of 19 February 2007 extending and amending Common Position 2004/179/CFSP concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 51/31 of 20 February 2007.

⁷ Council Common Position 2008/160/CFSP of 25 February 2008 concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 51/23 of 26 February 2008. The restrictive measures have been extended until 27 February 2009.

⁸ Council Common Position 2009/139/CFSP of 16 February 2009 concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 46/76 of 17 February 2009. The restrictive measures have been extended until 27 February 2010.

⁹ Council Common Position 2010/105/CFSP of 22 February 2010 concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 46/3 of 23 February 2010. The restrictive measures have been extended until 27 February 2011 and suspended until 30 September 2010.

¹⁰ Council Common Position 2010/573/CFSP of 27 September 2010 concerning restrictive measures against the leadership of the Transnistrian region of the Republic of Moldova; OJ L 253/54 of 28 September 2010. The restrictive measures have been extended until 30 September 2011 and suspended until 31 March 2011.

Rossoshany, Medveja-Zelionaya, Larga-Kelmentsy, Giurgiulesti – Reni (Road), Pervomaysk-Kuchurgan, and Udobnoye-Palanca-Mayaky. From 1997–2001 ongoing so-called “joint controls”, rather than shared control responsibility are performed on both territories.

With its accession to the WTO in May 2001, Moldova introduced a new customs stamp as of 1 September 2001. This stamp was not given to the Transnistrian region.

From late 2001 until May 2003, relations between Moldova and Ukraine deteriorated. One of the issues was the continued export of goods produced in the Transnistrian region through the Ukrainian border without Moldovan customs documentation.

Ukraine refused access to its border crossing points to the Moldovan border guards and customs officials and withdrew its representatives from the Palanca border crossing point. Ukraine explained this refusal, inter alia, by reference to the lack of required conditions (insufficient infrastructure and means of communication, lack of additional protocols stipulated by the 1997 agreement, lack of documents concerning the preparedness of crossing points for performing the joint control).

Following discussions in the first EC-Moldova-Ukraine Trilateral Meeting on Border Issues, the Customs Department of Moldova and the State Customs Service of Ukraine signed a protocol on 15 May 2003, regulating relevant customs procedures, in particular stipulating that only goods with Moldovan customs documents be allowed entry into Ukraine under the precondition that Moldova enacted a simplified registration procedure for Transnistrian companies. The customs regime was in effect until summer 2004 and led to a much more positive series of negotiations on the issue of joint border crossing points throughout 2003 between Chisinau and Kiev; on 12 January 2004, five protocols were signed in this context.

However, the customs agreement was unilaterally cancelled by Chisinau authorities, in retaliation for actions taken by Tiraspol authorities during summer 2004.¹¹ In a reaction to Chisinau authorities' decision, on 15 August 2004, Ukraine stopped implementing the customs agreement and began to accept Transnistrian goods without Moldovan customs documentation, clearing them as “third country goods”.

After 2004 presidential elections in Ukraine, the relations between Moldova and Ukraine improved. In July – August 2005, joint border controls were re-established at four of the seven border crossing points listed in the 1997 agreement. The process of negotiations on joint organisation of border controls at the Transnistrian segment of the state border was re-launched.

On 30 December 2005, the Prime Ministers of Ukraine and Moldova, Yekhanurov and Tarlev, signed a joint declaration to re-implement the customs protocol of 15 May 2003. After additional discussions between the two sides, assisted by the EUBAM, implementation began effectively on 3 March 2006. Since then all exports from Moldova to or via Ukraine, including those via the so-called Transnistrian segment of the border, need to have proper Moldovan documentation. This enables the two countries to exchange information and to carry out proper risk analysis, thus contributing to a more effective fight against smuggling and illegal cross-border activity.

¹¹ They sought to ban the teaching of the Moldovan language in the Latin, rather than the Cyrillic, alphabet.

The reinstatement of the customs regime provoked a strong reaction from the Tiraspol leadership which immediately blocked the common border, thus imposing upon itself a blockade and launched a comprehensive propaganda effort involving organised public demonstrations and co-ordinated media articles in the Transnistrian region and Russia aimed at portraying the new regime as an externally imposed economic "blockade" which would lead to a humanitarian catastrophe. The Tiraspol position was firmly backed by Russia which called for the immediate cessation of the customs regime. The EU, U.S. and OSCE Mission to Moldova welcomed the implementation of the agreement and urged the Transnistrian region to end its self-imposed blockade. EUBAM's presence at the field level and its neutral status meant that the Mission was able to make objective information available to all interested parties. These observations, together with those made by the OSCE Mission to Moldova, meant that the allegations of an economic "blockade" and a resulting humanitarian catastrophe were comprehensively refuted.

On 16 March 2006, the Transnistrian regime started to lift its self-blockade allowing imports from Ukraine but refusing to accept any goods in transit to other parts of Moldova. EUBAM has monitored the operation of the registration and reimbursement mechanism which is stipulated in the Joint Declaration of 30 December 2005. The mechanism ensures that Transnistria-based companies are not double-taxed.

Partly as a result of the Transnistrian claims of a humanitarian catastrophe, EUBAM looked very closely at the scale of food imports into the Transnistrian region. These observations revealed large-scale smuggling of goods, including vehicles, cigarettes and foodstuff (in particular meat and vegetables) by organised criminal groups and highlighted the Transnistrian authorities' inability or unwillingness to take preventative action.

On 21 November 2006 separate protocols on information exchange between the customs services and between border guards services of Moldova and Ukraine were signed at the Fifth Trilateral Meeting on Border Issues held in Brussels. The protocols have a significant impact on fostering domestic inter-agency co-operation within each state. The four services and EUBAM agreed to produce monthly Common Border Security Assessment Reports (CBSAR) on the Moldova-Ukraine state border which contribute significantly to an improved analytical overview of border security.

A further important step forward towards economic integration of Transnistria-based companies was the Moldovan Government decree no. 301 dated 17 March 2007, and subsequently the decree no. 743 dated 29 June 2007 which amended the Decree no. 815 dated 2 August 2005. By these amendments the access to the preferential trade certificates of origin was extended to the Transnistrian-based companies registered on a temporary basis. During the period 2007-2008 Moldova has in the meanwhile also transferred the competences to issue preferential certificates of origin from the Chamber of Commerce to the Moldovan Customs Service.

A working meeting of the Chairman of the Ukrainian State Customs Service (UASCS) and the Director General of the Moldovan Customs Service (MDCS) took place in Odessa in July 2010. The aim was to discuss and agree on joint actions to improve customs control efficiency on the Moldovan-Ukrainian border. The implementation of the Joint Declaration of the Prime Ministers of Ukraine and the Republic of Moldova and the relevant protocol was assessed. The Interagency Protocol between the MDCS and UASCS on cooperation at Border Crossing Points (BCPs) on the MD-UA border and the Joint Action Plan on Counteracting Customs Rules Violations for 2010-2011 were signed by the Heads of both Customs Services.

The resumption of the operation through Transnistrian region of the passenger train Chisinau-Odessa-Chisinau started on 1 October 2010. EUBAM supported the joint expert mission that conducted an inspection to assess the technological conditions of the Transnistrian railway section and contributed in the negotiation process.

In June 2011 the Chairman of the UASCS and the Director General of the MDCS have signed two Declarations "On the priority admission of horticultural products across the customs borders of the Republic of Moldova and Ukraine" and "On application of the system of early notification about emergency situations on the MD-UA border" and a Protocol "On the interaction in facilitation of border crossing by citizens during the summer at border crossing points at the UA-MD state border", which are relevant for the trade and traffic facilitation at the Moldovan-Ukrainian border.

In order to monitor the implementation of the Joint Declaration and related legislation and to ensure the quick and complete identification of relevant cargo movements by 'Transnistrian' economic operators, EUBAM has established close monitoring liaison between its Moldovan and Ukrainian based Field Offices.

In 2011 EUBAM continued assisting the Partner Services in the implementation of the Joint Declaration at the local level. EUBAM observed customs procedures (customs control and customs clearance) of means and goods transportation in the area of responsibility of the EUBAM Field Offices Kuchurhan and Kotovsk. The customs procedures went smoothly, without any delays.

EUBAM has also been monitoring Transnistrian trade, the registration procedure of the Transnistria-based economic operators in the Moldovan Business database as well as cooperation and exchange of information between MDCS and UASCS related to the movement of goods via Transnistrian segment of MD-UA border.

1.6.4. EU relations with the Republic of Moldova and Ukraine on border management related issues

The overall framework for EU relations with the Republic of Moldova and Ukraine is provided by the respective Partnership and Co-operation Agreements (PCA), which entered into force in 1998. Certain elements of the PCAs and of the sectoral dialogue between the countries and the EU which occurs through regular meetings of specialised subcommittees are directly relevant to the areas of customs or justice, freedom and security, including border management.

Currently Ukraine and the Republic of Moldova are negotiating Association Agreements with the EU which include a part related to deep and comprehensive free trade area between the EU and these two countries.

Within the context of the European Neighbourhood Policy (ENP), both the Republic of Moldova and Ukraine have agreed to a respective ENP Action Plan with the EU, endorsed in early 2005. The implementation of these Action Plans will further contribute to strengthening the EU's relations with the Republic of Moldova and Ukraine. The Action Plans contain a series of further commitments to make progress towards a system of efficient and comprehensive border management, including specific commitments related to customs (e.g. the origin of goods) or other border management issues.

A specific double-checking system without quantitative limits for exports of steel from the Republic of Moldova to the EU was in place from 29 September 2004 until 31 December 2006. This measure enhanced the transparency of steel exports from the Transnistrian region to the EU and precluded Transnistrian steel exports not registered with Moldova's authorities from entering the EU.

At the EU-Ukraine Justice, Freedom and Security (JFS) Ministerial meeting of 11 June 2007, the EU and Ukraine endorsed a revised EU-Ukraine Action Plan on Justice, Freedom and Security, which includes no fewer than 25 joint EU-Ukraine measures to upgrade Ukraine's border management and visa issuing system.

The prospect of visa liberalization regime under the Eastern Partnership launched by the EU in 2009, has encouraged the Moldovan and Ukrainian authorities to start the dialogue on visa-free travel in the Schengen Area. The EU-Ukraine Visa Dialogue Action Plan on Visa Liberalization was issued in November 2010. Since January 2011 the Moldovan authorities are working on all aspects of the EU-Moldova Visa Dialogue Action Plan on Visa Liberalization.

1.6.5. EU Border Assistance Mission to Moldova and Ukraine

On 2 June 2005, the Presidents of the Republic of Moldova and Ukraine, Vladimir Voronin and Viktor Yushchenko, addressed a joint letter to the President of the European Commission, Jose Manuel Barroso, and the High Representative, Javier Solana, calling for additional EU support in overall capacity building for border management, including customs, on the entire common Moldovan-Ukrainian border. In this letter, the EU was requested specific assistance in the creation of an "international customs control arrangement and an effective border monitoring mechanism on the Transnistrian segment of the Moldova-Ukraine State border". The Commission and the EU member states agreed in principle to respond positively to this unique request, and a joint EU Council Secretariat/Commission Fact Finding Mission (FFM) visited the Republic of Moldova and Ukraine between 23 and 29 August 2005. As a result of the FFM the EU decided to launch an EU Border Assistance Mission (EUBAM) as of 1 December 2005 after the Commission signed a Memorandum of Understanding (MoU) with the Republic of Moldova and Ukraine on 7 October 2005 in Palanca.

The MoU outlines the mandate of the Mission: to promote coordinated action and assist the governments in areas involving border, customs and fiscal matters; provide practical advice and support actions undertaken to the benefit of MD and UA customs administration and border guards as well as other law enforcement and other relevant state agencies; assist in setting up a system to information exchange on customs data and border traffic between relevant administrations of both countries; provide assistance in preventing the smuggling of persons and goods subject to border and customs control.

The Mission's mandate has been prolonged three times as per agreement between Ukraine and Moldova and upon the approval of the EU. The first two extensions covered two years each, and the third extension has covered four years. The current mandate has been extended until 30 November 2015 and covers the phase 9 and the phase 10.

Under the Memorandum, the countries agreed to provide the Mission with certain privileges and immunities, including in particular to:

- authorise Mission personnel to perform unannounced inspections at all relevant locations including BCPs, inland customs houses, transit points and locations along the green / blue border;
- authorise Mission personnel to request the head of the relevant customs or border unit to order re-examination of certain cargoes / passengers in case of doubt;
- make available, wherever materially possible, basic office facilities for the local offices of the Mission, include office accommodation and furnishings, and telephone equipment and lines with national and international access;
- appoint senior members of their customs and border administrations to liaise with the Mission, and ensure that staff of the appropriate level is made available to work alongside the Mission personnel.

The project partners, i.e. the customs and border guard administrations of Moldova and Ukraine, are expected to observe the letter and the spirit of the above agreement. They shall provide the necessary assistance to the Mission, e.g. to arrange visas for expatriate personnel, and customs clearance and inland transport (from border point to final destination) for the Mission's imported equipment. They should also provide all possible assistance to solve unforeseen problems which the Mission may face. On the other hand, the Mission may, within the limitations of the budget, financially contribute to action and operational costs of the partner services.

1.6.6. Confidence Building Measures / EUBAM technical initiatives

The Concept Paper "EUBAM towards the settlement of the Transnistrian conflict" and Implementation Plan of the Concept Paper were developed in March and April 2011. The Concept Paper defines an enhanced approach to the 'Transnistrian' issues with regard to confidence building measures and, at the same time, brings the border and customs control/matters towards the EU compliance. "EUBAM technical proposal for the full resumption of the rail freight through the Transnistrian region" was drafted and distributed to the relevant partner services for consultations. In July and August 2011 EUBAM conduct meetings with Moldovan Authorities aiming to resume the dialogue between the Chisinau and Tiraspol in customs area.

1.6.7. Current situation at the Moldovan-Ukrainian state border

The Moldova-Ukraine State Border is 1,222 km long, consisting of 955 km of green border and 267 km of blue border. There are 67 official crossing points¹² including international, inter-state and local ones. 452 km of this border on the Moldovan side is under control of the so-called Transnistrian authorities, including 25 official crossing points to Ukraine (5 international, 8 inter-state, 12 local).

The "internal boundary" between the Transnistrian region and Chisinau authorities/ controlled territory has a continued Russian military presence ("peacekeeping forces") and is not monitored by Moldovan border guards, due to its administrative character. The State border with Ukraine along the Transnistrian segment is not under the control of Chisinau authorities; internationally recognised control and protection functions are "only" conducted by the State Border Guard Service of Ukraine.

¹² Moldova and Ukraine had agreed to reduce the number of border crossing points to 69; some local BCPs were closed.

Illegal movement of cargo, including excise goods, is recognised as the key challenge for the Partner Services at the MD-UA border. Price differentials across MD and UA markets, the increased profit by avoiding tax and duty payments create strong incentives for smuggling of tobacco, alcohol and foodstuffs, particularly along the Central sector of the border.

An important aspect related to current situation at UA/MD border is the potential for expanding the range of information gathered for risk assessment and fraud prevention purposes. Based on the Protocol on the Pre Arrival Information Exchange System (PAIES), the Ukrainian and Moldovan Customs Services exchange data concerning goods and vehicles moving across their common state border (included the Transnistrian segment). Development of PAIES is the extension of the exchange of customs data with Russia for both Moldova and Ukraine, an overall indicator of the effectiveness of the system recognized by the Partner Services as well as the confirmation of the sustainability of the EUBAM activities and results.

Since the summer 2008 EUBAM has continued to provide technical contribution to the issue regarding the full resumption of railway traffic through the Transnistrian region of the Republic of Moldova. These efforts were translated into a success on 10 September 2010, when the Russian Federation, Ukrainian and Moldovan railways agreed to resume the movement of the train # 642/641 Chisinau–Tiraspol–Odessa starting from 1 October 2010. Further efforts are still needed to fully and successfully resume the rail traffic through 'Transnistria', and EUBAM stands ready to further assist the relevant stakeholders to implement customs and border guard/police control during the train *en route*.

On 10 November 2008 EUBAM addressed to MDCS a number of suggestions consolidated into a document called "EUBAM Technical Proposal on 'TN' cargo import" (hereinafter called as Technical Proposal). Since February 2010, EUBAM has continued dialogue with the MD Government on this matter, and expressed readiness to assist the MD stakeholders to implement the measures suggested by the Mission in the Technical Proposal.

The infrastructure and equipment at the border crossing points (BCPs) is generally adequate on the Ukrainian side, although both could be improved; there is still a need of some specialised equipment such as mobile X-ray, car-mounted thermo imaging equipment and communication means such as Internet access.

On the Moldovan side, infrastructure at the BCPs or office space available is barely adequate for the current low level of commercial traffic and will not be sufficient in case of an increase in the traffic flows. The infrastructure at the "green border" is also in poor condition and the border is still not fully demarcated. Equipment is often obsolete and seriously insufficient (lack of night vision and other surveillance equipment, sufficient border patrol vehicles, or boat for blue border patrolling).

In 2009, throughout its Phase 6, EUBAM conducted Targeted Monitoring Actions (TMAs) focused on border controls at BCPs, border surveillance along the 'green' and 'blue' borders, and control processes along the internal boundary in the Republic of Moldova. A TMA was considered as a key EUBAM tool used to monitor the prevailing situation in specific areas of customs and border activities. A TMA aimed to detect vulnerabilities, and provide partners with recommendations accordingly.

In 2011 an in-depth external survey on the satisfaction of people with the services provided by the border agencies at the key working locations on the MD - UA border was realized. The findings of the

survey will become the basis for the future development of the border guards and customs services as citizen oriented organisations.

In 2011 EUBAM has carried out an evaluation of the quality of border control at the BCPs and the green border, which will result in recommendations whose implementation will be supported by EUBAM.

1.6.8. Capacities of the national services in the relevant sector

Fight against corruption

Corruption continues to be an endemic problem that requires targeted anti-corruption support from the international community. In the period of 2004-2009 Ukraine and Moldova kept their low rankings in the Transparency International Corruption Perception Index with scores of 2.2 and 3.3¹³ respectively, positioning them among the most corrupt countries in the world. While Moldova has achieved some progress moving from 2.3 to 3.3 score, the situation in Ukraine has not changed for the last 5 years. The same tendency has been recognized by the World Bank's Control of Corruption Governance Indicator.

The perceptions of corruption towards the partner services are similar to the overall perception of corruption in the country. Two surveys conducted under the auspices of USAID in 2007 and 2009 revealed that companies generally view crossing the border and document inspections as the most corrupt stages of the customs clearance process.¹⁴ In Moldova, Transparency International has revealed that the total value of the money paid by businessmen for bribes has decreased by 15% compared to 2007 but still customs remains the institution where most unofficial payments were made¹⁵.

To respond to those challenges and in order to optimise the support given to the Partner Services, EUBAM adopted its Anticorruption Assistance Strategy, covering the period of 2010-2014. In its framework EUBAM has successfully carried out three international schools 'Youth against Corruption'. The activities under the "Best Border Crossing Point" pilot project at two of the BCPs falling within the area of EUBAM responsibility have been further extended. Extensive work on anticorruption community outreach and raising public intolerance towards corruption has been carried out. The active collaboration with the Center for Combating Economic Crimes and Corruption in Moldova continued. The CCCEC has recently developed with support of its partners including EU experts a strategy to reform the institution. The strategy foresees greater attention to prevention work and a change in the institutional set-up to allow for more independence of the body.

Following the adoption of common rules, governing the conduct of Ukrainian and Moldovan customs officers working at the common border, such process was initiated for the border guard

¹³ CPI scale ranges from 0 (perceived to be highly corrupt) to 10 (perceived to have low levels of corruption)

¹⁴ Corruption and Business regulations in Ukraine: Customs and Transportation of Goods Comparative Analysis of National Surveys: 2007-2009 for the MCC Threshold Country Program, Management Systems International and InMind, August 2009, USAID

¹⁵ Perceptions and experiences of household representatives and businessmen regarding corruption in the Republic of Moldova, Transparency International Moldova, 2009

services of both countries. Integrity Risk assessment in the Moldovan Customs service is carried out in the period of September-November 2011. Anticipating the increase of the passengers' flow in the prospect of the forthcoming EURO 2012 and the necessity to provide clear and comprehensive information to the foreign citizens crossing the border, joint working group between EUBAM, UA SBGS and UA SCS has been established with the main objective to elaborate information materials facilitating the fast and easy crossing of the border. Cooperation with the Polish Anticorruption Bureau (CBA) and the Lithuanian Special Investigation Service (STT) has been established.

IBM and Schengen Acquis

EUBAM contributed to the development of the Integrated Border Management (IBM) concept in the Republic of Moldova and Ukraine. The IBM is now considered to be a national border management strategy in Ukraine and the Republic of Moldova, and the governments of both countries have approved their IBM strategy (concept).

In Ukraine the Cabinet of Ministers of Ukraine has approved the Integrated Border Management Concept on 27 October 2010 (№ 2031) and the Action Plan on the implementation of the IBM Concept on 5 January 2011 (№ 2-p.). Four working groups (WGs) were created with the aim of carrying out the implementation of the tasks prescribed by the action plan: WG of Ministry of Interior, WG of Ministry of Foreign Affairs, WG of Border Guard Service, WG of Customs Service.

On 27 December 2010 the Government of the Republic of Moldova approved the National Strategy on Integrated State Border Management for the period of 2011-2013 (Government Decree No 1212 of December 27, 2010). The Action Plan for the implementation of the National Strategy on Integrated State Border Management was approved on 16 May 2011 (Government decree No 342 of 16.05.11). The overall responsibility to implement the Action Plan lies on the National Council on IBM that coordinates the activity of the agencies involved in the implementation of the Integrated Border Management. MD BGS will present annually an IBM implementation assessment report. 5 working groups are dealing with the implementation of the tasks declared in the action plan: WG on Border Control and Surveillance, WG on Customs, WG on Visa Liberalization, WG on Infrastructure and Equipment and WG on Prevention of Corruption. Each WG has its own institutional plan.

The Schengen Acquis and EU Regulations covering border-related matters were introduced to the partner services. The comparison of EU Schengen legislation against UA and MD border-related legislation was carried out.

EU - Ukraine and EU - the Republic of Moldova visa dialogue form a priority issue in both states. The EU visa liberalization action plans for Moldova and Ukraine are composed of two tiers of benchmarks: preliminary benchmarks concerning the policy framework - legislation and planning; which would pave the way for meeting more specific benchmarks, effective and sustainable implementation of respective measures. In particular, visa liberalization is conditional upon significant improvements in the level of document security, including biometrics; strengthening border and migration management and asylum policy; reforms and cooperation in the area of public order and security and addressing external relations issues including human rights and fundamental freedoms linked to the movement of persons.

EUBAM has been also involved in Visa Dialogue between EU and the Republic of Moldova and Ukraine providing advice to the Ministry of Foreign Affairs and European Integration of the Republic of Moldova and to Partner Services of both states. Partner services have followed EUBAM recommendations and

advice and introduced a number of amendments to the national legislation covering the area of fight against illegal migration, return and readmission, provisions on carriers' liability, issuing visas at the borders, and the legal conditions for entry and stay of foreigners in the Republic of Moldova and in Ukraine.

Fight against cross-border crime

The fight against organized cross-border crime is a priority concerning Moldova and Ukraine, with an immediate impact on the security situation at the common border. Coherence of border control, including proactive intelligence and risk analysis, domestic inter-agency cooperation and active international cooperation is one of the key contributors to integrated border management and enhanced security at the common border between Moldova and Ukraine.

To improve cooperation between Moldova and Ukraine in fighting cross-border crime and illegal migration, eight Joint Border Control Operations (JBCOs) were organized by EUBAM and implemented in the period 2006-2011. In 2011 EUBAM arranged the JBCO "AKKERMANN". Over the time the JBCOs have become more and more target oriented, intelligence driven, and resulted in better identification of illegal migration and smuggling cases and their joint investigations. The EUROPOL mobile office is used during the operations and it proved its efficiency for the EUBAM Partners.

In 2008 an agreement was reached between relevant Moldovan and Ukrainian border control and criminal investigation authorities to create two permanent Working Groups (WGs). Working Group I focuses mainly on illegal migration and trafficking in human beings. Working Group II deals with trafficking in drugs and weapons, smuggling of goods and other types of customs frauds. Since their inception, WGs have played a crucial role in the analysis and processing of data as well as exchanging information during the actions.

In 2011 up to date EUBAM organized 15 ad hoc WGs operational meetings with the participation of UASCS, MDCS, UASBGS, MDBGS, Security Service of Ukraine (SSUA), Moldovan Information and Security Service (MDISS), Ukrainian Ministry of Internal Affairs (UAMoIA) and Moldovan Ministry of Internal Affairs (MDMoIA). According to the nature of the cases, Prosecutor's Office, Consulates and law-enforcement officers from different countries such as Netherlands, Romania, Italy, Poland, Lithuania, Germany and the United States, as well as international agencies like EUROPOL, INTERPOL, FRONTEX and SECI Center also attended the operational events. During the EUBAM Phase 8 the number of supported criminal cases and responses to inquiries of the partner services increased.

For the purpose of enhancing the efforts in the field of illegal turnover of weapons, radiological and nuclear materials a Sub-Working Group on weapons, radiological and nuclear materials was launched on 1 March 2011, named "Task Force Arms" (TFA). Within the TFA activities, the risk profile on trafficking of weapons and radiological and nuclear materials concerning Odessa and Illichevsk Ports was determined and delivered to the participating agencies (SSUA, MDMoIA and MDISS).

In June 2011 the SSUA requested EUBAM support in establishing an effective mechanism for large drugs shipments identification and detention in maritime containers. SSUA also pleaded for promotion of conditions allowing law enforcement authorities of Ukraine to effectively participate in international and national operations, including, controlled deliveries of drugs through and within the territory of Ukraine. As a conceptual reaction, the Task Force on Counteracting Drug Trafficking was established in

September 2011 under the umbrella of WG II, including the three pillars - legislation, training and operational information exchange.

Assistance in adoption of modern investigation methods, evidence gathering and use of case analysis has been provided to the Partner Services. The workshops/seminars related to the investigation procedures, including evidence gathering and use of case analysis were delivered informing partner services on the techniques of crime scene examination, methods of interviewing suspects and witnesses of the smuggling as well as evidence gathering on investigation of criminal cases of smuggling. As a practical exercise the cases where investigation had been conducted by the partner services were discussed. The strong and weak sides of identification of the criminal activities and conduction of investigations were examined.

1.6.8.1. Border Guard Service of the Republic of Moldova

EUBAM contributed to the development of the Law on State Border of the Republic of Moldova, Law on Migration and Border Guard Service and to the Migration and Asylum Strategy of the Republic of Moldova. These draft laws contain many principles established in the Regulation (EC) No 562/2006 of the European Parliament and of the Council as of 15 March 2006 establishing a Community Code on the rules governing the movement of persons across borders (Schengen Borders Code), as well as provisions of the Practical Handbook for Border Guards.

EUBAM developed Recommendations on Reforming the Ministry of Internal Affairs (MoIA) in close cooperation with DCAF (Center for the Democratic Control of Armed Forces) and the Border Security System of the Republic of Moldova. The 10-years vision of the development of MD BG has been drafted and presented to the Government level. The decision on the integration of BGS into the MoIA of the Republic of Moldova has been recently taken. Since 1 January 2012, Border Guard Service will be transformed to Border Police and integrated to the MoIA of the Republic of Moldova. The distribution of functions, responsibilities and cooperation between law enforcement agencies is still under discussion.

MD BGS continues working on the optimization of its structure. It is also developing a modern personnel strategy in line with the planned remarkable reorganization of the service. Strategy would establish clear criteria of recruitment and transfer for Border Guard Service personnel, development of requirements for human resources advancement and job descriptions, and approval of career system.

MD BGS recruits persons with University degree for inspector positions in the BCP's and persons with secondary school education or University degree for border surveillance inspector positions. The duration of border guard professional training is 3 months for border surveillance and 4 months for border checks. Replacement of conscripts with contract-based employees is in progress and would be concluded in 2012. Consequently, since May 2012, Border Police of the Republic of Moldova deploys contracted professional staff only.

MDBGS has developed an electronic risk profile module integrated into the automatic passenger registration system. The new system gives responsibility for the regional RA sections to update the existing risk profiles with the new indicators.

The installation of a modern IT based communication system is being carried out. MDBGS has established intranet between the central and regional level. The records of violations are introduced into the database by the regional risk analysis sections.

MDGBS established the required e-environment for risk analysis product supply at BCPs having on-line communication links with the central server of MDBGS. The extension of the telecommunication system of MDBGS with the electronic module of risk profiling is ongoing under the EC founded radio telecommunication project.

In 2011 MDBGS established Joint WGs with MoIA on legislation, IT, cooperation and training of staff at the MD MoIA Police Academy, and with the MDCS on IT, risk analysis and joint border control procedures.

In the beginning of 2011 EUBAM delivered equipment to the MDBGS Mobile Units. According to the Action Plan on implementing the National Strategy for Integrated State Border Management for the period of years 2011 – 2013, MDBGS priority on this issue is to equip Mobile Units' vehicles with personal computers and communication systems necessary for connection to the MDBGS databases.

1.6.8.2. Customs Service of the Republic of Moldova

Government of Moldova adopted an Activity Plan for European Integration: Liberty, Democracy, Prosperity (2011 -2014) where amongst other priority actions special attention is paid to customs control: strengthening customs management, customs cooperation and exchange of information, bringing customs taxes and customs procedures taxes in line with the international commitments, implementing EU recommendation as well as introducing customs-related international norms and standards to reduce the time and costs incurred by businesses for customs clearance of goods. MDCS adopted its 2011 Action Plan for implementation of the Government Plan in Customs Area and further improvement of customs legislation and its implementation in practice.

The Government of Moldova through Decision No 1125/14.12.2010 has adopted an Action Plan for implementing the recommendations of the European Commission for the future negotiations of the Deep and Comprehensive Free Trade Area (DFCTA) between the Republic of Moldova and the European Union. Advice on specific measures and actions has been provided in customs matters by EUBAM upon the request of the national partners.

After the elections in 2009 the Customs Service has been placed under the Ministry of Finance.

The Moldovan Customs Service has overall adequate administrative capacity / staffing and adequate knowledge of customs rules; customs procedures appear to be normally in line with international standards (Moldova is a member of the WTO). Since 2008 Moldova is a party to the Istanbul Convention and applies ATA system as of 1 July 2010. However improvement of the processing capabilities and specialized skills is still needed (e.g. the implementation of transit procedures, the use of modern techniques of selectivity or risk analysis, etc). The Service conducts criminal investigations in accordance with its mandate. Whilst criminal investigators have received some training, additional efforts are required to upgrade investigators knowledge and skills.

The Service has shown greater tangible achievement as regards facilitation of traffic and trade flow by improving communication towards the travelling public and economic operators, through amending rules and regulations, and promulgating this information. MDCS undertook all necessary measures from its side for establishment of web based service with the authorities involved in the process of the implementation of the Single Window. On line connection with banks is in place. Server to server connection with BGS is already fully implemented at the BCPs on the border with Romania and is under development at the other borders. Connections with other authorities are also under development.

MDCS work connected with the procedures of customs declaration and control was significantly modernised for the last years due to the implementation of information technologies. The ASYCUDA system, introduced in 2005, was updated at the end of 2009, assuring automatic processing of all customs documents. The new version of ASYCUDA World has modules for the implementation of the simplified clearance procedures and electronic clearance; use of a digital signature was tested in the first semester of 2010. The guarantee module and the FRONTIERA System were fully implemented into the ASYCUDA System.

In 2006 a module of risk analysis was implemented into the ASYCUDA World. The MDCS further developed its Risk Analysis Concept which had been introduced in 2005. The implementation of risk analysis and management activities has been carried out both at central (HQ) level and at customs bureaus level. Considerable efforts were made in respect of reorganization and reinforcement of the Customs Mobile teams. Risk criteria are developed at both national and regional levels, and regularly updated, which optimizes the selective control.

In 2010 MDCS implemented the 'green corridor' for the reliable economic agents, following the definite requirements. It allows to allocate the resources in the optimal way and to encourage law-abiding agents.

On 20 May 2011, MDCS introduced the management of guarantees required for the procedures under suspensive arrangements (transit, customs warehousing, inward processing, processing under customs control, temporary importation), temporary storage and deferment of VAT or payment of VAT by instalments. However, MDCS should consider EUBAM recommendations on approximation of the customs and tax legislation to the EU standards related to deferment of payment of duties.

Units for Post Clearance Control and Audit (PCCA) are operational. EUBAM is actively supporting the activity by providing assistance in legal gap analysis, amendments of legislation, establishing a specialized directorate for PCCA and specialized unit dealing with quality management and risk analysis and planning of PCCA activities. Package of amendments related to PCCA is to be discussed in the Council of Ministers for its further submission to the Parliament. Representatives of the central/headquarters (HQ) PCCA unit and heads of PCA units in Moldova were trained in undertaking more effective PCCA and gradual moving from PCC and transaction based control procedures to audit based control and further on – to system based audit. The same was done in the area of the pre-audits and proper assessment of the compliance of economic operators prior of issuing authorizations for using customs procedures. The current situation still differs from the recommendations given by the EU in PCA Guide and Customs Blueprints and by the WCO in the PCA Guidelines and needs improvements.

1.6.8.3. State Border Guard Service of Ukraine

The State Border Guard Service of Ukraine has introduced changes in legislation covering the areas of carriers' liability, fight against smuggling of migrants across the state border of Ukraine, refusal of entry, return and readmission and protection against removal, and issuing visas at the borders. These amendments are in line with relevant EU standards. Nevertheless, some important EU border control procedures are not included and their potential implementation has not been discussed yet.

The SBGS is structured into five regional departments, with Odessa in charge of nearly the entire border with Moldova. The service has transferred from a militarised structure to a law-enforcement structure by switching from a 5-level to a 4-level management system. Whilst EUBAM recognizes that

progress has been made from the military to the civilian structure there is still a room for further development. The SBGS has introduced a new 4-level risk analysis structure. The Service should further press ahead with the setting up the risk analysis structures at the tactical and operational-tactical levels.

In Ukraine information exchange and cooperation between intelligence units of the SBGS, of the Ministry of Interior and of the Security Service is regulated by common orders and instructions. The Common order with the State Customs Service on information exchange is adopted. Information exchange between authorities is also regulated by some other common orders approving instructions on cooperation between these authorities.

The Service's integrated information system was developed and designed in line with requirements for 'open' information systems and allows all subunits to have access to programmes at central, regional and local levels. Currently an Integrated Interagency Information and Telecommunications Program on passengers, vehicles and goods crossing the border is being developed.

UASBGS has disseminated the elaborated Risk Analysis Manual within the service. Situational reports, risk profiles and other analytical products are now standardized and fully in line with the EU standards and apply to FRONTEX requirements at all level. UASBGS has started to develop their risk analysis module within the integrated information system "GART-5". UASBGS has created intranet at all level which gives possibility to record all type of violations directly from the local level.

In 2011 the integrated inter-agency information system "Arkan" (on crossing of the state border of Ukraine by persons, transport vehicles and cargo) has been developed to cover all the actors of the IBM system of Ukraine.

In the beginning of 2011 EUBAM delivered equipment to the UASBGS SRD Mobile Units in line with the Programme of Development and Reforming of UASBGS Mobile Units for the period up to 2013. The programme provides for the technical upgrade of Mobile Units of the UASBGS with modern equipment for state border protection, weaponry, vehicles, means for telecommunication, automated work stations "Porushnyk" and "Patrul", special means, rear technical means and equipment according to the established norms.

In terms of human resources, the BCPs are not staffed fully and available number of border guards causes a need for reinforcement the BCPs with additional temporary staff during the high season.

1.6.8.4. State Customs Service of Ukraine

Ukraine joined the WTO in 2008 and the Revised Kyoto Convention in 2011. A draft of a new Customs Code is elaborated and passed through the first reading in the Verhovna Rada. EUBAM provided comments in specific areas of its expertise. Administrative reform related to decrease of customs officials and improving of effectiveness of customs control took place. A concept of modernization of customs administration "Towards the people" was adopted and so was the package of measures for its implementation.

Further steps were made in trade facilitation. Implementation of white and green lists of economic operators was supplemented by introduction of black lists concept related to special treatment in risk analysis of some economic operators who are found to work not in accordance with legislation.

The first trilateral panel on Authorised Economic Operators (AEO) took place in Odessa with participation of MDCS, UASCS, EUBAM, DG TAXUD and Ministry of Finance of the Republic of Poland. This was part of the new initiative of EUBAM to establish a common approach in implementation of AEO concept in Moldova and Ukraine, and provide for mutual recognition of such operators in the course of customs control of their goods and means of transport in both countries.

With regard to tariff classification of goods UASCS aligns its legislation and administrative procedures to WCO and EU legal tools and practices, aiming to ensure transparency, unified treatment of operators and facilitation in this area. EUBAM supports these efforts by sharing EU experience, in particular in Binding Tariff Information system.

For complying with the commitments under the Association Agenda and the List of the EU-Ukraine Association Agenda priorities for 2011-2012 an Action plan for empowering Ukraine customs authorities to issue Movement Certificates EUR.1 is adopted by Order No 189-p/11.03.2011 of the Cabinet of Ministers. EUBAM is assisting UASCS in their preparation for undertaking this task by providing training on rules of origin and sharing EU best practices in this area.

Post Clearance Control Audit (PCCA) units are operational. EUBAM is actively supporting the activity by providing assistance in legal gap analysis and amendments of legislation. Special regulations on PCCA are envisaged in the draft of the new Customs Code which is expected to be passed through the Verhovna Rada in October 2011. Representatives of the central/headquarters (HQ) PCCA unit and heads of PCA units in customs houses were trained in undertaking more effective Post Clearance Audit and gradual moving from PCC-and-transaction-based-control-procedures-to-audit-based-control-and-further-on-to-system based audit. The same was done as regards introduction of the pre-audits and proper assessment of the compliance of economic operators prior of issuing authorizations for using customs procedures. Assistance was also provided in further extension of risk analysis for the purposes of PCA through delivering trainings on risk analysis and drafting of annual plans on PCA. The current situation still differs from the recommendations given by the EU in PCA Guide and Customs Blue Prints as well as by the WCO in the PCA Guidelines and needs improvement.

The State Customs Service (SCS) lacks investigative powers and is only allowed to handle administrative offences. EUBAM has supported the efforts of the SCS and has shared EU best practices on this issue.

The SCS is developing its risk management capacity. EUBAM is of the view that the existing capacity is not adequately used for assisting customs clearances and in addition could be used to provide more assistance to strategic decisions. Risk management including risk analysis at custom house level needs to be developed. For this purpose EUBAM organised and funded study trip to the Netherlands for representatives of UASCS to be better acquainted with EU best practice in risk management.

The State Customs Service of Ukraine (UASCS) introduced the risk analysis system according to EU standards, elaborated the methodology of joint border guard and customs control, and improved of the quality of customs control and customs clearance, and conducted joint border operations together with other Ukrainian and Moldovan Partner Services. UASCS is actively using the information exchange between Customs Services of Ukraine and the Republic of Moldova, among other PAIES (Pre Arrival Information Exchange System) developed in close cooperation with EUBAM. EUBAM arranged several meetings aimed at development and improvement of the PAIES between MDCS and UASCS representatives. Both Moldovan and Ukrainian customs services expressed their satisfaction with this modern customs tool that facilitated on-line exchange of information. Participants achieved agreements for implementation of identified solutions concerning technical discrepancies.

In the field of creation and development of the Risk Management System (RMS) the UASCS undertakes measures for organizational, information and software support of the RMS operation. Thus, a legal and regulatory framework was elaborated, which is improved and updated on an ongoing basis. Since 2007 the Automated Risk Analysis and Management System (ARAMS) has been implemented as a module of the automated customs clearance system Inspector 2006. ARAMS is constantly updated with risk profiles to prevent and detect violations of the customs legislation.

An integrated monthly analysis of the border security situation (based on the agreement signed on 21 November 2006 in Brussels) in the framework of the joint Common Border Security Assessment Report (CBSAR) analysis group has been advanced as regards its availability at the local and regional levels, to include risk analysis findings and recommendations relevant to border and customs control. Operational analysis was enhanced by the Services by producing and disseminating information packages on main trends, routes, *modi operandi* and hot spot areas of illegal migration, meat and cigarette smuggling at the green border, as well as special reports on complex cross-border criminal cases containing recommendations for investigation and prevention in order to further enhance the effectiveness of border and customs controls.

1.7. Donor coordination and related programmes

EU started developing a long-term policy in the field of justice, freedom and security with both countries since at least 2000. Besides the EU, the international actors involved in border-related assistance in Moldova and Ukraine include the Organisation for Security and Co-operation in Europe (OSCE) and the United States (including a programme to support customs and border guards in Moldova), as well as the UN System Agencies (UNHCR, IOM and UNDP). EU and the U.S are the biggest donors in the border management area in both countries. Close cooperation and coordination of activities are ongoing on a permanent basis in order to ensure synergy effects. Coordination with beneficiaries and donors is also achieved through EUBAM Advisory Board and EUBAM Coordination meetings.

In Moldova EUBAM will work closely with the European Union High Level Policy Advice Mission (EUHLPAM) in particular in terms of supporting the implementation of policies related to the work of the Border Guards Service and Customs Service, Centre for Combatting Economic Crime and Corruption, Ministry of Economy and others.

In the frame of the Paris Declaration agenda, a sub-working group on border management issues was established by the Government of Ukraine to coordinate donor assistance. Similarly in Moldova a sector coordinating council was formed under the leadership of the Border Guards Service.

EUBAM will strive to facilitate donor coordination in the area of border management capacity-development under national ownership by offering a platform for information exchange. This will not duplicate but assist national efforts of donor coordination.

1.8. Target groups and beneficiaries

- a) Ministries of Foreign Affairs of Moldova and Ukraine: EUBAM will, with its technical capacity and expertise, support both countries' political level to find practical solutions for

existing cross-border problems caused through the situation in the Transnistrian region. The Mission will also support both countries in the implementation of the Joint Statement of 30 December 2005 through advice provided to the border guard and customs services.

- b) Border Guard Services of Moldova and Ukraine: both services will directly benefit from capacity building measures, i.e. advice provided by EUBAM experts. Another valuable and sustainable effect is direct contacts to EU border police services and EU agencies which will foster cross-border cooperation and information exchange.
- c) Customs Services of Moldova and Ukraine: both services will directly benefit from capacity building measures, i.e. advice provided by EUBAM experts. Also the customs services will benefit from enhanced contacts to EU customs services which in the long run will help fighting customs related fraud and smuggling activities.
- d) Ministries of Internal Affairs of Moldova and Ukraine: police will participate in joint cross-border operations together with the Border Guard Services and the Customs Services which will intensify inter-agency cooperation and coordination between the law enforcement services. The Moldovan Ministry of Internal Affairs will also benefit from EUBAM's input into the reform of the Internal Customs Control Points (ICCP) on the administrative boundary with the Transnistrian region, as well as from the capacity building work undertaken by the Mission.
- e) General Prosecutors Office and Local Prosecutors Offices in Moldova and Ukraine: prosecutors will be assisted – within their constitutional area of responsibility, i.e. supervising law enforcement services' investigations and coordinating investigations in which several law enforcement services are involved – to ensure proper investigation, evidence gathering and prosecution of criminal activities.
- f) Security Service of Ukraine, and Information and Security Service of Moldova: both intelligence services will participate in joint cross-border operations together with the services mentioned above. This will intensify inter-agency cooperation and coordination between law enforcement services.
- g) Tax authorities of Moldova and Ukraine: Tax authorities will participate in joint cross-border operations together with the services mentioned above. This will intensify inter-agency cooperation and coordination between law enforcement agencies, the customs services and tax authorities.

Final beneficiaries of EUBAM's intervention will be:

- Ministry of Finance of Moldova and Ukraine: EUBAM's activities will lead to a more reliable customs valuation of imports as well as decrease the level of cross-border criminal flows such as smuggling of goods. This will considerably increase the amount of customs revenue collected which will be transferred to the State budgets. Increased customs revenues and taxes income will allow the Governments more flexibility in investments.

- Citizens of Moldova (including those from the Transnistrian region) and Ukraine: citizens of both countries will benefit from the acceleration of the transition from border control to border management, which supports freer, legitimate movement of people and fairer, more transparent, as well as freer trading conditions. The Mission's impact in reducing corruption and unnecessary

bureaucracy will help people and business get a better service from the Border Guard and Customs Services of Moldova and Ukraine.

1.9. Lessons learned, risks and assumptions

1.9.1. Lessons learned

- a) The innovative institutional set-up established under EUBAM which allows deploying personnel seconded directly by EU Member States along with the recruited international and local staff has provided an effective framework for the Mission to deliver cost-effective technical advice and assistance, while maintaining responsiveness to the context in which it operates.
- b) EUBAM benefits from the mix of professional and national backgrounds and their authentic experience, enabling it to give practical expression to the phrase "United in Diversity". Increased contextual awareness and attention to linguistic and cultural integration into the communities where Mission members live and work may pay dividends in future.
- c) EUBAM excellent public relations are essential in promoting the role of the Mission, maintaining momentum and ensuring that publics and customers are aware of the value of the Mission, which also supports the confidence building process with partner services.
- d) The established reputation of the Mission as a partner providing opportunities not threats contributes into effective delivery of advice and reinforces the Mission's advisory nature. The creation of the new Capacity Building Unit and the Liaison Office of EUBAM in the Republic of Moldova has been an answer to this need, that is also understood by the partner services in both countries.
- e) After the re-establishing of the May 2003 customs agreement based on the Joint Statement of the Republic of Moldova's and Ukraine's Prime Ministers, dated 30 December 2005 and enforced as of 3 March 2006, another major success in the settlement process was the issuing of Decree no. 301 by the Republic of Moldova Government on 17 March 2007 (later replaced by Decree no. 743/2007, establishing more favourable implementing procedures). This new decree amended the Decree no. 815 of 2 August 2005 extending access to preferential trade certificates of origin to companies located in the Transnistrian region of the Republic of Moldova and temporarily registered in the Moldovan State Registration Chamber. Continued EU technical support to the implementation of the Joint Declaration is required (i.a., through facilitating dialogue between the two countries, facilitating the exchange of information, risk analysis).
- f) Targeting only border guard and customs services in the fight against smuggling has not proved to be sufficient. Smugglers have been released and the smuggled goods were returned to the smugglers. Corruption continues to be a serious issue. This calls for involving the Prosecutor's offices, the courts and the Ministry of Justice either in EUBAM activities or in accompanying technical assistance projects. Furthermore, EUBAM re-organised its structure in particular to assist partners in improving the whole investigation process. Anti-corruption Advisors, Risk Analysis Specialists (Experts) and Investigation Specialists(Experts) positions as well as other positions have been established within the EUBAM Capacity Building Unit and Analytical and Operational Support Unit.

1.9.2. Assumptions underlying the project intervention

Assumption 1: *Ukrainian and Moldovan authorities will remain committed to the reform of their border and customs services, the fight against corruption, and bilateral co-operation, and will accept (at central, regional and local level) the presence and tasks of the Mission personnel throughout its duration.*

The realisation of this assumption is likely, as the countries' political commitment emanates from the highest political level and was confirmed by the signature of the Memorandum of Understanding on the Border Assistance Mission between Ukraine, the Republic of Moldova, and the Commission, as well as by the agreement of all parties to extend the Mission's mandate for further four years until 2015. Continued commitment and cooperation at the level of services was good during the six years of implementation. Moreover, in June 2006 the President of Ukraine adopted the State Border Guard's development strategy up to 2015, a reform document aiming at achieving Schengen standards within the set time horizon. A similar reform strategy is underway for the Moldovan Border Guard Service. Also the State Customs Service of Ukraine started elaborating a strategy paper for the service's development for the next decade.

Assumption 2: *EU Member States customs and border police administrations will accept to prolong the secondment of the staff currently engaged in the Mission as well as to suggest further suitably qualified personnel for reinforcing the Mission and will continue contributing towards the successful operation of this Mission, notably through exchange of information.*

The realisation of this assumption is likely. EU Member States have demonstrated strong support in 2006-2011 for EUBAM and an interest in continuing / enhancing their contribution to this joint EU endeavour, through seconding own personnel as "field personnel" of the Mission, and accepting to allow continued detachment from national service of the contracted "core" personnel of the Mission.

Assumption 3: *The presence of the Mission personnel at all levels of the partner services organisation will improve the border management of the border between the Republic of Moldova and Ukraine and will contribute to improving the effectiveness of controls towards EU standards and best practices, to diminishing risks of corruption, and to curbing the main illegal cross-border flows.*

The previous years of the Mission's operation demonstrated the partners' sincere interest to improve the effectiveness of border and customs controls. All services cooperate closely with the Mission and implement their recommendations. The assistance in the implementation of the training concepts in a live work environment is proving to be the right approach. This logic has underpinned all EU twinning projects deploying Member States practitioners in the pre-accession context.

Assumption 4: *Improved border and customs controls and border surveillance along the whole border is a crucial element in the peaceful resolution of the Transnistrian conflict.*

This assumption intervenes at the level of wider / overall objectives. Clearly the realisation of this overall objective is beyond the remit of this Mission alone and depends also on other external factors. There is already a clear indication that the expected results and the achievement of specific objectives will significantly contribute to this overall objective. Moldovan-Ukrainian relations improved considerably after the signing of a Joint Declaration of both countries' Prime Ministers on 30 December 2005 as well as the adoption of Decree no. 301/2007 (later replaced by Decree no. 743/2007) by the Moldovan Government allowing companies located in the Transnistrian region of the Republic of Moldova and temporarily registered in the State Registration Chamber to benefit fully from the Republic of Moldova's preferential trade certificates of origin.

1.9.3. Risks

The evident high level of corruption in all services could reduce the positive impact of EUBAM's operation. EUBAM is addressing this challenge through assisting the partner services in implementing anti-corruption strategies.

1.10. Duration of the Action

1.10.1. Duration (implementation period)

According to the Memorandum of Understanding between the European Commission, the Republic of Moldova, and Ukraine of 7 October 2005, amended on 11 May 2007 and on 15 July 2009 through the exchange of verbal notes between the European Commission, the Republic of Moldova, and Ukraine, EUBAM's overall duration is expected to be ten years.

The action is divided into the following phases:

- Phase 1 = EUBAM 1: 21 November 2005 – 20 May 2006;
- Phase 2 = EUBAM 2: 21 May 2006 – 30 November 2006;
- Phase 3 = EUBAM 3: 1 November 2006 – 31 January 2007;
- Phase 4 = EUBAM 4: 1 February 2007 – 30 November 2007;
- Phase 5 – EUBAM 5: 1 December 2007 – 30 November 2008;
- Phase 6 – EUBAM 6: 1 December 2008 – 30 November 2009;
- Phase 7 – EUBAM 7: 1 December 2009 – 30 November 2010;
- Phase 8 – EUBAM 8: 1 December 2010 – 30 November 2011;
- Phase 9 – EUBAM 9: 1 December 2011 – 30 November 2013 *and*
- *Phase 10 – EUBAM 10: 1 December 2013 – 30 November 2015*

The duration of the ninth phase will be 24 months, starting on 1 December 2011. Necessary preparations for potential following phases may be financed under this contribution agreement.

2. EXPECTED RESULTS

2.1. Expected impact / results on target groups

Following on the expected results from the first eight phases, it is expected that EUBAM will continue contributing to producing the following results:

- a) Professional capacity of border, customs and law enforcement officials enhanced: EUBAM found clear indications that the Moldovan-Ukrainian border is frequently used for illegal activities, in particular smuggling. EUBAM experts also identified, together with their national partners, a number of cases related to drug trafficking, trafficking in persons and of stolen vehicles, cigarette

smuggling, etc. which remained undetected before the Mission's operation due to a lack of professional skills of the competent authorities. EUBAM will contribute to the implementation of effective border control and surveillance measures in the Republic of Moldova and Ukraine with particular attention to the entire Moldovan-Ukrainian State border by strengthening the Ukrainian and Moldovan border guard and customs capacity, with a special focus on the respect for human dignity and fundamental human rights in carrying out border-crossing controls and application of national legislation and EU standards on data protection rules and regulations.

- b) Cross-border cooperation between border, customs and law enforcement authorities increased: Criminal groups still benefit from a lack of cross-border cooperation between border, customs and law enforcement authorities. Assistance in the further development of the national legislation towards EU *acquis* and international rules and standards will be provided. EUBAM will continue supporting Republic of Moldova's and Ukraine's authorities to strengthen bilateral and international cooperation and information exchange on statistical, analytical and tactical data through a variety of measures such as initiating/ participating in joint cross-border operations, facilitating the exchange of liaison officers in such operations, offering training for conducting joint border and customs controls with attention also to the EURO 2012, drafting joint border security assessment reports, etc. Assistance to the visa liberalisation process of the Republic of Moldova and Ukraine will be provided. All measures will lead to an improved fight against cross-border crime and will, at the same time, facilitate legal movement of persons and goods across the border. Border and customs services will also get an increased understanding of an integrated approach to border management.
- c) Analytical overview on border security and cross-border movement of goods and persons improved: EUBAM will perform visits and inspections to relevant locations including along the green border through joining border surveillance activities. This monitoring activity will encourage partner services to strictly implement the 2003 customs regime agreed between Ukraine and the Republic of Moldova as well as to take serious counter-measures when criminal activities are detected. This will lead – in the mid-term – to a considerable reduction of illegal cross-border activities due to the increased risk of being detected, apprehended and prosecuted.
- d) Contributed to the settlement of the frozen Transnistria conflict: Several positive contributions have been made in the recent years. The 2003 Customs Protocol concluded between the Customs Service of the Republic of Moldova and the State Customs Service of Ukraine on mutual recognition of shipping, commercial and customs documents supply was reinforced in 2006 by the Prime Ministers of the Republic of Moldova and Ukraine in the Joint Declaration signed on 30 December 2005. EUBAM is permanently and closely monitoring the implementation of the Joint Declaration, including registration and reimbursement mechanisms for Transnistrian-based companies in Chisinau. EUBAM will continue to monitor, to advice and to inform on the implementation of the Joint Declaration. In this regard particular attention will be given to systems and procedures for reporting, registration and reimbursement and inspection of cargo and the issuing of certificates of origin. Upon partners commitment and / or request confidence building measures will be taken which will lead among others to increased compliance over goods imported and exported into/from the Transnistrian region of the Republic of Moldova. EUBAM will also assist the Republic of Moldova to enhance control over the migratory flow across the Transnistrian region.
- e) Border demarcation at the common Moldovan-Ukrainian State border progressed: The Moldovan and Ukrainian parties, represented by their Ministries of Foreign Affairs and the Joint Moldovan-

Ukrainian Commission on Border Demarcation will benefit from EUBAM's expertise and advice regarding European best practices in border demarcation. EUBAM's intervention will promote progress on the completion of demarcation works as well as foster the settlement of open questions. Specific and necessary support, including the purchase and provision of satellite maps, may be continued upon the grounded request of the parties.

- f) Corruption of border guards and customs officials at operational / tactical level decreased: The permanent cooperation with EUBAM experts and on-going monitoring conducted by EUBAM will motivate partner services' personnel to carry out their duties objectively and according to existing laws. This will reduce the border and customs staff preparedness to demand or accept bribes. By focusing on the implementation of EU principles of good governance EUBAM will support the anti-corruption efforts of the Republic of Moldova and Ukraine. All activities will be coordinated with other anti-corruption initiatives, in particular those initiated by the EU and other international donors.
- g) Public awareness of the local population on EUBAM's activities, cross-border crime risks, local and the partner services' efforts increased: Public awareness among the civil society and local population on, for instance, the scale of smuggling and health risks, as well as the losses for the State budget when consuming smuggled food stuff, needs great attention. Targeted and objective information shall help the population, travellers crossing the border and policy makers to better understand the dimension of the scale of illegal activities and the results of the assistance rendered to the partner countries.
- h) Public relations capabilities of partner services enhanced: Border Guard and Customs Services will be further familiarised with public relations methodologies and tools as well as with the principles of public information. This will, on the one hand, promote a positive image of the services and, on the other hand, help the services to inform citizens professionally about border and customs related issues. The intervention will be completed by supporting partner services in drafting technical specifications for related equipment for the services' public relations sections and, if appropriate, by supplying such equipment.

The expected results will be realized through the joint activities of all partners. The Mission prefers partnership that is based on the full respect of ownership of the Republic of Moldova and Ukraine, equality of all involved parties and their active participation in the joint endeavor. In order to realize the expected results these elements are essential.

The achievement of the results above can be expected only as the end result of EUBAM and related accompanying projects, and, most importantly, the countries' own efforts. During this ninth phase of EUBAMs mandate, it is expected that the Mission's activities will provide a significant further contribution to the achievement of these results, building on the activities initiated and co-operation established with partner services during the previous phases. The ongoing attention to the implementation of the recommendations as defined in a number of reports produced by EUBAM during the previous phases. This will contribute to sustainable improvements of the partner services.

2.2. Multiplier effects

EUBAM is providing best practices in integrated border management and in cross-border cooperation. While its initial focus is on the Moldova-Ukraine common border, structural improvements will also result in enhancing overall effectiveness of the partner services as far as other borders are concerned. The Mission's long term intervention and guidance on concrete measures of cross-border co-operation will have a positive effect also on other border regions which will take over best practices and cooperation methodologies from the Moldovan-Ukrainian state border which will serve as a positive model in the future.

In line with the Stockholm programme "Delivering an area of freedom, security and justice for Europe's citizens" and the European Neighbourhood Policy "A new response to a changing Neighbourhood" EUBAM has placed a special focus on providing advice to the partner services in the area of good governance as well as engaging such important development agents as civil society, academia and media.

2.3. Sustainability

EUBAM's activities are aimed to achieve sustainable development to the delivery of good quality border and customs services to the citizens and companies of Republic of Moldova and Ukraine to facilitate contacts and trade. The common goal is to develop a system of border and customs controls and border surveillance which meets European standards and serves the legitimate needs of the citizens of each country. There are some specific areas where Border Guards and Customs Services reached a level to make these sustainable such as Joint Border Control Operations, Common Border Security Assessment Report, exchange of pre-arrival information, information exchange between Border Guards. However remaining challenges are identified and require more dynamic progress such as further changes of service mentality including public relation and communication, consolidation of ethical values, prevention and fight against organized crime, developing annual threat assessment report, implementation of the national concept of Integrated Border Management, proper application of national trade policy etc. In accordance with the ongoing modernization plans of the partner agencies EUBAM will continue putting attention to the issue of capacity building through a mix of measures focusing on local, regional and central level.

PROJECT IMPLEMENTATION

3.1. Project partners and their role

3.1.1. United Nations Development Programme (UNDP)

The EC's implementing partner for this project is the United Nations Development Programme (UNDP). UNDP supports the work of EUBAM in regards to the administrative, financial and logistic issues in accordance with the existing agreements between the EC and the UNDP¹⁶. These functions are performed by the UNDP offices in Ukraine and Moldova. Since most of the Mission's core team is based in Ukraine, as well as the responsible EU Delegation, the UNDP office in Ukraine will assume a lead role, especially in regards to financial management. Each office will have a focal point to support and backstop the Mission and both will work closely together to ensure proper operation of the Mission,

¹⁶ i.e. the Financial and Administrative Framework Agreement, signed between the European Community, represented by the Commission of the European Communities, and the United Nations on 29 April 2003.

synchronization and timely submission of administrative and financial reports and other required documentation to the European Commission and / European External Action Service (EEAS).

3.1.1.1. Financial management

The UNDP offices in Kiev and Chisinau, in consultation with the EUBAM, will:

- establish the project budget and make resources available to the EUBAM as per UNDP rules and procedures;
- make payments in accordance to the project budget;
- prepare budget revisions and submit financial reports to the EC/EEAS.

3.1.1.2. Organisational and logistical support

The UNDP offices in Kiev and Chisinau, in consultation with EUBAM, will:

- provide all necessary arrangements for proper functioning of EUBAM including procurement and contracting of all goods and services as well as EUBAM personnel;
- ensure the administration of contracts and settlement of financial obligations for goods and services as well as personnel related costs of EUBAM such as medical insurance (in accordance with UNDP regulations and provisions);
- provide security framework, make recommendations and provide implementation support on security-related matters of EUBAM;
- report timely to the EU/EEAS, represented by the Delegation of the European Union to Ukraine (and in copy to the Delegation of the European Union to the Republic of Moldova).

3.1.2. European Commission / European External Action Service

The European Commission and the EEAS, represented by the Delegation of the European Union to Ukraine, supported as appropriate by Commission services in headquarters, will:

- provide the financial resources necessary to cover the costs of EUBAM;
- be the focal point for all political and operational issues to be dealt with the Council of the European Union, the EU Member States, the Governments of the Republic of Moldova and Ukraine;
- take all strategic decisions as regards EUBAM's operation in line with the Memorandum of Understanding between the European Commission, the Republic of Moldova and Ukraine dated 7 October 2005;
- be EUBAM's direct communication partner for all operational issues
- be EUBAM's and EU Member States' direct communication partner for seconded personnel issues.

3.2. EUBAM organisational set-up

3.2.1. EUBAM area of responsibility

All operational activities and administrative activities which have been delegated to the EUBAM Headquarters will be prepared, executed and followed-up by the EUBAM Headquarters in close consultation with the project partners.

EUBAM will be guided by the Memorandum of Understanding concluded between the European Commission, the Republic of Moldova and Ukraine, by this description of the action, as well as by policy and strategic decisions made by the Advisory Board.

On matters related to security and management, the EUBAM will be guided by the applying Financial Rules and Procedures, Security and Safety guidelines, Internal Control Framework as well as project-specific delegation of authority.

The EUBAM Headquarters will be mainly responsible for:

- the implementation of all operational matters in line with the Memorandum of Understanding concluded between the Commission, the Republic of Moldova and Ukraine on 7 October 2005;
- submitting all operational reports (see point 3.4.3.1.) timely to the Commission/EEAS in accordance with established channels for the circulation of reports, allowing timely forward of these reports also to EU Member States through the EEAS. A list of recipients has been agreed with EUBAM;
- ~~carrying out payments related to the activities taking place in Ukraine and Moldova as far as they have been delegated to the EUBAM Headquarters, or preparing requests for payment or recruitment or procurement according to internal UNDP rules and financial system and EU rules;~~
- transmitting all relevant financial and relevant project documentation to the UNDP offices in Kiev and Chisinau respectively in order to enable them to keep financial oversight;
- supporting the UNDP offices in Kiev and Chisinau in planning budgetary revisions;
- cooperating with the competent Ukrainian and Moldovan services and keeping excellent relations with them;
- organising semi-annual Advisory Board meetings and monthly External Coordination meetings;
- promoting the EUBAM's image through comprehensive public information activities, which include *inter alia* briefing papers, press-releases, maintenance of an interactive website;
- monitoring media on issues related to the Transnistrian region and all information pertinent to EUBAM activities and acting as focal point for queries and information;
- assessing the impact and added value of each activity implemented.

3.2.2. EUBAM Headquarters and Field Offices

The Mission's activities will take place in the Republic of Moldova and Ukraine. Some Mission personnel (notably the Head of Mission, his Deputy or other "core" personnel) may need, in the exercise of their

duties, to travel for coordination / information meetings or to report on the Mission's work abroad (notably to Brussels, to Vienna and EU capitals).

The Mission's Headquarters and most "core" personnel will be located in rented premises in Odessa. Some of the Mission's personnel will be located in national partners offices. The Liaison Office of EUBAM in the Republic of Moldova will be located in Chisinau to act as liaison between the Mission and the partner authorities to advise on management (organisational) issues of the Border Guards and Customs Services and other services and agencies at strategic level.

The Mission's field personnel will mainly be located in locations close to the countries' common border or relevant inland locations. This will include six Field Offices: in Chisinau, Otaci and Basarabasca (Moldova) and in Kotovsk with two Working Locations in Platonovo and Timkove-Slobidka, in Kuchurgan and Odessa sea port with a Working Location in Illichevsk sea port (Ukraine), as well as working places in the most important Customs Houses. The field offices Otaci and Basarabasca have respectively sub-offices in Criva and in Giurgiulesti. Office space at these locations will be provided wherever materially possible by partner administrations. Each of the Mission's Field Offices will be led by a Head of Field Office (core personnel).

A number of the Mission's "field" personnel will work on a mobile basis at the relevant locations along the countries' common border and relevant inland locations (inland customs houses, main transit ports, including Odessa, Illichevsk, Reni and Izmail).

3.2.3. EUBAM international contracted personnel

Mission's personnel not seconded by their national administration will be contracted by UNDP for the duration of this action.

UNDP shall ensure that experts are adequately supported and equipped when in the field. In particular it shall ensure that there is sufficient logistic, administrative, secretarial and interpretation services to enable Mission personnel to concentrate on their core tasks. Likewise, UNDP will ensure that the relevant UN security policies and recommendations are applied to the EUBAM in order to ensure the safety and security of Mission personnel. The UNDP undertakes to ensure that necessary funds are transferred to the field in a timely fashion to support the activities of the project, and that project personnel are paid regularly and in a timely fashion.

Mission personnel will perform their activities on the basis of their job descriptions provided in annex A, any changes to which should be notified to the EU Delegation. Changes to the job description of senior mission personnel (HoM, DHoM, and Heads of Departments) require a formal approval of EU Delegation. A EUBAM-specific Code of Conduct, developed on the basis of the International Civil Service Commission's Standards of Conduct document as well as on the Council of the European Union's Generic Standards of Behaviour for ESDP Operations of 2 May 2005 and reference OPLANs for ESDP missions will be enforced to all Mission personnel, including contracted and seconded personnel, during the duration of their assignment.

The International core personal posts and job descriptions are annexed to and incorporated to the EUBAM 9 Description of Action (Annex A).

3.2.4. EUBAM International seconded personnel

The Mission's field personnel will be composed of up to 60 customs or border police/guard officials seconded from EU Member States. EU Member States propose secondments of suitably qualified national personnel to this Mission.

The Mission's additionally required field personnel will be selected among the secondees proposed by the EU Member States. Selection will be operated on the basis of the candidates' professional qualifications, work experience, and language skills. Additional selection factors for field personnel will include the desirability of ensuring balanced participation from different EU Member States in view of reflecting the European character of the Mission, and the desirability of ensuring adequate representation of women in the Mission. Achieving an appropriate gender balance is recognized as an important cross-cutting issue, and the success to date (1/3 of the mission is female) is to be built upon.

Exact tasks and detailed work programmes for the teams constituted by the Mission's field personnel will be determined as appropriate by the Head of Mission / Deputy Head of Mission / Heads of Field Offices.

The International field personal job descriptions are annexed to and incorporated to the EUBAM 9 Description of Action. (Annex 2)

3.2.5. EU experts on mission and short-term experts

In addition to long-term international personnel as described above, the Mission's work will be supported by additional EU experts on mission and short-term sector specialists. Those experts may notably be deployed for delivery of specialised training courses, workshops and seminars, on the basis of needs identified during the Mission's activities and in consultation with the partner services. The use of EU experts on mission and short-term experts by the Mission will be approved by the Head of Mission who will be responsible for maintaining the quality of the Terms of Reference, their selection, monitoring of their performance, and the results achieved. The Head of Mission may delegate this responsibility entirely or partially to the Deputy Head of Mission.

EUBAM will second EU experts on mission and short-term experts, active in a service of EU member state with updated competences to guarantee a maximum of coherence in the Mission's role of advisor to the partner services. Only as an exception EUBAM will recruit free-lance experts.

The Terms of Reference for the EU experts on mission and short-term experts' employment will be approved by the Head of Mission or by the Deputy Head of Mission, if this responsibility has been delegated to him. The Head of Mission and the Deputy Head of Mission respectively have to ensure that quality standards of the Terms of Reference will be observed.

3.2.6. Local personnel

Up to 135 locally recruited staff will be hired to ensure adequate administrative, security and IT support (administrative assistant/interpreters, IT assistants, drivers, security guards, office clerks, cleaners).

The UNDP as the implementing partner shall select and hire local experts as required. The selection procedures shall be in line with UNDP procedures, including professional qualification, language skills and work experience. All local personnel are to be independent and free from conflicts of interest. Civil servants and other personnel of the public administrations of the beneficiary countries may not be recruited for the Mission.

The UNDP can propose, together with the action's progress reports, revisions to the numbers of local support personnel.

3.2.7. EUBAM equipment and supplies

The following equipment may indicatively be procured for the Mission (in addition to or in replacement of the equipment already purchased during the previous phases):

- Adequate office furniture and fittings for the EUBAM Headquarters and Field Offices according to demand. This includes the maintenance of Sub-offices and working places, as well as the replacement of broken or fatigued furniture/fittings.
- IT and related equipment or devices as well as IT network equipment for the EUBAM Headquarters and Field Offices (Sub-offices) according to demand, as well as licences and support software which need to be renewed according to demand.
- In order to ensure the EU's visibility against the partner services and the population living in EUBAM's geographic area of operation, as well as in order to equip EUBAM personnel with adequate clothing and protection means for their monitoring and police-twinning-type of tasks, EUBAM personnel will be equipped with EUBAM-specific summer and winter clothing and other protection means.

~~If there is a need to purchase additional vehicles, furniture, fittings, IT equipment etc. in order to prepare the Mission for EUBAM Phase 10 beyond 30 November 2013, the necessary procurement of supplies required may take place under this action within the overall budget available and after the approval of the European Commission, represented by the Delegation of the European Union to Ukraine.~~

UNDP will be responsible for the procurement of all equipment, which can be purchased under UN procurement procedures in accordance with the General Conditions of the EC contribution agreement with international organisations, and the Financial and Administrative Framework Agreement between the European Commission and the United Nations.

Equipment purchased for EUBAM under the Rapid Reaction Mechanism and under the Tacis Regional Action Programmes 2003, 2004 and 2006, as well as under the ENPI East Regional Action Programme 2007 will be retained by the Mission during the subsequent phases of ENPI financing. At the end of the Border Assistance Mission, all its equipment will be transferred to the Moldovan and Ukrainian authorities (half to each country). For supplies (vehicles, furniture, equipment) which need to be taken out of service during the lifetime of the Mission because they have either been damaged or become dysfunctional, or a handover of the supplies to the partner services would harm the European Commission's or the Mission's reputation, the UN rules will apply. In such cases, UNDP shall inform the Contracting Authority accordingly in writing.

3.2.8. EUBAM communication and communication lines

3.2.8.1. Operational communication

EUBAM will communicate directly with the European Commission/EEAS on all issues which are related to its Mission mandate. Relevant reports (see point 3.4.3.1.) will be directly submitted to the European

Commission/EEAS, represented by the EU Delegation to Ukraine, in accordance with the communication scheme which will be agreed and modified as necessary. UNDP will receive copies of such reports, except in cases where reports have been classified as "EU restricted". The Commission/EEAS will ensure rapid forward as appropriate of EUBAM reports to the EU Member States.

3.2.8.2. Administrative, financial and logistic communication

Administrative, financial and logistic communication, i.e. all the issues which concern the implementation of the action such as IT, finance, procurement, logistics, contracting, security or other administrative matters will be forwarded and discussed with UNDP. This includes project related reports (progress reports, financial reports) as well as requests for addenda, etc. (see point 3.4.3.2.).

3.3. Advisory Board

An Advisory Board will provide advice to the Mission concerning the quality and adequacy of its tasks and the implementation of the Memorandum of Understanding, signed between the European Commission, the Republic of Moldova and Ukraine on 7 October 2005.

3.3.1. Responsibility

The Advisory Board's role is in particular:

- To advise and support the Mission with respect of strategic and operational planning and other matters.
- To endorse the action plan of EUBAM.
- To advance strategic, collaborative and complementary approaches to border and customs control and surveillance development and implementation.
- To collate and analyse information / feedback from the Mission and from the monthly Coordination Meetings.
- To review the achievement of the Mission's objectives.
- To ensure the Government of the Republic of Moldova's, the Government of Ukraine's and the Commission's involvement in the establishment and ongoing management of the Mission.
- To review the situation at the Moldovan-Ukrainian state border and to advise on improving border security.
- To review the implementation of the Agreement between the Customs Service of the Republic of Moldova and the State Customs Service of Ukraine dated 15 May 2003 regarding customs control procedures and the Joint Declaration of the Prime Ministers of Moldova and Ukraine of 30 December 2005.
- To review the implementation of the Protocol on the exchange of (pre-arrival) information on goods between the Customs Service of the Republic of Moldova and the State Customs Service of Ukraine, as well as the Protocol on the exchange of information on persons between the

Border Guard Service of the Republic of Moldova and the State Border Guard Service of Ukraine, both signed on 21 November 2006 in Brussels.

- To maintain interactive and pro-active involvement and communication with EUBAM.

3.3.2. Membership

The Advisory Board shall consist of high-level representatives of the following:

- Ministry of Foreign Affairs and European Integration of the Republic of Moldova
- Ministry of Foreign Affairs of Ukraine
- Border Guard Service of the Republic of Moldova
- State Border Guard Service of Ukraine
- Customs Service of the Republic of Moldova
- State Customs Service of Ukraine
- Any special envoys for the Transnistrian region or for EUBAM issues appointed by the respective Presidents or Cabinets of Ministers of Moldova or Ukraine.
- EU External Action Service
- European Commission
- EU Border Assistance Mission
- Organisation for Security and Cooperation in Europe (OSCE)
- United Nations Development Programme (UNDP)

The following authorities and institutions will be observer to the Advisory Board meetings:

- International Organization for Migration (IOM)
- Ministry of Internal Affairs of the Republic of Moldova
- Ministry of Internal Affairs of Ukraine
- Ministry of Justice of the Republic of Moldova
- Ministry of Justice of Ukraine
- Information and Security Service of the Republic of Moldova
- Security Service of Ukraine
- General Prosecutor Office of the Republic of Moldova
- General Prosecutor Office of Ukraine

In order to maintain the balance of representation and to ensure continuity and effectiveness of the Advisory Board, substitution of representatives at meetings should be limited to the absolute necessary.

Each member in the Advisory Board may be accompanied by experts as he/she wishes.

3.3.3. Chair

The Advisory Board will be chaired by the EC/EEAS, represented by the Head of Delegation of the European Union to Ukraine and Belarus. The Chair will be supported by the Advisory Board Secretariat.

3.3.4. Meetings

Advisory Board meetings will be held semi-annual, usually at the EUBAM Headquarters in Odessa. On behalf of the Chairperson EUBAM will invite the Advisory Board members and the observers timely in writing.

3.3.5. Advisory Board Secretariat

The EUBAM Headquarters will fulfil the role of the Advisory Board Secretariat. The Secretariat will support the Chair in the fulfilment of his function and will in particular:

- prepare the meetings and provide all logistic support, including simultaneous interpretation;
- draft the minutes of the Advisory Board meetings;
- distribute meeting documents, summaries, and minutes to the Advisory Board members upon approval by the Chair.

3.3.6. Language

The language of the Advisory Board will be English and Russian.

3.3.7. Terms of Reference

The Advisory Board may endorse Terms of Reference in order to further regulate the procedures applied.

3.4. Coordination mechanism and working groups

An External Coordination mechanism will ensure the implementation of the Memorandum of Understanding, signed between the European Commission, the Republic of Moldova and Ukraine on 7 October 2005.

3.4.1 Responsibility

The External Coordination Committee's role is in particular:

- To fulfil the directives and advice provided by the Advisory Board.
- To perform detailed technical reviews of the border security situation at the Moldovan-Ukrainian state border.
- To review the border and customs control standards applied by the parties.

- To participate and monitor the work in the joint working groups on specific issues as well as in the joint operations which have been agreed upon by the Advisory Board.
- To exchange information on all aspects related to border security, border and customs controls, customs clearance.
- To initiate proposals which are aimed to improve border security as well as border and customs control standards, even if on a pilot basis, and to submit them to the Advisory Board for discussion and approval.
- To monitor the implementation of the Agreement between the Customs Service of the Republic of Moldova and the State Customs Service of Ukraine dated 15 May 2003 regarding customs control procedures and the Joint Declaration of the Prime Ministers of Moldova and Ukraine of 30 December 2005.
- To monitor the implementation of the Protocol on the exchange of (pre-arrival) information on goods between the Customs Service of the Republic of Moldova and the State Customs Service of Ukraine, as well as the Protocol on the exchange of information on persons between the Border Guard Service of the Republic of Moldova and the State Border Guard Service of Ukraine, both signed on 21 November 2006 in Brussels.
- To maintain interactive and pro-active involvement and communication with EUBAM.

3.4.2. Membership

The External Coordination Committee shall consist of representatives/experts of the following:

- Ministry of Foreign Affairs and European Integration of the Republic of Moldova
- Ministry of Foreign Affairs of Ukraine
- Border Guard Service of the Republic of Moldova
- State Border Guard Service of Ukraine
- Customs Service of the Republic of Moldova
- State Customs Service of Ukraine
- Ministry of Internal Affairs of the Republic of Moldova
- Ministry of Internal Affairs of Ukraine
- Information and Security Service of the Republic of Moldova
- Security Service of Ukraine
- General Prosecutor Office of the Republic of Moldova
- General Prosecutor Office of Ukraine
- EU Border Assistance Mission

In order to maintain the balance of representation and to ensure continuity and effectiveness of the Coordination Committee, substitution of representatives at meetings should be limited to the absolute necessary.

Membership to other law enforcement services in Moldova and Ukraine may be granted, if deemed suitable and necessary.

3.4.3. Chair

The External Coordination Committee will be chaired on rotation basis by EUBAM and the services that host the meeting.

3.4.4. Meetings

External Coordination Committee meetings will be held monthly in the premises of the participating services in Chisinau or in Odessa.

3.4.5. Language

The language of the External Coordination Committee will be English and Russian.

3.4.6. Terms of Reference

The External Coordination Committee may endorse Terms of Reference in order to further regulate the procedures applied, if required and appropriate.

3.5. EU visibility

All EUBAM activities will adhere to the requirements for communication and visibility as described in Art. 11 of the Financial and Administrative Framework Agreement between the European Community and the United Nations. Art. 6 of the General Conditions of this Agreement, as well as to the Joint Visibility Guidelines for EC-UN Actions in the Field.

This shall include, but not be limited to, press releases and briefings, reports, events, websites and any promotional items. Structures funded by this project shall display the required EU commemorative plaques and equipment paid for by this project will have EU panels. Events funded under this project will have an EU flag prominently displayed that is the same size or larger than any other flags present. All publications produced under this project shall have the EU logo displayed at the same size or larger than any other logos, display the text:

"Entirely funded by the EU",

as well as include the disclaimer:

"This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of <name of the author/contractor/implementing partner> and can in no way be taken to reflect the views of the European Union."

All communication products will be made available to the Delegation of the European Union to Ukraine and Belarus when and as they are issued. A publication disclaimer according to EC rules will be placed on all publications and equipment funded by the project.

All press releases will be sent to the Delegation of the European Union to Ukraine for review and approval before being distributed. All invitation letters will feature the EU logo equal in size and prominence to those of the partner organizations, clearly identifying the project as being part of an EU-funded programme. In line with provisions of the Financial and Administrative Framework Agreement between the Commission and the United Nations, the logo of the UNDP as Commission's implementing partner will also be displayed as appropriate.

3.6. Monitoring and reporting

3.6.1. Monitoring

UNDP's general monitoring system is based on a continuous review of all related activities throughout the life cycle of programme implementation to ensure that operations are proceeding correctly. UNDP will assess progress; identify operational difficulties, alert relevant personnel to implementation problems and other problem areas, and recommend remedial action.

Monitoring of the programme will be an ongoing activity that serves the purpose of ensuring that inputs through activities are transformed into outputs and the planned and stated results according to the programmes work plan.

Specifically the monitoring process will include the following:

- exchange of information between all involved parties in the implementation of the programme to ensure that activities are implemented in an appropriate and coordinated way;
- recording of Minutes of envisaged meetings organised by the various actors involved in programme implementation will assist in monitoring processes and procedures.

Furthermore, the ENPI Monitoring Team, in accordance with their Terms of Reference, will carry out periodic monitoring on behalf of the European Commission, represented by the EU Delegation to Ukraine.

3.6.2. Objectively verifiable indicators

The following indicators of achievement are indicatively proposed for the expected results:

- a) *Enhanced professional capacity of Ukrainian and Moldovan customs officials and border guards at the operational / tactical level.*

Measurable by: level of customs revenue / excise duties collected at the Moldovan-Ukrainian state border; volume / value of seized smuggled goods and intercepted illicit goods; number of intercepted illegal immigrants / trafficked persons.

- b) *Decreased corruption of border guards and customs officials at operational / tactical level.*

Corruption assessed through rotation, figures of disciplinary cases related to corruption/bribery of officials, assessment of border region populations, Independent reports and surveys such as Transparency International, UNDP, OSCE, World Bank etc. Regular updated assessments by the Mission of the counterparts' capacities.

- c) *Improved risk analysis capacity in terms of gathering, analysing, and disseminating information and intelligence at strategic, operational and tactical level as well as reinforced use of risk assessment techniques.*

Measurable by: proportion of successful interceptions / seizures due to use of risk assessment techniques; assessment from operational / tactical level on quality of strategic analysis; assessment from strategic level on quality of operational / tactical inputs.

- d) *Improved knowledge of EU standards and good / best practices and their practical application by Moldovan and Ukrainian services.*

Measurable by: knowledge by counterparts of EU standards / practices; availability of handbook / SOPs; periodic assessments by the mission of standards applied; other reports of (ENP, JHA scoreboard).

- e) *Increased co-operation and complementarities between border guards and customs services, and other law enforcement agencies, as well as increased understanding of an integrated approach to border management.*

Measurable by: the level of inter-agency co-operation, i.e. volume and frequency of information exchange; number of joint operations etc.; level of application of integrated border management approach.

- f) *Improved analytical overview on border security and cross-border movement of goods and persons.*

Measurable by: availability of reliable information on legal and illegal cross-border flows through comparison between official and intelligence estimates on cross-border criminal flows, economic and statistical reports/data on legal cross-border movement of goods and persons.

- g) *Improved cross-border cooperation between Moldovan and Ukrainian services including the implementation of specific joint initiatives.*

Measurable by: respect of current arrangements; volume and frequency of bilateral information exchange; cooperation in trilateral, advisory board and monthly coordination meetings; number of joint operations, coordination of border surveillance etc.

- h) *Progress in the demarcation of the common Moldovan-Ukrainian State border.*

Measurable by: length of border actually demarcated; solutions found regarding disputed border sections.

3.6.3. Reporting

3.6.3.1. Operational reporting

The Head of the Mission will submit regular reports on EUBAM operational issues which are of interest for the EU Member States and the European Commission, directly (see point 3.2.3.) to the Commission. Minimum requirements for regular reports are:

- Monthly operational reports, providing an analysis of the situation at the Moldovan-Ukrainian state border (border security issues), information of EUBAM's activities, all other relevant information related to EUBAM's mandate.
- Special reports, when a situation requires immediate information to be provided for EU Member States and the European Commission.
- Annual Activity Report.

The reporting frequency may be altered if required by particular circumstances.

3.6.3.2. Project related reporting

Taking into account that the project has initially been started under the Rapid Reaction Mechanism which was immediately followed by the Tacis funded phases, UNDP will submit to the Contracting Authority for approval:

A progress report by mid-January 2012 (covering the period from 1 December 2010 – 30 November 2011), consisting of a narrative and a financial report following the United Nations – European Commission Joint Guidelines on reporting obligations under the FAFA. The narrative report will also include an overview of the deployment of the project's resources, a work programme for the subsequent period, indications on likely financial savings or shortcomings. The report should be accompanied, if applicable, by any request for amendments of the contract (including the project budget) for the following project period.

All reports shall be submitted in hard copy and in electronic format through UNDP. UNDP shall also provide the EU Delegation to Ukraine with electronic versions and hard copies of all assessment reports, study reports, training material, etc. prepared under this project. The front pages of all reports must follow the *2008 Communication and Visibility Manual for EU External Actions*.

No report shall be distributed to third parties prior to the approval by the European Commission/EEAS (EU Delegation to Ukraine or Commission headquarter services, as appropriate). Copyright on all reports and other material prepared under this contract shall reside with the European Commission.

3.7. Other Supporting documents

Annex A of the present document contains the detailed description of activities envisioned for EUBAM Phase 9. In order to achieve the expected results (see 2.1) the Mission and the implementing partner (UNDP) may propose project activities alternative or complementary to those identified in this section, where those can be clearly justified.

In the capacity-building components of the Mission's activities it may promote and finance the e-learning if and when it is more appropriate and cost-effective.

The Terms of Reference of EUBAM international core personnel (contracted and seconded) is presented in the Annex B.

The Logical Framework for the Project is presented in Annex C.

The Budget for Action is provided in Annex III of the present EU-UNDP Contribution Agreement.

Annex A. Phase 9 Action Plan - Detailed description of activities

Specific objective 1	To enhance border management
Output 1.1.	Assistance provided to the partner services to develop their national legislation towards EU acquis and international rules and standards.
Activities	
1.1.1.	To provide advice to overcome identified legal gaps between the border-related legislation of the Republic of Moldova and Ukraine and the EU acquis and to support the partner services in the development and introduction of national legislation.
Output 1.2.	Assistance provided to the partner services in establishing the national integrated border management.
Activities	
1.2.1.	To assist the partners services in implementing the national IBM action plans.
1.2.2.	To support the European Commission and the partner services in the realisation of the Eastern Partnership Flagship initiative on Integrated Border Management.
Output 1.3.	Interagency cooperation of border authorities supported.
Activities	
1.3.1.	To assist in further developing and implementing interagency cooperation at the BCPs with regular working sessions for planning, coordination and evaluation.
1.3.2.	To support the implementation by the partner services of the one-stop-shop concept.
Output 1.4.	International cooperation of the partner services, law enforcement agencies and other relevant authorities supported.
Activities	
1.4.1.	To assist in the continuation of the work of the permanent joint working group on 'Joint Measures on Border Patrolling' composed of the border guard services of the Republic of Moldova and Ukraine.
1.4.2.	To continue assisting in the implementation of the Jointly Operated BCP pilot project Briceni-Rossoshany.
1.4.3.	Upon the joint request of the partners to replicate the Briceni-Rossoshany project at other BCPs.
1.4.4.	Upon the joint request, to provide assistance to the partner services in establishing joint control in Palanca BCP at the territory of the Republic of Moldova.
1.4.5.	To facilitate and chair within the rotation system monthly External Coordination

	Meetings.
1.4.6.	To further facilitate the partner services' cooperation with EU agencies and international organisations.
1.4.7.	To support the implementation of the 'Coordination Points' pilot project of Frontex and other projects of EU agencies, Member States and international organisations.
1.4.8.	At BCPs, to assist the partner customs services in the implementation of mutual cooperation agreements.
1.4.9.	To support the Republic of Moldova and Ukraine in their activities related to the EU Strategy for the Danube region and the Lower Danube Euroregion.
1.4.10.	To assist in the evaluation of achievement of performance indicators relevant to the realisation of the EU Sector Policy Support Programme for border management in Ukraine.
Output 1.5.	Support to the border services in the context of EURO 2012 is provided.
Activities	
1.5.1.	To jointly assess the expected passenger and traffic flow ahead of EURO 2012 and establish risk profiles and hot spots along the common border.
1.5.2.	Based on Risk Analysis to initiate and implement a Joint Border Control Operation to enhance the security for EURO 2012 along the common border and at key locations.
1.5.3.	To support the border services during EURO 2012 with information on passenger and traffic flow, and assistance with the corresponding management of affected BCPs.
1.5.4.	To continue to assist partners in the development and implementation of a EURO 2012 public information strategy.
1.5.5.	To provide assistance to enhance the ability of partner services to address the specific demands of EURO 2012 in relation to English Language Training, Enforcement of Intellectual Property Rights and the social and cultural competencies of its staff.
Output 1.6.	Public awareness among civil society and the population of the Republic of Moldova and Ukraine enhanced.
Activities	
1.6.1.	To continue to assist the partner services in developing and disseminating information materials on the border crossing rules for travellers and trade.
1.6.2.	With the partner services to continue the implementation of public communication activities regarding border management and security.

1.6.3.	In line with the budget provision, to provide media support for jointly operated border crossing points including the Rososhany-Briceni JOBCP pilot project.
Output 1.7.	Border demarcation support is provided.
Activities	
1.7.1.	To provide assistance regarding the demarcation of the border between the Republic of Moldova and Ukraine, with special attention paid to the central segment.
Output 1.8.	Assistance to the visa liberalisation process is provided.
Activities	
1.8.1.	To assist the Republic of Moldova in implementation of the visa liberalisation action plan.
1.8.2.	To assist Ukraine in implementation of the visa liberalisation action plan.
Output 1.9.	Border and customs control is enhanced.
Activities	
1.9.1.	To continue assisting border guard services to implement border checks based on risk analysis.
1.9.2.	To continue assisting border guard services to implement surveillance measures between BCPs, based on risk analysis.
1.9.3.	To continue assisting customs services to implement customs control based on risk selectivity including the conducting of training events.
1.9.4.	Together with the Border Guard Service of the Republic of Moldova to make a joint assessment according to the Schengen acquis.
Output 1.10.	Border surveillance management is enhanced.
Activities	
1.10.1.	To assist the Border Guard Services of the Republic of Moldova in creating border guard pickets according to EU standards.
Specific objective 2	To make a positive contribution towards the settlement of the Transnistria conflict.
Output 2.1.	A positive contribution to the settlement of the Transnistria conflict is made.
Activities	
2.1.1.	To monitor and advise on the implementation of the Joint Declaration of the Prime-Ministers of Ukraine and the Republic of Moldova of 30 December 2005.
2.1.2.	Upon request to provide assistance to the EU Delegation to the Republic of Moldova in fulfilling their efforts in the conflict settlement process.
2.1.3.	To facilitate initiatives to enhance confidence-building measures that lead to practical co-operation in the customs sphere.

2.1.4.	To assist stakeholders to increase compliance over goods imported / exported into/from the Transnistrian region of the Republic of Moldova.
2.1.5.	To encourage and assist relevant stakeholders to agree on cooperation to fully resume rail traffic through the Transnistrian region of the Republic of Moldova.
2.1.6.	To assist stakeholders to enhance control over the migratory flow across the Transnistrian region of the Republic of Moldova.
2.1.7.	To ensure neutral, objective updates to the EEAS (including EU Delegations in Chisinau and Kiev), EU Member States, the governments of the Republic of Moldova and Ukraine, the OSCE and other international partners on border issues that relate to the conflict-settlement process.
Specific objective 3	To build capacity to implement and apply EU and other international standards/best practices.
Output 3.1.	Assistance to the partner services on organisational development towards EU standards and best practice provided.
Activities	
3.1.1.	To support partner services in the development of a regulatory framework for institutional development.
3.1.2.	Upon the agreement of partners, to contribute to the planning and implementation of their strategy and policy, based on models of EU and worldwide best practice.
3.1.3.	To assist the Customs Service of the Republic of Moldova in the fulfilment of the Strategic Development Plan 2012-2014 including introduction and implementation of the performance management system based on the action plan of the service.
3.1.4.	Upon the agreement of partner services, to advise on organisational changes, according to specific needs and reflecting best practice models.
3.1.5.	Upon the agreement of partner services, to assist and advise on the deployment of their resources.
3.1.6.	To assist the Customs Service of the Republic of Moldova in developing and implementing reform of its human resources management system, reflecting EU and international best practices, and based on data from an integrity risk assessment.
3.1.7.	To continue to assist the partner services in implementing management practices related to the delegation of tasks, duties and responsibilities from the central to regional and local levels.
3.1.8.	To assist the Border Guard Service of the Republic of Moldova in implementing the Advance Passenger Information System (APIS) at the international Chisinau airport.
Output 3.2.	Coordination among donors is facilitated.
Activities	

3.2.1.	At the request of the EU Delegations and other relevant donors to provide advice and assistance in the identification of priorities and needs for the development and modernisation of border infrastructure, technical equipment, border-surveillance systems, and IT and communications systems.
3.2.2.	To enhance coordination and cooperation among donors to partner services in capacity building, by promoting engagement and information exchange.
Output 3.3.	Confidence building and networking opportunities facilitated.
Activities	
3.3.1.	Together with the partner services to initiate confidence-building events, such as sport tournaments, for partner agencies, civil society, other relevant agencies and international organisations.
Output 3.4.	Assistance to the partner services to enhance their organisational capacity to manage and develop the training system towards best practice provided.
Activities	
3.4.1.	Upon the agreement of partner services to assist in the development of training strategies, plans, policies, programmes and curricula that will address needs and maximize return on investment.
3.4.2.	To facilitate cooperation of the partner services with EU training institutions, international organisations and institutions of EU Member States.
3.4.3.	To assist the partner services in their leadership and management development based upon agreed identified needs.
Output 3.5.	Training and related assistance for enhancing sustainable capacity of the partner services to deliver technical training completed.
Activities	
3.5.1.	To provide assistance in developing the training skills, training techniques and specific technical training of the designated trainers in the partner services.
3.5.2.	To provide individual on-the-job training to practitioners of the partner services in accordance with EU practices.
3.5.3.	In accordance with the agreed training programme to provide training to practitioners in the partner services.
3.5.4.	To organise conferences and seminars on strategic issues, based upon partner services' needs.
3.5.5.	To provide foreign study visits for partner services, reflecting an identified need, and to reinforce development issues with examples and experience of best practice.
3.5.6.	To identify and provide technical assistance to facilitate the implementation of EUBAM recommendations or supportive development programmes.
Output 3.6.	Assistance provided to the partner services regarding the application of data

	protection rules and regulations with regard to national legislation and EU standards at the border between Republic of Moldova and Ukraine.
Activities	
3.6.1.	To analyse the findings on application of data protection rules and regulations at the border between the Republic of Moldova and Ukraine and to elaborate the recommendations.
3.6.2.	To assist partner services on the implementation of agreed recommendations on data protection rules and regulations.
Output 3.7.	Communications capacity of the partner services is enhanced.
Activities	
3.7.1.	To further support the PR/communications capacities of partner services.
Output 3.8.	Information on the EU and the mandate and achievements of EUBAM and partners is disseminated and visibility increased.
Activities	
3.8.1.	To inform the population in the Republic of Moldova and Ukraine on EU institutions and the EUBAM mandate, support Europe Day celebrations, and together with partners, to conduct information and outreach events with communities along the Moldovan - Ukrainian border.
3.8.2.	To deepen partnerships with civil society in the Republic of Moldova and Ukraine.
3.8.3.	To share EUBAM cooperation and promote achievements of both the Mission and the partner services at the international level, and to host representatives from EU institutions and EU Member States.
Output 3.9.	Regular information exchange and communication with the partner services and stakeholders facilitated.
Activities	
3.9.1.	To submit EUBAM reports and assessments, analysis papers and findings to the partner services, EEAS / European Commission, European Council, EU Member States and UN / UNDP.
3.9.2.	To organise Advisory Board meetings.
Specific objective 4	To contribute to the prevention and fighting of trans-national organised and cross-border crime.
Output 4.1.	Tactical and operational capacity of partner services is enhanced.
Activities	
4.1.1.	To assist partner services at tactical and operational levels in preventing and counteracting border-related crime.
4.1.2.	To support the partner services in their response to the identified threats.

Output 4.2.	Assistance provided to the partner services' criminal investigations.
Activities	
4.2.1.	Upon request to advise partner services in the investigation and prosecution of criminal cases.
4.2.2.	To assist in the adoption of modern investigation methods, evidence gathering and use of case analysis.
4.2.3.	To support the permanent Joint Working Group on illegal migration and trafficking in human beings.
4.2.4.	To support the permanent Joint Working Group on trafficking in drugs and weapons, smuggling of goods and customs fraud.
4.2.5.	To support the permanent joint task force related to arms and nuclear material trafficking.
4.2.6.	To support the permanent joint task force related to drug trafficking.
4.2.7.	To continue supporting the partner services of the Republic of Moldova and Ukraine in organising Joint Border Control Operations (JBCOs).
4.2.8.	To support partner services in conducting of and participating in international operations.
Output 4.3.	Analytical capacity enhanced.
Activities	
4.3.1.	To provide the services with analytical reports and alerts for direct input and tactical purposes.
4.3.2.	To assist the relevant departments of partner services in drafting joint analytical reports, alerts, and developing risk profiles.
4.3.3.	To continue assisting the partner services in developing and producing the monthly Common Border Security Assessment Report (CBSAR) and to ensure strategic and tactical usage of the CBSAR.
4.3.4.	To further develop and jointly elaborate the quarterly Common Border Security Assessment Report as a strategic document.
4.3.5.	To further develop the exchange of operational information between the border guard services of the Republic of Moldova and Ukraine and draft recommendations accordingly.
Output 4.4.	Risk analysis capacity of partners on regional and local level enhanced.
Activities	
4.4.1.	To support border guard services to enhance Risk Analysis and selectivity.
4.4.2.	To support customs services to enhance Risk Analysis and selectivity.

Output 4.5.	Joint assistance exercises designed to help counteract border-related crime conducted.
Activities	
4.5.1.	To conduct joint assistance exercises based on risk analysis and local and regional threats, including: <ul style="list-style-type: none"> • evaluation of risk; • planning of actions; • implementation of actions; • collation and evaluation of results.
Output 4.6.	The use of mobile units by partner services in preventing border-related crime improved.
Activities	
4.6.1.	To assist the partner services in the further development of the concept of Mobile Units.
4.6.2.	To assist the partner services in regard to the strengthening of inter-agency cooperation in the activities of Mobile Units.
4.6.3.	To assist the operational activities of Mobile Units.
Output 4.7.	The pre-arrival information exchange system between Ukrainian and Moldovan customs is effectively used.
Activities	
4.7.1.	To support the customs services in the appropriate application of the pre-arrival information exchange system.
4.7.2.	To support the customs services to use the pre-arrival information exchange system to prevent customs fraud and other offences.
4.7.3.	Upon request to promote the pre-arrival information exchange system.
Output 4.8.	A pre-arrival information exchange system between Ukrainian and Moldovan border guards is developed.
Activities	
4.8.1.	Upon the common request and the prerequisite to have the legal basis and budget, to support the border guard services of the Republic of Moldova and Ukraine in the development of the pre-arrival information exchange system for travellers.
Specific objective 5	To contribute to compliance and trade facilitation, the implementation of trade policy measures and the modernization of customs procedures.
Output 5.1.	Assistance provided to the partner services to develop their national legislation towards EU acquis and international rules and standards.
Activities	

5.1.1.	To provide advice to overcome identified legal gaps between the customs legislation of the Republic of Moldova and Ukraine and the EU customs acquis and to support the partner services in the development of customs-related legislation.
Output 5.2.	Assistance given to the partner services to enhance compliance and to develop trade facilitation related to customs activities.
Activities	
5.2.1.	To assist partner customs services in defining and implementing more effective procedures in relation to the needs of the business community and in accordance with the requirements of WTO, Kyoto Convention and other agreements towards achieving improvements reflected in World Bank surveys.
5.2.2.	To promote partnership between customs and business based on mutual respect for each other's roles and responsibilities in order to better secure and facilitate trade.
5.2.3.	To assist partner services in the implementation of the Single Window Concept.
5.2.4.	To further assist partners in the development and implementation of the authorized economic operators concept.
5.2.5.	To assist partners to enhance risk-based customs control.
5.2.6.	To assist partner services to introduce and implement simplified procedures provisions, including simplified declaration and local clearance in accordance with EU regulations.
5.2.7.	To continue assisting customs services to implement the customs clearance end-to-end process in accordance with EU best practice.
5.2.8.	To support partners in the protection of Intellectual Property Rights.
Output 5.3.	Assistance given in the post clearance control and audit procedures of the customs services of the Republic of Moldova and Ukraine.
Activities	
5.3.1.	To continue contribution in the evaluation and development of the policies of partner services in post clearance control.
5.3.2.	To assist the customs capacity of partners to develop and standardise post clearance control and audit.
Output 5.4.	Assistance given to customs services in the implementation of EU requirements on the creation of Deep and Comprehensive Free Trade Agreements (DCFTA) for the Republic of Moldova and Ukraine.
Activities	
5.4.1.	To assist partners in fulfilment of EU requirements concerning the creation of a DCFTA between the EU and Ukraine.

5.4.2.	To assist partners in implementation of EU recommendations on the creation of a DCFTA between the EU and the Republic of Moldova.
Specific objective 6	To support the anti-corruption efforts of partners, focusing on the implementation of EU principles of good governance.
Output 6.1.	Assistance in anti-corruption and good governance provided.
Activities	
6.1.1.	To support the partner services in setting in place a clear and regulatory framework that is coherent with the best international anti-corruption practices and corresponds to the international commitments of the partner countries.
6.1.2.	To support partner services in strengthening their legitimacy and citizen trust by implementing the principles of transparency and openness.
6.1.3.	To facilitate the partner services in ensuring a well-balanced anti-corruption approach by providing a favourable environment for efficient and effective monitoring and investigation.
6.1.4.	To support partner services in improving the implementation and monitoring of their Codes of Conduct.
6.1.5.	To facilitate the partner services in installing sound integrity systems based on unbiased, effective and efficient human resources management systems.
6.1.6.	To increase the level of public awareness and provision of anti-corruption training and education as founding elements for counteracting corruption.
6.1.7.	To enhance the transfer of knowledge between EUBAM partners and EU Member States, anticorruption institutions (e.g Lithuanian STT, Polish Anticorruption Bureau, etc.) and other relevant international organizations (e.g. OSCE, etc.) on the EU best practices for fighting corruption.
6.1.8.	With the agreement and cooperation of all partners to continue to improve the anti-corruption measures relating to the two pilot projects at international BCPs on the border between the Republic of Moldova and Ukraine; and upon agreement, to assist in rolling out the successful anti-corruption measures at other border crossing points.
6.1.9.	To assist partners in the implementation of agreed recommendations related to the respect for human dignity and fundamental human rights in carrying out border-crossing controls.

Annex B. Terms of Reference of EUBAM Core Personnel

1. Head of Mission
2. Deputy Head of Mission
3. Management Advisor
4. Strategy, Planning and Performance Advisor
5. Communications Expert
6. Trust Officer (seconded)
7. Liaison Officer of EUBAM in the Republic of Moldova and Border Police Advisor
8. Customs Expert in the Republic of Moldova
9. Head of Analytical and Operational Support Unit
10. Operational Quality Control Coordinator and Technical Advisor the Head of Mission
11. Operations/Quality Control Expert (seconded – 4)
12. Customs Analyst
13. Customs Investigation Analyst
14. Fiscal Analyst
15. Border Police/Border Guard Analyst
16. Border Police/Border Guard Risk Analysis Expert
17. Customs Risk Analysis Expert
18. Investigation Expert Customs Related Offences
19. Organised Crime Investigation Expert
20. Investigation Expert (seconded = 2)
21. Head of Field Office
22. Head of Capacity Building Unit
23. Anti-corruption Advisor
24. Good Governance Advisor
25. Advisor on the Implementation of Schengen Acquis
26. Advisor on Integrated Border Management
27. Border Police/Border Guard Management Expert
28. Customs Management Expert
29. Customs Status and Customs Procedures Expert
30. Expert on Customs Tariff and Tariff Classification of Good and Origin of Goods
31. Post-clearance Control and Audit Expert
32. Training Expert
33. Training Expert (seconded)
34. Chief of Administration
35. Head of Security
36. Procurement/assets/contracting specialist
37. Administrative Specialist
38. Finance Specialist
39. IT Specialist

Head of Mission

Main objectives of the assignment/scope of work:

The Head of Mission of EUBAM works under the overall guidance of the Advisory Board, EU Delegations to Ukraine and Republic of Moldova and carries the overall responsibility for implementation of the mandate of EUBAM and the effectiveness of the overall results and activities as well as efficiency of its operations. S/he ensures cost-effective use of EUBAM resources and appropriate management processes and mechanisms.

The Head of Mission has the overall management responsibility for app. 230 international and national personnel.

Detailed description of activities:

- Assume overall responsibility for the implementation of EUBAM strategy, operations and activities and for the achievement of results. Assume responsibility for the overall management, communications, reporting and security of the Mission and its personnel.
- Assume responsibility for work of the Mission personnel and overall supervision and guidance as relates to EUBAM operations and activities. Lead and supervise staff through general and individual instructions as pertains to areas not covered in the standard operating and administrative procedures
- Assume overall accountability for the management of EUBAM financial resources, formulation and implementation of the budget and appropriate internal controls within the framework of the Description of action and in accordance with relevant regulatory framework and operational procedures of the EC and UNDP.
- Ensure conformity with applicable standard operating and administrative procedures as well as compliance of EUBAM procedures with the relevant regulatory frameworks and the EUBAM-specific division of roles and responsibilities in managing resources, as per delegation of authority.
- Ensure compliance with the regulatory frameworks related to security, security and safety guidelines and procedures in co-ordination of the Designated Officials of the United Nations to Ukraine and the Republic of Moldova.
- Ensure management of strategic partnerships and communications with all EUBAM stakeholders including the Governments of the partner countries, senior EC officials and officials of the EU member states and senior officials of international organisations. Regularly participate in meetings, conferences and undertake consultations.
- Work closely with the various Commission services and the EU Delegations to Republic of Moldova and Ukraine on implementation of the overall objectives of EUBAM. Provide overall coordination with other related EC assistance projects or projects of other donor countries/institutions.

- Ensure timely and appropriate reporting to the EEAS and other Commission services and the relevant Council bodies (PSC, COEST, CIVCOM, ENPI committee).
- Represent EUBAM in senior level meetings with Moldovan and Ukrainian partner services, in meetings with EU Member State representations in the Republic of Moldova and Ukraine, and with international organisations (such as OSCE).

Main outputs/deliverables:

1. Overall responsibility for the development and implementation of EUBAM strategy, operations and activities and achievement of results as well as management, communications, reporting and financial resources.
2. Overall supervision of, and guidance to, personnel as relates to EUBAM operations and activities and responsibility for the security of the Mission and its personnel.
3. Effective relationships with strategic partners at senior-level in the partner countries, the EC, EU Member States and international organisations

Monitoring and reporting requirements:

The Head of Mission reports to the Heads of EU Delegations to Ukraine and the Republic of Moldova and to the UN Resident Coordinator/UNDP Resident Representative in Ukraine and Moldova.

Selection criteria/requirements:

- Master's degree in law, economics, business management or a related field.
- Extensive experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- At least 25 years of relevant professional experience in border management, customs management, law enforcement, crisis management or a related field, of which at least 10 years spent in a senior management position.
- Relevant operational experience with border police/customs/other law enforcement services in EU Member States or at the European level.
- Experience with capacity building projects related to law enforcement services or with EU/EC police or customs missions in transition/developing countries is an asset.
- Excellent communication and interpersonal skills.
- Excellent leadership, management and political skills and broad operational experience.
- Fluency in written and spoken English. Knowledge of other EU languages and Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Deputy Head of Mission

Main objectives of the assignment:

The Deputy Head of Mission works under the overall supervision and with delegated authority of the Head of Mission and provides day-to-day management and coordination to the EUBAM in implementation of its activities and its Headquarters and field operations. S/he leads and supervises the work and activities of the Analytical and Operational Support and Capacity Building Units, the EUBAM Liaison Office in the Republic of Moldova as well as the EUBAM Field Offices. The Deputy Head of Mission assumes overall responsibility for EUBAM in the absence of the Head of Mission.

The Deputy Head of Mission leads and supervises a number of senior professionals.

Detailed description of activities:

- Oversee and coordinate EUBAM's operations, communications and reporting activities and its day-to-day management in conformity with the standard operating procedures, administrative procedures, or specific internal procedures and through general or individual instructions.
- Oversee and lead EUBAM operations at all Mission locations. Oversee and supervise the work of the Analytical and Operational Support and the Capacity Building Units, the Liaison Office in the Republic of Moldova and EUBAM Field Offices.
- Provide support and substantive advice to strategy, planning and implementation processes as well as functions, structures and management mechanism of EUBAM
- Create and maintain strategic partnerships with main constituencies of EUBAM and represent and promote EUBAM with different audiences in the Republic of Moldova and Ukraine. Represent EUBAM at senior level meetings with Moldovan and Ukrainian partner services, with EU Member State representations in the Republic of Moldova and Ukraine, and with international organisations.
- Work closely with Commission services, the EU Delegations to the Republic of Moldova and Ukraine, including on coordinating the Mission's work with other related EU assistance projects, and on delivering recommendations for specific capacity building tasks.
- Ensure timely and appropriate reporting, including regular operational reporting on Mission's work to the EEAS and project reporting to EU and UNDP.
- Act as officer-in-charge in the absence of the Head of Mission and within the framework of EUBAM mandate and the Description of Action.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Responsibility for the day-to-day management of EUBAM activities and operations at HQ and all field locations (as per EUBAM work plan).
2. Leadership and supervision of the Analytical and Operational Support Unit, Capacity Building Unit, EUBAM Liaison Office and Field Offices.
3. Development of strategy, planning and implementation processes as well as functions, structures and management mechanism of EUBAM.

Monitoring and reporting requirements:

The Deputy Head of Mission reports to the Head of Mission, who is responsible for appraisal of performance and quality of work deliverables.

Selection criteria/requirements:

- Master's degree preferably in law, economics, business management or a related field.
- Extensive experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- At least 20 years of operational experience of border management (preferably in IBM), customs management, law enforcement, crisis management or related fields, of which at least 7 years spent in a senior management position.
- Relevant operational experience with border police/customs/other law enforcement services in EU Member States or at the European level.
- Experience with customs/border guard reform projects/missions in transition developing countries is an asset.
- Excellent leadership, management and political skills and broad operational experience.
- Excellent communication and interpersonal skills.
- Demonstrated ability to decisively build and manage teams in a multinational environment and manage complex partner/stakeholder relationships.
- Fluency written and spoken English. Knowledge of other EU languages and Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Management Advisor

Main objectives of the assignment:

The Management Advisor ensures effective and efficient functioning of the Office of Executive Management and Legal Affairs, maintenance of protocol procedures, management of information flows and follow-up on deadlines and commitments. Under the overall guidance of the Head of Mission, s/he provides advice to the senior management team in determining and elaborating Mission policy and strategic direction.

S/he supervises the personnel of the Office of Executive Management and Legal Affairs and Interpreter Cell.

Detailed description of activities:

- Provide strategic advice and support to the Head of Mission by:
- Supporting formulation and drafting of the EUBAM Description of Action and other strategic documents.

- Providing strategic oversight to planning, implementation and monitoring of the EUBAM Action Plan and budget and oversee and coordinate reporting processes.
- Advicing on the matters related to the implementation of the Memorandum of Understanding and in drafting amendments to the Memorandum of Understanding and other EUBAM legal documents.
- Providing legal advice on issues related to EUBAM mandate.
- Providing strategic advice on organisational improvements and human recourse planning and management (including disciplinary proceedings).
- Providing advice on ways to enhance cooperation with the partner services and with EU member states.
- Oversee and ensure the effective and efficient functioning of the Office of Executive Management and Legal Affairs by:
 - Managing and supervising the activities of the Office of Executive Management and Legal Affairs including Interpreter Cell.
 - Coordinating and overseeing organisation of regular EUBAM meetings (Advisory Board of Secretariat, Internal Coordination, External Coordination, Internal Evaluation Meetings)
 - Ensuring effective translation services are provided (including timeliness and high quality of the translated documents; management of an optimal interpretation assistance to EUBAM activities).
 - Ensuring the compliance with protocol procedures for all events of the Mission.
- Oversee and ensure effective and efficient functioning of the Office of the Head of Mission by:
 - Coordinating the activities of the Executive Team as related to the work of the Head of Mission.
 - Managing Head of Mission's calendar and contacts with high-ranking visitors, arranging, and participating in, appointments and meetings, drafting minutes of senior level meetings.
 - Preparing high quality briefing materials for appointments, meetings, missions.
 - Preparing and overseeing preparation of correspondence, oversee management the filing system ensuring safekeeping of confidential materials, and archiving of documents and correspondence.
- Ensure and oversee effective communications support by:
 - Formulating and drafting internal guidelines, directives, and comments for approval of the Head of Mission, follow-up on implementation as required.
- Coordination of the information flows within EUBAM, between HoM office and EU Delegations in Ukraine and the Republic of Moldova.
- Following up on deadlines, commitments, actions and coordinating collection reports.
- Presentation of proposals to eliminate communication bottlenecks in the office and streamline processes.

- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice to Head of Mission on a wide range of strategic, legal and organisational issues related to the mandate of EUBAM and the formulation and implementation of the EUBAM Plan of Action.
2. Effective management and coordination of the activities of Office of Executive Management and Legal Affairs, including the Interpreters Cell including work planning and performance assessment.
3. Effective management and provision of support functions and communications mechanisms and processes of the Head of Mission's Office.

Monitoring and reporting requirements:

The Management Advisor reports to the Head of Mission, who is responsible for appraisal of performance and quality of work deliverables. Reporting takes place through written and verbal briefs

Selection criteria/requirements:

- Master's degree in law, economics, international relations or a related field.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution
- A minimum of ten (10) years relevant working experience in law enforcement of which minimum 4 years at managerial level.
- Experience with customs/border guard reform projects/missions in transition/developing countries is an asset.
- Demonstrated ability to develop and maintain effective work relationships and to work in teams.
- Proven planning and organisational skills.
- Excellent communication, drafting and interpersonal skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Strategy, Planning and Performance Advisor

Main objectives of the assignment/scope of work:

The Strategy, Planning and Performance Advisor works under the supervision of the Head of Mission and is responsible for the development and implementation of a comprehensive range of systems and tools in support of EUBAM's strategy formulation and implementation processes. S/he is in charge of

EUBAM's performance management system and its consistent implementation through a comprehensive range of aiding processes and tools.

The Strategy, Planning and Performance Advisor leads the work of the Strategy, Planning and Performance Office and national personnel.

Detailed description of activities:

- Oversee, coordinate and manage the strategic planning processes of EUBAM by developing and formulating planning frameworks, plans and inputs to various planning documents required for the development and formulation of EUBAM Plan of Action.
- Design and develop systems and tools for results-based management and monitoring of progress towards objectives and results within the EUBAM Plan of Action.
- Develop a Performance Management System to serve for monitoring, assessing and improving performance of EUBAM. Oversee a EUBAM-wide implementation of the PMS through various tools such as strategy seminars, risk assessment tools, scoring and reporting systems, feedback mechanisms.
- Design and develop systems and tools for monitoring the implementation of activities within the EUBAM Plan of Action and ensure EUBAM-wide implementation by establishment of mechanisms for update and follow-up. Formulate and draft documents, guidelines, templates and formats to aid the use of the systems and tools and train and guide the EUBAM experts in their use.
- Prepare and formulate regular reports on progress achieved in the implementation of EUBAM Plan of Action.
- Propose and implement instruments of evaluation of EUBAM performance. Act as EUBAM evaluation focal point for external evaluations; follow up on implementation of evaluation findings.
- Participate and provide conceptual inputs to budgeting and budget monitoring systems and processes.
- Formulate, draft and compile regular reports on EUBAM's strategy formulation and implementation approaches.
- Prepare papers, notes and presentation on the Mission's development, its focus and working methods.
- Organise meetings related to preparation/implementation of the plan of action, participate and provide inputs to coordination mechanisms such the monthly coordination meetings with EUBAM managers
- Support by providing recommendations, proposals and inputs the development/improvement of performance management approaches and systems of the partner services, as requested.
- Acts as activity holder by managing specific activities under the EUBAM Plan of Action.
- Perform other tasks as assigned.

The Communications Expert reports to the Head of Mission and supervises the work of a team of national personnel.

Detailed activities:

- Oversee the activities of the Communications Office, prepare work plans, reports and supervise communications personnel in Odessa and Chisinau.
- Develop the EUBAM communications strategy and formulate related plans in line with EU and UNDP guidelines and policies and formulate related plans.
- Coordinate and oversee the implementation of the communications and other related plans.
- Coordinate and manage EUBAM's publication activities including content management, norms for publishing, design, production and printing and supervision of dissemination.
- Identify and develop storylines for publications and substantive articles, draft media inputs and articles.
- Develop and oversee implementation of advocacy and outreach (public information) campaigns and the development of public information/advocacy materials, respond to inquiries for public information. Develop materials for special events.

- Design the EUBAM web site in cooperation with IT, supervise the preparation, and prepare/update, web content. Ensure consistency and accuracy of the published materials.
- Ensure coverage of EUBAM's work through development and maintenance of media contacts and providing newsworthy information to media. Design and promote campaigns with local and regional media. Facilitate access for journalists to EUBAM experts.
- Develop and foster close contacts with press services of government institutions, multilateral and bilateral donors, civil society and private sector for implementation of the communications strategy (organization of roundtable discussions, press conferences, briefing sessions, interviews, launching events, etc).
- Provide advice and support to various parts of EUBAM in developing and designing communications activities within the framework of their work.
- Plan and conduct training, provide advice to EUBAM staff on communications.
- Maintain contact with respective communications and media officers of the EU and UNDP and provide inputs to UNDP publications and materials, if needed.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. EUBAM communications strategy and implementation plans developed based on "Plan of Action".
2. Communications plan implemented through organisation of a variety of activities such as publication of a newsletter, web-site updates, media articles, press interviews/briefings and

Main outputs/deliverables:

1. An effective and adequate system and a set of tools for results-based management and monitoring of progress towards objectives and results within the EUBAM.
2. Consistent EUBAM-wide implementation of the Performance Management System (PMS) and affiliated tools and training to staff.
3. Qualitative strategic frameworks, presentations and reports.

Monitoring and reporting requirements:

The Strategy, Planning and Performance Advisor reports to the Head of Mission, who is responsible for appraisal of performance and quality of work deliverables. Reporting takes place through written and verbal briefs

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs/Border Police or Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- A minimum of ten (10) years relevant working experience in field of strategy development and/or quality management in a national or international public administration of which minimum 4 years spent at managerial level.
- Good overall understanding of border security and law enforcement issues.
- Extensive experience with performance management systems, monitoring & evaluation, strategic planning and quality management.
- Previous experience with border police/customs reform projects in transition/developing countries is an asset.
- Demonstrated analytical skills and excellent drafting and communication skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Communications Expert

Main objectives of the assignment/scope of work:

The Communications Expert plans, develops and oversees implementation of all communications activities of EUBAM covering outreach, advocacy and publications. S/he works in a proactive manner with media and communications offices of the partner services to advocate for EUBAM's mission and mandate and inform about EUBAM's activities and results.

advocacy events and support provided to EUBAM experts and partner services in their outreach/advocacy activities (as per EUBAM work plan).

3. Publications plan implemented through development and publication of a variety of special publications and public information materials (as per EUBAM work plan).

Monitoring and reporting requirements:

The Communications Expert reports to the Head of Mission, who is responsible for appraisal of performance and quality of work deliverables. Reporting takes place through written and verbal briefs

Selection criteria/requirements:

- Master's degree preferably in social sciences, journalism or public relations.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- At least eight (8) years of relevant professional experience in public relations, communications or advocacy.
- Very good overall understanding of border security issues and ability to communicate issues to both generalist and specialist audiences.
- Previous international with border police/customs reform projects in transition/developing countries is an asset.
- Demonstrated ability in elaborating and implementing communications and publications strategies as well as in developing and managing media and advocacy campaigns.
- Outstanding drafting and communication skills.
- Excellent command of written and spoken English. Knowledge of Russian, Ukrainian and/or Moldovan is an asset.
- Familiarity with relevant IT software tools (Windows, web page design tools).
- National certificate of no criminal record.

Trust Officer (seconded)

Main objectives of the assignment/scope of work:

The Trust Officer works on a broad range of issues related to personnel well being respecting a strict confidentiality in all dealings with the personnel. S/he reports to the Head of Mission.

Detailed activities:

- Serve as a point of contact for all personnel for issues related to staff well being and social and working environment within EUBAM Headquarters and Field Offices being accessible to all staff of EUBAM for discussions and support.

- Liaise between Head of Mission and Mission personnel in relation to the staff well being and social and working environments.
- Maintain frequent and close contact and develop a trustful relationship with the personnel in the HQ/FO the staff.
- Keep abreast with the working and social situation in EUBAM, work pro-actively to identify possible problems and, as necessary, draw attention of the Head of Mission to particular issues.
- Make recommendations/proposals to Head of Mission (or in his absence, to Deputy Head of Mission) aiming at achieving/maintaining a stable working environment within EUBAM.
- Contribute to team-building activities and organise induction trainings.
- Support the implementation of EUBAM Code of Conduct.
- Perform other tasks as assigned.

Monitoring and reporting requirements:

The Trust Officer reports to the Head of Mission, who is responsible for appraisal of performance and quality of work deliverables. Reporting takes place through written and verbal briefs

Selection criteria/requirements:

- Education background in management, social sciences and psychology or a related field.
- Experience in working with staff associations and/or trade unions.
- Excellent interpersonal and communications skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- National certificate of no criminal record.

Liaison Officer of the EUBAM in the Republic of Moldova and Border Police Advisor

Main objectives of the assignment/scope of work:

The Liaison Officer of the EUBAM in the Republic of Moldova and Border Police Advisor is responsible for EUBAM's liaison function towards the Moldovan Border Guard Service and other law enforcement agencies. S/he regularly represents EUBAM in various meetings and activities related to EUBAM mandate. S/he acts as advisor on organisational development towards EU standards at the strategic level of the Moldovan Border Guard Service.

The Liaison Officer of the EUBAM in the Republic of Moldova and Border Police Advisor reports to the Deputy Head of Mission and supervises the work of the team.

Detailed description of activities:

- Oversee the Liaison Office of the EUBAM in the Republic of Moldova and plan/coordinate the activities of the Liaison Office.
- Liaise and coordinate, in support of implementation of EUBAM Action Plan and various activities, with the Border Guard Service and other law enforcement agencies of the Republic of Moldova and law enforcement attachés of EU Member States and other Moldovan authorities.
- Undertake analysis of strategic issues related to the border guard/border police function.
- Provide advise on organisational development of the Border Guard Service at strategic level and on development and implementation of operational procedures and technical aspects related to the Border Guard Service at the central level.
- Regularly participate in meetings and represent EUBAM with Moldovan partner services.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advise on organisational development and operational/technical issues related to Moldovan Border Guard service relevant for the central level (as per EUBAM work plan).
2. Support to implementation of EUBAM Action Plan through coordination with various Moldovan stakeholders (as per EUBAM work plan).
3. Represent EUBAM towards Moldovan partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Liaison Officer of the EUBAM in the Republic of Moldova and Border Police Advisor reports to the Deputy Head of EUBAM who is responsible for appraisal of performance and quality of work deliverables. Reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Border Guard/Border Police/Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- At least ten (10) years of relevant professional experience in border management, law enforcement, crisis management or related fields, of which at least 5 years at management level.

- Operational experience with border police services active in fight against corruption/trafficking/fraud/organised crime. Operational experience with other law enforcement services is an asset.
- Experience with projects related to law enforcement services or with EU/EC border/police missions in transition or developing countries is an asset.
- Demonstrated ability to decisively build and manage teams in a multicultural environment and to manage complex partner/stakeholder relationships.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian and/or Moldovan languages is an asset
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Customs Expert in the Republic of Moldova

Main objectives of the assignment/scope of work:

The Customs Expert in the Republic of Moldova works in the EUBAM Liaison Office and is responsible for supporting a wide range of activities related to development and implementation of the customs function. S/he works in close contact with various Moldovan partners and maintains an up-to-date understanding and knowledge of the issues. S/he coordinates and cooperates frequently with the experts of Strategy and Policy Development Cell on formulation and monitoring of customs capacity building activities.

Detailed description of activities:

- Function as EUBAM liaison in relation to the Customs Service of the Republic of Moldova, and law enforcement attachés of EU Member States and other Moldovan authorities involved with customs issues.
- Advice on development and implementation of the function/organisation/ structures of the Moldovan Customs Service at the central level within the EUBAM Action Plan.
- Formulate and elaborate activities for further development of the Customs Service of the Republic of Moldova (in co-operation with other EUBAM experts on customs related matters) based on EU standards and in line with EU best practices. Monitor their implementation.
- Advise on, and propose solutions to, particular operational cases as regards proper implementation of customs status and customs procedures to the Customs Service of Republic of Moldova related to trade originating from the Transnistrian region of the Republic of Moldova.
- Keep abreast of the developments as relates to the area of work.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advise development and implementation of the function/organisation/ structures of the Moldovan Customs Service at the central level (as per EUBAM work plan).
2. Support to formulation and implementation of activities related to organisational and legislative development of Moldovan Customs Service in coordination with EUBAM experts (as per EUBAM work plan).
3. Operational advice on cases related to customs status/procedures related to trade originating from Transnistrian region of the Republic of Moldova (as per ad hoc request of the Moldovan partner services).

Monitoring and reporting requirements:

The Customs Expert in the Republic of Moldova reports to the Liaison Officer of the EUBAM in the Republic of Moldova and Border Police Advisor who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant of a EU Member State or EU institution dealing with customs issues.
- At least eight (8) years experience in a customs administration or a related service dealing with customs issues of which at least 4 years experience in the area of customs status and customs procedures.
- Relevant operational experience with customs service in customs organisational development, trade policy measures or customs procedures in EU Member States or at the European level.
- Experience with capacity building projects related to law enforcement services or with EU/EC customs missions in transition or developing countries is an asset.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian and/or Moldovan languages is an asset.
- Computer literacy (Windows applications).
- To be in position to obtain a security clearance of as least "EU secret".

Head of Field Office (in Chisinau, Otaci, Basarabeasca (the Republic of Moldova) and Kotovsk, Kuchurgan, and Odessa (Ukraine) - 6 posts)

Main objectives of the assignment/scope of work:

The Head of Field Office is responsible for planning and overseeing all activities and the day-to-day management of the Field Office under the supervision of the Deputy Head of Mission of EUBAM. S/he is

responsible for the conduct of the staff and the quality of assistance provided by the Field Office to the partner services at relevant locations as well as regular reporting on activities, findings and observations through the EUBAM reporting mechanisms.

S/he coordinates and guides the work of a team of seconded international experts and national personnel.

Detailed description of activities:

- Manage and oversee all operational activities and staff of the Field Office and ensure that EUBAM provides monitoring support, advice and on-job training - as applicable to mandate of the Field Office - at Moldovan and Ukrainian border crossing points, inland customs houses, relevant law enforcement posts, internal Transnistrian boundary line, at seaports and along the green and blue border areas as per the Mission mandate and the Description of Action.
- Plan and organise the work of the seconded personnel under his/her direct supervision and responsibility, determine tasks and work plans and monitor results, decide on work schedule and shifts.
- Ensure discipline and obedience to the Code of Conduct/Standard Operating Procedures/Standard Administrative Procedures and instructions issued by EUBAM Headquarters.
- Oversee planning and implementation of transfer of skills through on-the-job training and support given by the EUBAM field personnel to the operational customs or border guards partner services in a live working environment.
- Ensure that the advice and support provided by the EUBAM field personnel to the partner services is pro-active, follows the provisions of the Moldovan and Ukrainian legislation and is in line with rules/regulations of the EU and the best practices of EU member states and follows EUBAM instructions.
- Maintain daily contacts with EUBAM Headquarters and prepare daily, weekly and ad hoc reports (situation reports, incident reports) to AUSU.
- Provide support to Mission's specific operational activities (such as investigations or analysis).
- Facilitate exchange of information between partner services by organisation of meetings and coordination of joint activities at the local level.
- Perform any other tasks as assigned.

Main outputs/deliverables:

1. Management of the Field Office by planning and supervision of seconded experts and national personnel.
2. Overall responsibility for planning and implementation of monitoring and support activities of the Field Office (as per EUBAM work plan)
3. Pro-active, relevant and accurate transfer of skills through on-the-job training and guidance provided by the Field Office to the partner services within the range of the Field Office (as per EUBAM work plan).

Monitoring and reporting requirements:

The Head of Field Office reports to the Deputy Head of Mission who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs/Border Police or Border Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs or law enforcement official or civil servant of a EU Member State or EU institution.
- At least ten (10) years of operational experience of border and/or customs controls, of which at least 4 years at management level.
- Experience with customs/border guard reform projects/missions in transition or developing countries is an asset.
- Demonstrated ability to decisively build and manage teams in a multinational environment.
- Very good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- Possibility to obtain security clearance of at least level "EU Secret".

Head of Analytical and Operational Support Unit (AOSU)

Main objectives of the assignment/scope of work:

The Head of Analytical and Operational Support Unit develops and leads EUBAM's analytical and operational activities and works under the supervision of the Deputy Head of Mission. S/he defines and formulates the strategic objectives for the Mission's analytical and operational interventions and is responsible for the results of the EUBAM Action Plan as relates to analytical and operational activities. S/he works closely with various Moldovan and Ukrainian and international partners.

S/he coordinates and guides the work of a team of international experts and national personnel.

Detailed description of activities:

- Define and formulate results for EUBAM's interventions in analytical and operational fields of work, plan activities of AOS with the objective of effective implementation of the EUBAM Action Plan.

- Oversee and coordinate all activities within AOSU (between the Operations Quality Control Cell, Analysis Cell, and Investigation Advice Cell) and coordinate activities between AOSU and other parts of EUBAM.
- Ensure that the support provided by AOSU to the EUBAM Field Offices is timely/consistent/accurate. Ensure consistent and constant flow of information and timely and qualitative reporting and inputs from AOSU to other parts of EUBAM.
- Plan and determine tasks and work plans and monitor results of international experts and national personnel in AOSU and supervise all activities of the Unit in accordance to the EUBAM mandate.
- Oversee and coordinate processes of data collection and analysis/evaluation and ensure dissemination of analytical and operational products to relevant partners. Oversee and supervise preparation and delivery of periodic and ad hoc analytical and operational products (reports, briefings, risk analyses, presentations, write-ups) such as Common Border Security reports, Trade reports, Alerts etc.
- Oversee and coordinate AOSUs work to advise the partner services on management of investigations (at tactical and operational levels) and implementation of special investigative techniques.
- Oversee and coordinate advice for establishment and guidance on common risk analysis standards and the implementation of structured, systematic and coordinated risk analysis processes in customs and border guard services:
- Contribute to the elaboration and regular updating of assessments of operational capacities of all levels of border management - at the strategic, operational and tactical level.
- Formulate operational plans and orders, official documents and correspondence including those associated with sensitive or EU restricted data and information.
- Identify opportunities for new initiatives and new areas of work through strategic networking with a variety of partners and institutions.
- Support the Mission Management in strategic decision-making and establishment of EUBAM policy on national and international levels and the Deputy Head of Mission in daily and operational management issues.
- Advise and facilitate implementation of joint cooperation activities (such as joint border control operations) at national and international levels of the Moldovan and Ukrainian law enforcement authorities.
- Facilitate cooperation and communication with EU agencies (such as FRONTEX and Europol) and other international organisations and regional institutions (Interpol, World Customs Organisation, IOM, SECI Centre, etc.) with the objective to support the operational activities of the law enforcement authorities of the Republic of Moldova and Ukraine.
- Facilitate communication between the law enforcement authorities of the EU member states and the law enforcement authorities of the Republic of Moldova and Ukraine.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Concepts and plans for operationalisation of EUBAM's mandate in the field of analytical and operational support to partner institutions (as per EUBAM mandate).
2. Overall responsibility for planning and implementation of EUBAM's objectives and activities in the area of analytical and operational support to partner institutions (as per EUBAM work plan).
3. Day-to-day delivery of tactical, operational and analytical support to partner institutions and management of AOSU personnel (as per EUBAM work plan).

Monitoring and reporting requirements:

Head of Analytical and Operational Support Unit reports to the Deputy Head of EUBAM who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma of Police/Customs/Border Police or Border Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least ten (10) years of operational experience of border and customs controls of which at least 5 years at management level.
- Experience with customs/border guard reform projects/missions in transition or developing countries is an asset.
- Demonstrated ability to decisively build and manage teams in a multinational environment and manage complex partner/stakeholder relationships.
- Very good interpersonal, communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Russian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Operational Quality Control Coordinator and Technical Advisor to the Head of Mission

Main objectives of the assignment/scope of work:

The Operational Quality Control Coordinator supervises the day-to-day activities of Operational Quality Control Cell, which is in charge of tactical coordination between the various parts of EUBAM and partner institutions and functions as the 1st service point in relation to the operations of the Field Offices. S/he ensures accurate and timely flows of tactical and operational information and supports the work of the Head of Unit in the management and coordination of the work plan and results of the Team. S/he provides advice and operational support to the Head of Mission with formulation and implementation of EUBAM's strategies and activities related to the Transnistrian issue.

S/he coordinates and guides the work of the Operations Control team of seconded international experts and national personnel.

Detailed description of activities:

- Review and assess the flow of operational information (daily reports, weekly reports etc) with AOSU and Field Offices, propose/take corrective action.
 - Implement quality management for AOSU's activities by conducting quality control of all outgoing documents (such as reports, letters) in line with the all-over quality management approach and system in place within EUBAM. Contribute to drafting and ensuring quality of activities assigned to the AOSU.
 - Ensure implementation of proper controls of non-violation of data-protection guidelines within AOSU and ensure archiving of all operational data.
 - Act as a 1st service point for operational issues, particularly in relation to the field offices, ensure the timeliness and effectiveness of the operational support provided as the 1st service point.
 - Support development and implementation of EUBAM's strategy, initiatives and activities related to the Transnistrian issue.
 - Provide advice, technical inputs and operational support towards implementation of EUBAM Action Plan as relates to the settlement of the Transnistria conflict.
-
- Conceptualise and implement technical plans and projects to facilitate the confidence-building activities. Facilitate communication processes between the parties by organising meetings, information exchanges and consultations between the stakeholders.
 - Formulate and draft plans, briefs, concept papers on various technical topics related to the facilitation process.
 - Coordinate the inputs of AOS to the action plan of EUBAM and other Mission-wide planning and monitoring activities.
 - Support the Head of Unit in management of activities and replace her/him during absence.
 - Perform other tasks as assigned.

Main outputs/deliverables:

1. Quality control and quality management of all products of AOSU and FOs and the OQCC (as per EUBAM work plan).
2. Planning and coordination of the activities of the Operations Quality Control Cell with the objective of effective and efficient operational support to EUBAM Field Offices and the local levels of the PS (as per EUBAM work plan).
3. Advice and operational support to the Head of Mission on development and implementation of a variety of strategies, plans and activities in relation of EUBAM's work towards settlement of the Transnistrian conflict.

Monitoring and reporting requirements:

Operational Quality Control Coordinator reports to the Head of Analytical and Operational Support Unit and the Head of Mission who are responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs/Border Police or Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least ten (10) years of operational experience of border and / or customs controls, of which at least 4 years spent at management level.
- Knowledge and experience in operationalisation of quality control/quality assurance mechanisms.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Demonstrated ability to decisively build and manage teams in a multinational environment.
- Good communications, interpersonal and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and /or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Operations/Quality Control Experts (seconded - 4)

Main objectives of the assignment/scope of work:

The Operations/Quality Control Expert works in the Operations Quality Control Cell under the immediate supervision of the Operational Quality Control Coordinator and overall supervision of the Head of Analytical and Operational Support Unit. His/her main responsibility is to provide backstopping and support to the EUBAM Field Offices and the local level of the partner services on operational issues and to contribute to the quality control processes of EUBAM operations.

Detailed activities:

- Plan and implement a full range of activities that are required for effective functioning of a 1st service point for operational issues.
- Coordinate and address operational issues with the Field Offices.
- Formulate/prepare daily /weekly/Flash and Alert reports.
- Work in shifts to enhance EUBAM's capability for situational awareness outside regular duty hours

- Perform other tasks as assigned.

Monitoring and reporting requirements:

Operations/Quality Control Expert reports to the Operational Quality Control Coordinator who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Active law enforcement official or civil servant of a EU Member State or EU Institution.
- At least 5 years of operational experience of border and / or customs controls.
- Practical experience of quality control/quality assurance.
- Experience in information management
- Very good command of written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Customs Analyst

Main objectives of the assignment/scope of work:

The Customs Analyst works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for collection of information and data from various sources and preparation of analytical products (such as reports and statistics) for the use of EUBAM and various partner institutions.

The Customs Analyst respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains, or accesses in connection with the activities.

Detailed description of activities:

- Collect data and information from internal (Field Offices and other units) and external sources such as partner services, international organisations (FRONTEX, Interpol and Europol) and open sources.
- Ensure information flows and share information within the EUBAM and with partner services.
- Analyse data and information received from the Field Offices and partner services using wide selection of research tools with the objective to solicit findings and observations (on criminal phenomena and individual cases) for use of investigative and tactical/operational levels of partner services.
- Support development of operational responses to trends and findings to partner services within the framework of EUBAM objectives.

- In close cooperation with the Capacity Building Team, identify and address training needs of the Moldovan and Ukrainian partner services.
- Contribute to drafting of regular (weekly, monthly, annual) and ad hoc reports (incident, thematic, special).
- Compile and formulate statistical information on results of EUBAM's activities.
- Contribute to the development of EUBAM's and partner services analytical capacity by advising partner services and developing training materials and conducting training of partner institutions.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Reliable and accurate analytical outputs on customs related issues formulated for use of EUBAM and partner services (as per EUBAM work plan).
2. Timely inputs to periodic and ad hoc reports for use of EUBAM and partners produced annually (as per EUBAM work plan).
3. Advisory and capacity-building support services in customs data collection and analysis provided to partner institutions (as per EUBAM work plan).

Monitoring and reporting requirements:

The Customs Analyst reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant of a EU Member State or EU institution.
- Minimum eight (8) years of professional experience in customs operations of which a minimum of 4 years in an analytical unit.
- Solid experience in analysis of customs trade data with a view to detect patterns of customs-related fraud.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good drafting and communications skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy in Windows applications. Experience with data analysis and research software, preferably Analyst Notebook (i2)
- National certificate of no criminal record.

Customs Investigation Analyst

Main objectives of the assignment/scope of work:

The Customs Investigations Analyst works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for collection of information and data from various sources and preparation of analytical products (such as reports and statistics) for the use of EUBAM and various partner institutions.

The Customs Investigation Analyst respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the EUBAM activities.

Detailed description of activities:

- Collect data and information related from internal (Field Offices and other units) and external sources such as partner services, international organisations (FRONTEX, Europol, Interpol) and open sources.
- Ensure information flows and share information within the EUBAM and with partner services.
- Analyse data and information received from the Field Offices and partner services using wide selection of research tools with the objective to solicit findings and observations (on criminal phenomena and individual cases) for use of investigative and tactical/operational levels of partner services.
- Support development of operational responses to trends and findings to partner services within the framework of EUBAM objectives.
- In close cooperation with the Capacity Building Unit, identify and address training needs of the Moldovan and Ukrainian partner services
- Contribute to drafting of regular (weekly, monthly, annual) and ad hoc reports (incident, thematic, special).
- Compile and formulate statistical information on results of EUBAM activities.
- Contribute to the development of EUBAM's and partner services analytical capacity by advising partner services and developing/conducting training.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Reliable and accurate analytical outputs on customs investigations formulated for use of EUBAM and partners services (as per EUBAM work plan).
2. Timely inputs to a variety of periodic and ad hoc reports for use of EUBAM and partners (prepared as per EUBAM work plan).
3. Advisory and capacity-building support in data collection and analysis planned and delivered to partner institutions (as per EUBAM work plan).

Monitoring and reporting requirements:

The Customs Investigation Analyst reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from a Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant of a EU Member State or EU institution.
- Minimum of eight (8) years of previous experience in customs operations of which a minimum of 4 years in investigative (customs investigation) unit.
- Solid experience in analysis of customs trade data with the objective of detecting patterns of customs-related fraud.
- International experience with customs/border police reform projects in transition/developing countries is an asset.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications). Experience with data analysis and research software, preferably Analyst Notebook (i2)
- National certificate of no criminal record.

Fiscal analyst

Main objectives of the assignment/scope of work:

The Fiscal Analyst works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for collection of information and data from various sources and preparation of analytical products (such as reports and statistics) for the use of EUBAM and various partner institutions.

The Fiscal Analyst respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the activities.

Detailed description of activities:

- Collect data and information from internal (Field Offices, Risk Analysis and Investigation Advice Cells and other units) and external sources such as partner services, international organisations (Frontex, Europol, Interpol) and open sources.

- Ensure information flows and share information within the EUBAM and with partner services.
- Analyse data and information using wide selection of research tools received from the Field Offices and partner services with the objective to solicit findings and observations (on criminal phenomena and individual cases) for use of investigative and tactical/operational levels of partner services.
- Support development of operational responses to trends and findings to partner services within the framework of EUBAM objectives.
- In close cooperation with the Capacity Building Team, identify and address training needs of the Moldovan and Ukrainian partner services.
- Contribute to drafting of regular (weekly, monthly, annual) and ad hoc reports (incident, thematic, special).
- Compile and formulate statistical information as input to expected results in EUBAM's Description of Action.
- Contribute to the development of EUBAM's and partner services analytical capacity by advising partner services and developing training materials/conducting training.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. ~~Reliable and accurate analytical outputs in the field of fiscal analysis formulated for use of EUBAM and partner services (as per EUBAM work plan).~~
2. Timely inputs to periodic and ad hoc reports for use of EUBAM and partners produced (as per EUBAM work plan)
3. Advisory and capacity-building support activities in the field of fiscal analysis in collection and analysis provided to partner institutions (as per EUBAM work plan).

Monitoring and reporting requirements:

The Fiscal Analyst reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs Academy complemented with minimum 8 years of relevant working experience and special training.
- Experience as national or international customs official or civil servant of a EU Member State or EU institution.
- Minimum of eight (8) years of previous experience in customs operations of which a minimum of 4 years in customs fiscal unit.
- Solid experience in analysis of customs trade data with a view to detect patterns of customs fraud.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.

- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications). Experience with data analysis and research software, preferably Analyst Notebook (i2)
- National certificate of no criminal record.

Border Police / Guard Analyst (2)

Main objectives of the assignment/scope of work:

The Border Police/Guard Analyst works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for collection of information and data from various sources and preparation of analytical products (such as reports and statistics) for the use of EUBAM and various partner institutions.

The Border Police/Guard Analyst respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the activities.

Detailed description of activities:

- Collect data and information from internal (Field Offices, Risk Analysis and Investigation Advice Cells and other units) and external sources such as partner services, international organisations (FRONTEX, Europol, Interpol) and open sources.
- Ensure information flows and share information within the EUBAM and with partner services involved in risk management.
- Analyse data and information received from the Field Offices and partner services using a wide selection of research tools with the objective to solicit findings and observations (on criminal phenomena and individual cases) for use of investigative and tactical/operational levels of partner services.
- Support development of operational responses to trends and findings to partner services within the framework of EUBAM objectives.
- In close cooperation with the Capacity Building Team, identify and address training needs of the Moldovan and Ukrainian partner services.
- Contribute to drafting regular (weekly, monthly, annual) and ad hoc reports (incident, thematic, special).
- Compile and formulate statistical information on results of EUBAM activities.
- Contribute to the development of EUBAM's and partner services analytical capacity by advising partner services and developing/conducting training.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Reliable and accurate analytical outputs on border police/guard analysis formulated for the use of EUBAM and partner services (as per EUBAM work plan).
2. Timely inputs annually to periodic and ad hoc reports for use of EUBAM and partners produced (as per EUBAM work plan).
3. Advisory and capacity-building support in border police/guard related data collection and analysis formulated and delivered to partner institutions (as per EUBAM work plan).

Monitoring and reporting requirements:

The Border Police/Guard Analyst reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Border Police/Border Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
 - Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
 - Minimum of eight (8) years of previous experience in border control/surveillance operations of which a minimum of 4 years in an analytical/criminal investigation unit.
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- Solid experience in analysis of smuggling patterns with objective of detecting patterns of trafficking in drugs, human beings and customs-related fraud.
 - Previous international experience with customs reform projects in transition/developing countries is an asset.
 - Good communication and drafting skills.
 - Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
 - Computer literacy (Windows applications). Experience with data analysis and research software, preferably Analyst Notebook (i2)
 - National certificate of no criminal record.

Border Police/Border Guard Risk Analysis Expert

Main objectives of the assignment/scope of work:

The Border Police/Guard Risk Analysis Expert works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible identifying, development and formulation risk analysis tools and advice to partner institutions and for guiding and training the partners in risk analysis activities.

The Border Police/Guard Risk Analysis Expert respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the activities.

Detailed description of activities:

- Advice, guide and train the partner services on risk analysis (including the cross-border movement of persons) irregularities, the principles of data management (collection, compilation, analysis, and information dissemination).
- Contribute to improvement and strengthening of the function and organisational structures related to risk analysis of partner services with objective of ensuring sustainability.
- Support institutional development of partner institutions by assisting the partner services in maintaining a sustainable risk analysis function that ensures interaction between strategic, operational and tactical levels.
- Collect incident, daily, weekly, monthly, quarterly, semi-annual, annual and multi-annual reports, relevant strategic, operational and economic plans as well as other relevant documents from the partner services for use of EUBAM, distribute internally, if required.
- Support effective information exchange between all stakeholders involved in border management with focus on customs and police.
- In close cooperation with the Capacity Building Team, identify and address training needs of the Moldovan and Ukrainian partner services.
- Support EUBAM experts with development and implementation of risk analysis profiles, basic tools and operational planning models that take into account the socio-economic situation and cultural links for each region at which border control is exercised.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Risk analysis tools, profiles and models formulated for the use of EUBAM and partners services (as per EUBAM work plan).
2. Regular (ongoing) advice and guidance to partner institutions on development and implementation of risk analysis approaches and tools (as per EUBAM work plan).
3. Regular (ongoing) advice and training support to partners on data collection and analysis related to risk analysis (as per EUBAM work plan).

Monitoring and reporting requirements:

The Border Police/Guard Risk Analysis Expert reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Border Police/Border Guard Academy complemented with minimum 8 years of relevant working experience and special training.

- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- Minimum of eight (8) years of previous experience in risk analysis and customs including analytical work on smuggling and economic fraud patterns.
- Up-to-date knowledge of developments of smuggling and economic fraud patterns in the EU. Familiarity with the EU Acquis Communautaire on border management
- Experience in planning and delivering training in risk analysis and customs issues.
- Experience with international customs/border police reform projects in transition/developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications). Experience with data analysis and research software, preferably Analyst Notebook (i2).
- National certificate of no criminal record.

Customs Risk Analysis Expert

Main objectives of the assignment/scope of work:

The Customs Risk Analysis Expert works in the Analysis Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for identifying, development and formulation of risk analysis tools and providing ongoing advice to partner institutions and for guiding and training the partners in risk analysis activities related to customs.

The Customs Risk Analysis Expert respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the activities.

Detailed description of activities:

- Advise and train the partner services in customs risk analysis, intelligence and information systems with the objective of enhancing support to customs controls at border crossing points, the internal Transnitrian boundary line and inland customs houses.
- Advise partner institutions on information management (collection, analysis and dissemination) related to risk analysis of partner services.
- Advise EUBAM experts in the FOs and relevant partner services with development and implementation of risk analysis profiles, basic tools and operational planning models that take into account the socio-economic situation for each region at which border control is exercised.
- Provide practical advice and recommendations towards ensuring sustainable functions of the Central Bureaus of Risk Analysis.

- Identify and assess gaps/weaknesses in information flows between different levels - tactical, operational and strategic and develop proposals for activities such as training, tools and systems or equipment.
- Collect incident, daily, weekly, monthly, quarterly, semi-annual, annual and other periodic reports, relevant strategic, operational and economic plans as well as other relevant documents from the partner services and distribute within EUBAM.
- In close cooperation with the Capacity Building Unit, identify and address training needs of the Moldovan and Ukrainian partner services
- Liaise with other EU and non-EU international assistance organisations, criminal intelligence and investigation, and wider law enforcement areas.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Risk analysis tools, profiles and models formulated for the use of EUBAM and partners services (as per EUBAM work plan).
2. Regular (ongoing) advice and guidance to partner institutions on development and implementation of risk analysis approaches and tools (as per EUBAM work plan).
3. Regular (ongoing) advice and training support to partners on data collection and analysis related to risk analysis (as per EUBAM work plan).

Monitoring and reporting requirements:

The Customs Risk Analysis Expert reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social science or a related field or Diploma from a Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- Minimum of eight (8) years of experience in the areas of risk analysis and customs, including analysis of smuggling and economic fraud patterns. Excellent knowledge of latest developments in the EU in the field.
- Experience in planning and delivery of training in risk analysis and customs issues.
- Routine in working with data analysis and research software used by customs services and risk analysis.
- International experience with customs/border police reform projects in developing countries is an asset.
- Good communication and drafting skills.

- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications). Experience with data analysis and research software, preferably Analyst Notebook (i2).
- National certificate of no criminal record.

Investigation Expert on Customs related Offences

Main objectives of the assignment/scope of work:

The Investigation Expert on Customs related Offences works in the Investigation Advice Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for providing day-to-day operational support and advice the national partner services with investigations of customs related offences and assisting the partners services in enhancing their investigative capacities at the operational and tactical levels.

Detailed description of activities:

- Provide support and advice to the partner services and law enforcement agencies in carrying out criminal investigations of significant cross-border crimes at the Moldovan-Ukrainian state border.
- Provide support and advice to partner services and law enforcement agencies in the establishment of Joint Investigation Teams with the objective to enhance their investigative capacities of cross-border crime.
- Provide support and advice to the partner services and law enforcement agencies in the development/planning, implementation and evaluation of joint operations.
- Examine and analyse data, information and reports, in relation to the tasks of the Investigation Advice Cell and cooperate with the Analysis Cell to provide adequate and timely analytical assistance to EUBAM and partner services.
- Prepare analysis and data for use of the Strategy, Planning and Performance Officer and contribute to drafting of reports.
- In close cooperation with the Capacity Building Team, identify and address training needs of the investigators of the Moldovan and Ukrainian partner services.
- Assist and advice the EUBAM Field Offices in their efforts to support Moldovan and Ukrainian services in effective and efficient prevention and fight against crime, in particular in the area of customs frauds, smuggling of goods and trafficking in drugs and weapons.
- Formulate and draft ad hoc reports e.g. special reports including recommendations for the Moldovan and Ukrainian partner services and law enforcement agencies in area of investigation of customs related offences.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Day-to-day support to Moldovan and Ukrainian partner services in investigations at operational and tactical levels (as per EUBAM's work plan).
2. Advice and support in planning, development and operationalisation of joint investigations and related structures and processes to partner services (as per EUBAM work plan).
3. Advice and support to EUBAM in conceptualisation, planning and implementation of investigative support to partners at tactical level (as per EUBAM work plan).

Monitoring and reporting requirements:

The Investigation Expert on Customs related Offences reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least 8 years of operational experience in customs investigations
- Demonstrated knowledge of classical and modern investigation techniques, including interviewing and interrogation of suspects, witnesses and victims of crime, controlled delivery actions, securing the crime scene and evidence, profiling, risk assessment, exchange of operational information at international level.
- Experience in working at regional or international levels with prevention/fight against organised cross-border crime, customs fraud, trafficking in drugs, smuggling of goods.
- Experience with customs/border police reform projects in transition/developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Organised Crime Investigation Expert

Main objectives of the assignment/scope of work:

The Organised Crime Investigation Expert works in the Investigation Advice Cell under the supervision of the Head of Analytical and Operational Support Unit and is responsible for providing day-to-day operational support and advice the national partner services with investigations of organised crime and assisting the partners services in enhancing their capacities at the strategic, tactical and operational levels.

Detailed description of activities:

- Provide support and advice to the criminal investigation of significant cases related to the Moldovan-Ukrainian state border and led by Moldovan and Ukrainian competent partner services and law enforcement agencies.
- Provide support and advice to Moldovan and Ukrainian partner services and law enforcement agencies in the establishment of Joint Investigation Teams with the objective to enhance their investigative capacities of cross-border crime.
- Provide support and advice to the Joint Investigation Teams partner services in conducting criminal investigations to assist them with approximating the standards and practice to those of the EU Member States.
- Provide support and advice Moldovan and Ukrainian partner services and law enforcement agencies in the development, planning, implementation and evaluation of joint operations.
- Examine and analyse data, information and reports, in relation to the tasks of the Investigation Advice Cell and cooperate with the Analysis Cell to provide adequate and timely analytical assistance to EUBAM Field Offices and Moldovan and Ukrainian partner services.
- Formulate and draft ad hoc reports e.g. special reports including recommendations for the Moldovan and Ukrainian partner services and law enforcement agencies in area of investigation of organised crime.
- In close cooperation with the Capacity Building team, identify and address training needs of the investigator's of the Moldovan and Ukrainian partner services.
- Assist and advice the EUBAM Field Offices in their efforts to support the Moldovan and Ukrainian competent services in effective and efficient prevention and fight against crime, in particular in the area of trafficking of human beings, smuggling of drugs and stolen vehicles, smuggling of persons, smuggling of goods and weapons.
- Contribute to the cooperation with international organisations by coordinating international criminal cases by involving EU member state services and supporting the partner services during investigations.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Day-to-day support to Moldovan and Ukrainian partner services in investigations at operational and tactical levels (as per EUBAM work plan).
2. Advice and support in planning, development and implementation of joint investigations and related structures and processes to partner services (as per EUBAM work plan).
3. Advice and support to EUBAM in conceptualisation, planning and implementation of investigative support to partners at tactical level (as per EUBAM work plan).

Monitoring and reporting requirements:

The Organised Crime Investigation Expert reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs/Border Guard or Border Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least 8 years of operational experience of criminal investigations.
- Demonstrated knowledge of classical and modern investigation techniques, including interviewing and interrogation of suspects, witnesses and victims of crime, controlled delivery actions, securing the crime scene and evidence including DNA evidence, profiling, risk assessment, exchange of operational information at international level.
- Experience in working at regional or international levels on prevention/fight against cross-border organised crime, fight against illegal migration, smuggling of persons, trafficking in human beings, smuggling of drugs/stolen vehicles/goods/weapons and in customs fraud.
- Experience with customs/border police reform projects/missions in transition/developing countries is an asset.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Investigation expert (seconded experts) (border police/guard/customs - 2)

Main objectives of the assignment/scope of work:

The Investigation Expert works in the Investigation Advice Cell under the overall supervision of the Head of Analytical and Operational Support Unit. His/her main responsibility is to support the partner services in undertaking criminal investigations and to assist them in building their capacities for effective criminal investigations.

The Investigation Expert respects confidentiality clauses regarding any sensitive and confidential information, which s/he obtains or accesses in connection with the activities.

Detailed description of activities:

- Contribute to the implementation of the overall objectives assigned to the Investigation Advice Cell.
 - Assist in criminal investigations conducted by Moldovan and Ukrainian Border Guard personnel, assist and advise them on standards and practices applied in EU Member States, formulate recommendations on conduct of criminal investigations and collection/securing evidence more effective and result oriented, and provide related on-the-job training to Moldovan and Ukrainian Border Guard personnel on a daily basis.
 - Improve the operational effectiveness of Moldovan and Ukrainian Border Guard services through the transfer of skills and identified best practices, including profiling and other risk assessments, use of special investigation and evidence securing equipment, interviewing and interrogation of suspects, witnesses and victims of crime.
 - Provide pro-active advice and support to Moldovan and Ukrainian Border Guard services in the actual working environment on the basis of relevant Moldovan and Ukrainian national legislation.
 - Assist and advise Moldovan and Ukrainian partner services and law enforcement agencies in detection, investigation and examination of criminal activities, in particular related to the trafficking of human beings, irregular migration, customs fraud trafficking of drugs and stolen vehicles, smuggling of persons/goods/weapons, in identification, detection, examination and investigation of abuse and counterfeiting of travel documents, and prevention of, and fight against corruption.
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- Assess and report on lack of capacity of Moldovan and Ukrainian Border Guard personnel to the supervisor/head of the unit in order to promote a more effective border control and surveillance regime.
 - Perform other tasks as assigned.

Monitoring and reporting requirements:

The Investigation Expert reports to the Head of Analytical and Operational Support Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/Requirements:

- Active Border Police or Police official of an EU Member State, an EU institution dealing with the prevention of, or fight against crime at the tactical level with experience in classical and modern investigation techniques, including interviewing and interrogation of suspects, witnesses and victims of crime, controlled delivery actions, securing of evidence (including DNA evidence), profiling and risk management.
- Previous experience (minimum 8 years) in a border police/guard/customs operational service of which a minimum of 4 years in a criminal investigation department or equivalent.
- Knowledge of recognised data protection provisions.
- International experience or participation in border police/customs reform projects in transition/developing countries is an asset.
- Good communication and drafting skills.

- Fluency in written and oral English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- Valid security clearance of at least level "EU Secret".

Head of Capacity Building Unit (CBU)

Main objectives of the assignment/scope of work:

The Head of Capacity Building Unit (CBU) works under supervision of the Deputy Head of Mission and develops and leads EUBAM's capacity building activities. S/he defines and formulates the strategic objectives for the Mission's capacity building interventions and is responsible for the results of the EUBAM Action Plan as relates to capacity building activities. S/he works closely with various Moldovan and Ukrainian and international partners.

S/he coordinates and guides the work of a team of international experts and national personnel.

Detailed description of activities:

- Define and formulate results for EUBAM's interventions in the field of capacity building, plan activities of the Capacity Building Unit (CBU) with the objective of effective implementation of the EUBAM Action Plan.
- Oversee and coordinate the activities within the Capacity Building Unit (between Strategy and Policy Development, Good Governance/Anti-corruption and Training Cells) and between CBU and other parts of EUBAM on issues related to activities of the Unit. Ensure consistent and constant flow of information and time and qualitative inputs from CBU to other parts of EUBAM.
- Plan and determine tasks and work plans and monitor results of international experts and national personnel in CBU and supervise all activities of the Unit in accordance with EUBAM's mandate.
- Oversee and coordinate CBU work to advice the partner services on areas of activity and particularly as relates to: EU customs standards (as per Community Customs Code (Modernised Customs Code) and the EU Customs Blue Prints); EU border policing standards (as per Schengen Acquis); EU Integrated Border Management concept; Moldovan and Ukrainian border and customs legislation and practice.
- Oversee and coordinate CBU activities related to the organisational/structural development of the partner services at strategic, operational and tactical levels in order to assist to reach the EU best practices in general and the EU anti-corruption best practices in particular. Ensure that CBU assessments of the operational capacities of the partner services are up-to-date for provision of adequate and timely advice for organisational and structural improvements.

- Oversee and supervise the regular updates of capacity building tools and instruments (handbooks, guidance notes, special reports, EUBAM intranet) on EU border and customs related legislation and best practices from the EU Member States for the use of the partner services and EUBAM experts and Field Offices.
- Ensure that the advice provided by CBU to the partner services on issues related to its area of work is timely and adequate and in accordance with EU standards and best practices.
- Ensure through training and information sharing by CBU, that EUBAM personnel possess an updated knowledge of the Moldovan and Ukrainian legislation for provision of adequate advice to the partner services.
- Support the Mission management in strategic decision-making and establishment of EUBAM policy on national and international levels
- Identify opportunities for new initiatives and activities within the framework of the Mission's mandate through an ongoing dialogue with various partners.
- Keep updated about international initiatives in the area of work and support upon request by EU Delegations to Kiev and the Republic of Moldova the implementation of capacity building measures in the framework of other EC projects.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Concepts and plans for operationalisation of EUBAM's mandate in the field of capacity building support to partner institutions (as per EUBAM Plan of Action).
2. Overall responsibility for planning and implementation of EUBAM's objectives and activities in the area of capacity building of partner institutions (as per EUBAM work plan);
3. Day-to-day delivery of capacity-building support at tactical, operational and analytical levels of partner institutions and management of CBU experts and personnel (as per EUBAM work plan).

Monitoring and reporting requirements:

Head of Capacity Building Unit reports to the Deputy Head of EUBAM who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/Requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Customs/Border Guard or Border Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least ten (10) years of operational experience in border or customs management activities, of which at least 5 years at management level.

- Experience with customs/border police reform capacity building projects /missions in transition/developing countries is an asset.
- Demonstrated ability to decisively build and manage teams in a multicultural environment and to manage complex partner/stakeholder relationships.
- Excellent interpersonal and communication skills, very good drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- To obtain a security clearance of at least level "EU Secret".

Anti-corruption Advisor

Main objectives of the assignment/scope of work:

The Anti-corruption Advisor works in the Good Governance and Anti-Corruption Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for providing state-of-the-art advice and practical support to the partner services on anti-corruption policies, strategies and measures. S/he works closely with the partner services to train and enhance their knowledge and skills in anti-corruption and with the EUBAM experts to ensure that their work with the partner services in the anti-corruption field meets the highest quality standards.

Detailed description of activities:

- Provide advice to the Moldovan and Ukrainian partner services in the conceptualisation, development and implementation of anti-corruption strategies, policies and legislation within the mandate of EUBAM.
- Provide advice on EU best practices to a wide range of Moldovan and Ukrainian partner services as relates to development of anti-corruption initiatives at various organisational levels through written inputs such as comments, opinions and proposals on drafts, analytical papers on specific topics and regular consultations.
- Support implementation of anti-corruption strategies, initiatives and measures through monitoring implementation of recommendations and proposals through frequent consultations with decision-makers in partner services, assessments and reviews.
- Provide advice and practical support to partner services on the implementation of anti-corruption measures based on best EU practices.
- Provide advice to the partner services on development and implementation of sustainable ethical policies and strategies.
- Conceptualise and conduct training, seminars and workshops to the Moldovan and Ukrainian partner services at various levels and other audiences, as applicable, on range of anti-corruption related issues.

- Assist and advice EUBAM experts and Field Offices through training and updates on EUBAM intranet and other written materials on anti-corruption activities.
- Monitor the implementation of the EUBAM anti-corruption guidelines at the tactical level in close co-operation with the EUBAM Field Office anti-corruption focal points, analyse and report on findings.
- Keep abreast with the developments of EU best practices and other relevant issues in the field of anti-corruption in order to provide updated and accurate advice to partner services and EUBAM, continuously update the instruments and tools for information-sharing.
- Maintain regular contacts with EU institutions, EU member states and other relevant international organisations for exchange of information on strategic issues and developments as relates to anti-corruption.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, analytical papers) to Moldovan and Ukrainian partner services related to development and formulation of anti-corruption strategies, activities and measures in accordance with best EU practices (as per EUBAM work plan).
2. Training courses, seminars and workshops to various audiences (partner services, academia, EUBAM experts and Field Offices) on various aspects of anti-corruption (as per EUBAM work plan).
3. Consultations on a variety of topics related development and implementation of anti-corruption strategies, legislation and activities with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Anti-corruption Advisor reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/Requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least 10 years of experience with anti-corruption issues at national and regional levels of which at least 4 years at management level.

- In-depth knowledge of anti-corruption strategies of the EU-member states. Experience in implementing anti-corruption strategies, preferably in border police or customs services at all levels of the organisation.
- Experience with anti-corruption capacity building projects in transition/developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English; knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Good Governance Advisor

Main objectives of the assignment/scope of work:

The Good Governance Advisor works in the Good Governance and Anti-corruption Cell under the supervision of the Head of Capacity Building Unit and is responsible for providing state-of-the-art advice and practical support to the partner services on good governance policies, strategies and measures. S/he works closely with the partner services to train and enhance their knowledge and skills in good governance and with the EUBAM experts to ensure that their work with the partner services in the good governance field meets the highest quality standards.

Detailed description of activities:

- Provide advice to the Moldovan and Ukrainian partner services in the conceptualisation, development and implementation of good governance strategies, policies and legislation within the mandate of EUBAM.
- Provide advice on EU best practices to a wide range of Moldovan and Ukrainian partner services as relates to development of good governance initiatives at various organisational levels through written inputs such as comments, opinions and proposals on drafts, analytical papers on specific topics and regular consultations.
- Support implementation of good governance strategies, initiatives and measures through monitoring implementation of recommendations and proposals through frequent consultations with decision-makers in partner services, assessments and reviews.
- Provide advice and practical support to partner services on the implementation of good governance measures based on best EU practices.
- Provide advice to the partner services on development and implementation of sustainable ethical policies and strategies.
- Conceptualise and conduct training, seminars and workshops to the Moldovan and Ukrainian partner services at various levels and other audiences, as applicable, on range of good governance related issues.

- Assist and advice EUBAM experts and Field Offices through training and updates on EUBAM intranet and other written materials on good governance activities.
- Monitor the implementation of the EUBAM good governance guidelines at the tactical level in close co-operation with the EUBAM Field Office anti-corruption focal points, analyse and report on findings.
- Keep abreast with the developments of EU best practices and other relevant issues in the field of good governance in order to provide updated and accurate advice to partner services and EUBAM, continuously update the instruments and tools for information-sharing.
- Maintain regular contacts with EU institutions, EU member states and other relevant international organisations for exchange of information on strategic issues and developments as relates to good governance.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, analytical papers) to Moldovan and Ukrainian partner services related to development and formulation of good governance strategies, activities and measures in accordance with best EU practices (as per EUBAM work plan).
2. Training courses, seminars and workshops to various audiences (partner services, academia, EUBAM experts and Field Offices) on various aspects of good governance (as per EUBAM work plan).
3. Consultations on a variety of topics related development and implementation of good governance strategies, legislation and activities with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Good Governance Advisor reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social science or related field or Diploma from Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.

- At least 10 years of experience in the field of anti-corruption at national and regional levels of which at least 4 years at management level.
- In-depth knowledge of anti-corruption strategies of the EU-member states. Experience in implementing anti-corruption strategies, preferably in border police or customs services at all levels of the organisation.
- Experience with anti-corruption capacity building projects in transition/developing countries is an asset.
- Strong communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan an/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Advisor on Implementation of Schengen Acquis

Main objectives of the assignment/scope of work:

The Advisor on implementation of Schengen Acquis works in the Strategy and Policy Development Cell under the overall supervision of the Head of the Capacity Building Unit and is responsible for providing state-of-the-art advice to the partner services on the implementation of Schengen Acquis and related strategies, legislation and measures. S/he works closely with the partner services to train and enhance their knowledge and skills and with the EUBAM experts to ensure that their knowledge of the Schengen Acquis is up-to-date.

Detailed description of activities:

- Provide advice and support to Moldovan and Ukrainian partner services in development and implementation of border police/border guard strategies, policies and legislation as per Schengen Acquis and within the mandate of EUBAM.
- Provide advice on EU best practices to the Moldovan and Ukrainian partner services as relates to legislation, functions and structures at the strategic, operational and tactical levels through written inputs such comments, opinions and proposals on draft legislation, policies and measures, analytical papers on specific topics and regular consultations.
- Monitor implementation of recommendations and proposals through frequent consultations with decision-makers, assessments and reviews.
- Conceptualise and conduct training, seminars and workshops to the Moldovan and Ukrainian partner services and other audiences, as applicable, on range of aspects related to the Schengen Acquis.
- Assist and advice EUBAM experts and Field Offices through training, updates of EUBAM intranet and development of written materials and guidance on Schengen Acquis related issues.

- Keep abreast with the changes and developments of the Schengen Acquis in order to provide updated and accurate advice to the partner services and EUBAM through various means.
- Maintain contact with FRONTEX, the General Secretariat of the EU Council and other relevant services of the EU Member States and other EU stakeholders as well as relevant international organisations (Europol, IOM) in order to exchange information on strategic issues and developments as regards changes in Schengen Acquis.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to legislative, functional and structural issues within border management in the framework of Schengen Acquis (as per EUBAM work plan).
2. Training courses, workshops and seminars to various audiences (partner services, academia, EUBAM experts and Field Offices) on changes/developments of the Schengen Acquis (as per EUBAM work plan).
3. Consultations on a variety of topics related to development and implementation of legislation, strategies and measures with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Advisor on Implementation of Schengen Acquis reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree, preferably in law, economics, social sciences or a related field or Diploma from Police/Border Guard or Border Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU Institution.
- At least 10 years of operational experience in border management activities, of which at least 4 years at management level.
- In depth knowledge of the Schengen Acquis.
- Experienced in developing and implementing border police strategies.
- Experience with working with capacity building projects in transition/developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or is an asset.
- Computer literacy (Windows applications).

- National certificate of no criminal record.

Advisor on Integrated Border Management

Main objectives of the assignment/scope of work:

The Advisor on Integrated Border Management works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for providing state-of-the-art advice and practical support to the partner services on Integrated Border Management (IBM) policies, strategies and measures. S/he works closely with the partner services to train and enhance their knowledge and skills in IBM and with the EUBAM experts to ensure that their work with the partner services in the IBM field meets the highest quality standards.

Detailed description of activities:

- Provide advice and support to Moldovan and Ukrainian partner services in implementation of strategies related to Integrated Border Management (IBM) concept within the mandate of EUBAM.
- Provide advice on EU best practices to the Moldovan and Ukrainian partner services as relates to the development and implementation of various elements within the strategies/action plans related to IBM through written inputs such as comments, opinions and proposals, analytical papers on specific topics and regular consultations.
- Provide advice on legislative aspects related to IBM.
- Monitor implementation of recommendations and proposals made by EUBAM through consultations with partner services, assessments and reviews.
- Provide advice/inputs to reviews and implementation of the agreements/protocols related to IBM between partners at various levels.
- Conceptualise and conduct training, seminars and workshops to the Moldovan and Ukrainian partner services and other audiences, as applicable, on various aspects related to IBM.
- Assist and advice EUBAM experts and Field Offices through training, briefings, updates on EUBAM intranet and written materials on IBM related issues.
- Keep abreast with the developments and changes in the field of IBM in order to provide updated and accurate advice to the partner services and EUBAM.
- Maintain contacts and co-operate with FRONTEX, General Secretariat of the EU Council, services of the EU Member States and relevant international organisations such as Europol, IOM, SECI Centre and ICMPD to exchange information on strategic issues and developments as regards IBM.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to legislative, functional and structural issues related to operationalisation of the Integrated Border Management concept (as per EUBAM work plan).
2. Training courses, workshops and seminars to various audiences (partner services, EUBAM experts and Field Offices) on various aspects of IBM (as per EUBAM work plan).
3. Consultations on a variety of topics related to development and implementation of legislation, strategies and measures with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Advisor on Integrated Border Management reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree, preferably in law, economics, social sciences or a related field or Diploma from Police/Border Guard or Border Police Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant of a EU Member State or EU institution.
- At least 10 years of operational experience in border management activities, of which at least 4 years at management level.
- In depth knowledge of the integrated border management concept. Experience in implementing the concept of integrated border management at all levels of the organisation.
- Experience with customs/border management projects in transition/developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Border Police/Guard Management Expert

Main objectives of the assignment/scope of work:

The Border Police/Guard Management Expert works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for development and formulation of advice to the partner services on border guard strategies, policies and procedures. S/he works closely with the partner services to train and enhance their knowledge and skills in border guard

management, and provides support and guidance to EUBAM Field Offices on cases related to border police/guard management.

Detailed description of activities:

- Provide advice to Moldovan and Ukrainian partner services in development and implementation of sustainable border guard strategies.
- Provide advice and recommendations to partner services on implementation of EU border policing standards (according to Schengen Acquis) and development of border policing procedures.
- Assess training needs and initiate training activities and develop and conduct training workshops for border officials of the partner services.
- Maintain overview of the advice and recommendations provided by various parts of EUBAM on border police/border guard management.
- Keep abreast of developments of EU best practices and changes to EU rules and regulations as related to border guards and management procedures in order to provide updated and accurate advice to partner services and EUBAM.
- Keep abreast with border police/guard reform projects funded by EC or other donors and support, upon request of the EC Delegation to Ukraine and the Republic of Moldova, implementation of capacity building measures under EC projects.
- Based on requests from Field Offices, guide and support on cases related to border police at operational and tactical levels.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to functional and procedural issues in the field of border police/border guard management (as per EUBAM work plan).
2. Training courses, workshops and seminars to partner services on border police/border guard management (as per EUBAM work plan).
3. Consultations on a variety of topics related to development and implementation of legislation, strategies and measures with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Border Police/Guard Management Expert reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics or social sciences or a related field or Diploma from Police/Border Guard or Border Police Academy complemented with minimum 8 years of relevant working experience and specialised training.

- Experience as national or international law enforcement official or civil servant with responsibility in border related issues of a EU Member State or EU institution.
- At least 8 years experience in a border police/border guard administration or related law enforcement service dealing with border control and surveillance issues and fight against cross-border crime and corruption.
- Extensive knowledge and a comparative overview of EU Acquis Communautaire related to border controls, and specific legislation and best practices of EU Member States and understanding of border police/border guard issues obtained through cooperative operational experience.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Customs Management Expert

Main objectives of the assignment/scope of work:

The Customs Management Expert works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for development and formulation of advice to the partner services on customs related strategies, policies and procedures. S/he works closely with the partner services to train and enhance their knowledge and skills in customs management and provides support and guidance to EUBAM Field Offices on cases related to customs management.

Detailed description of activities:

- Advice Moldovan and Ukrainian partner services in the development and implementation of comprehensive customs strategies.
- Advice and support the Moldovan and Ukrainian partner services in implementation of EU customs standards in accordance with the EU Customs Blueprints and standards of World Customs Organisation.
- Advice in conceptualisation and implementation of organisational/structural/ legislative reforms at all levels with the objective of alignment with EU best practice.
- Assess training needs, initiate training activities and develop and conduct training workshops for the partner services in customs management.
- Maintain overview of the advice and recommendations provided by various parts of EUBAM on customs management.

- Keep abreast of developments of EU best practices and changes to EU rules and regulations as related to customs management in order to provide updated and accurate advice to partner services and EUBAM.
- Keep abreast with customs reform projects funded by EC or other donors and support, upon request of the EC Delegation in Kiev and Chisinau, the implementation of capacity building measures under EC projects.
- Based on requests from Field Offices, guide and support on cases related to customs management at operational and tactical levels.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to organisational/structural/ legislative reforms in the field of customs management (as per EUBAM work plan).
2. Training courses, workshops and seminars to partner services on customs management (as per EUBAM work plan).
3. Consultations on a variety of topics related to development and implementation of legislation, strategies and measures with senior staff of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Customs Management Expert reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in economics, law, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant dealing with customs issues of a EU Member State or EU institution.
- At least 8 years experience in customs administration or related service dealing with customs issues of which at least 4 years dealing with specifics of customs management.
- Extensive knowledge and comparative overview of Community Customs Code (Modernized Customs Code) and other relevant regulations and EU member state practice and practical understanding of customs management issues obtained through cooperative operational experience.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset
- Good communications and drafting skills.

- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Expert on Customs Status and Customs Procedures

Main objectives of the assignment/scope of work:

The Expert on Customs Status and Customs Procedures works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for development and formulation of advice related to various aspects of customs status and customs procedures. S/he works closely with the partner services to train and enhance their knowledge and skills in customs status and customs procedure area and provide support and guidance to EUBAM Field Offices on cases related to with customs status and procedures.

Detailed description of activities:

- Analyse the Moldovan and Ukrainian legislation, rules and regulations and procedures in the area of customs standards, status and procedures.
- Develop and formulate advice and recommendations to Moldovan and Ukrainian partner services for development of customs standards, status and customs procedures following the EU rules and regulations and standards of the World Customs Organisation.
- Provide advice in implementation of EU customs standards in accordance with the Community Customs Code (Modernised Customs Code), EU Customs Blueprints to Moldovan and Ukrainian partner services.
- Develop and formulate plans and recommendations for improvement of systems/functions/procedures/legislation for customs standards, status and procedures and alignment and approximation with EU rules and regulations, as requested by partner services.
- Develop and formulate advice on implementation of non-tariff measures.
- Conceptualise and conduct training sessions, workshops and seminars to Moldovan and Ukrainian partner services on customs status and customs procedures.
- Maintain overview of the advice and recommendations provided by various parts of EUBAM customs standards, status and procedures.
- Keep abreast of developments and changes to EU rules and regulations in the area of the customs status and customs procedures in order to provide updated and accurate advice to partner services and EUBAM.
- Based on request of EUBAM Field Offices, provide guidance on cases related to customs status and procedures at operational and tactical levels.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to a wide range of customs standards, status and procedure issues (as per EUBAM work plan).
2. Training workshops and seminars to partner services, EUBAM experts and Field Offices on principles as well as changes/developments customs standards, status and procedures (as per EUBAM work plan).
3. Consultations on a variety of topics related to development and implementation of customs standards, status and procedures with staff at various levels of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Expert on Customs Status and Customs Procedures reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant dealing with customs issues of a EU Member State or EU Institution.
- At least 8 years experience in a customs administration or a related service dealing with customs issues of which at least 4 years experience in the area of customs status and customs procedures.
- Extensive knowledge and comparative overview of Community Customs Code (Modernised Customs Code) and other relevant EU regulations and EU member state practice and understanding of customs policing issues through cooperative operational experience.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Expert on Customs Tariff and Tariff Classification of Goods and Origin of Goods

Main objectives of the assignment/scope of work:

The Expert on Customs Tariff and Tariff Classification of Goods and Origin of Goods works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for development and formulation of advice related to various aspects of customs tariffs and tariff classification of goods and origin of goods. S/he works closely with the partner services to train and enhance their knowledge and skills in area of work and provide support and guidance to EUBAM Field Offices on cases related to customs tariff and tariff classification of goods and origin of goods.

Detailed description of activities:

- Analyse the Moldovan and Ukrainian legislation, rules and regulations and procedures in the area of customs tariff and tariff classification of goods and origin of goods.
- Based on analysis, develop and formulate advice and recommendations to Moldovan and Ukrainian partner services on customs tariff and tariff classification of goods and origin of goods following the EU rules and regulations and standards of the World Customs Organisation.
- Provide advice in implementation of the EU customs standards in accordance to the EU Customs Blueprints.
- Develop and formulate plans and recommendations for improvement of legislation/systems/functions/procedures for customs tariff and tariff classification of goods and origin of goods and alignment and approximation with EU rules and regulations, as requested by partner services.
- Conceptualise and conduct training (and train-the-trainers) sessions to Moldovan and Ukrainian to various levels partner services on customs tariff and tariff classification of goods and origin of goods.
- Maintain overview of the advice and recommendations provided by various parts of EUBAM on customs tariff and tariff classification of goods and origin of goods.
- Keep abreast of developments and changes to EU rules and regulations in the area of the customs tariff and tariff classification of goods and origin of goods in order to provide updated and accurate advice to partner service and EUBAM.
- Based on request of EUBAM Field Offices, provide guidance on cases related to customs tariffs and tariff classification of goods and origin of goods at operational and tactical levels.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to customs tariffs and tariff classification of goods and origin of goods (as per EUBAM work plan).
2. Training workshops and seminars to partner services on principles of as well as changes/developments to customs tariffs and tariff classification of goods and origin of goods (as per EUBAM work plan).

3. Consultations on a variety of topics related to development and implementation of customs tariffs and tariff classification of goods and origin of goods with staff at various levels of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Expert on Customs Tariff and Tariff Classification of Goods and Origin of Goods reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant dealing with customs issues of a EU Member State or EU Institution.
- At least 8 years experience in a customs administration or a related service dealing with customs issues of which at least 4 years experience in customs tariff and tariff classification of goods and origin of goods.
- Extensive knowledge and comparative overview of Community Customs Code (Modernized Customs Code) and other relevant regulations and EU member state best practice and understanding of tariff and tariff classification/origin of goods issues obtained through cooperative operational experience.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good communication and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and /or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Post-clearance Control and Audit Expert

Main objectives of the assignment/scope of work:

The Post-clearance Control and Audit Expert works in the Strategy and Policy Development Cell under the overall supervision of the Head of Capacity Building Unit and is responsible for development and formulation of advice related to various aspects of post-clearance control and audit. S/he works closely with the partner services to train and enhance their knowledge and skills in area of work and provides

- Master's degree in law, economics, social sciences or a related field or Diploma from Customs Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international customs official or civil servant dealing with customs issues of a EU Member State or EU Institution.
- At least 8 years experience in a customs administration or a related service dealing with customs issues of which at least 4 years experience in the area of the post-clearance control and audit.
- Extensive knowledge and a comparative overview of Community Customs Code (Modernized Customs Code) and other relevant EU regulations/EU member state practice and understanding of tax administration issues obtained through cooperative operational experience.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good communications and drafting skills.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Training Expert

Main objectives of the assignment/scope of work:

The Training Expert works in the Training Cell under the overall supervision of the Head of Capacity Building Unit. S/he is responsible for the training needs assessments of partner services and for planning and implementation of EUBAM training activities. S/he coordinates and supervises the preparation of inputs to training activities and provides support to the partner services in assessing training needs and planning their training activities.

The Training expert supervises the work of the Training Cell and seconded training experts.

Detailed description of activities:

- Plan and conduct training needs assessment of Moldovan and Ukrainian partner services (Training Centres, Education Departments) in relation to all EUBAM training activities within the EUBAM Plan of Action.
- Draft a comprehensive training plan based on the needs assessment, formulate the budget and finalise in consultation with various parts of EUBAM. Share and coordinate activities with other donors.
- Plan and organise (identify and recruit external or internal trainers, develop their ToRs, identify participants, organise travel of participants, venue and logistics arrangements) seminars,

support and guidance to EUBAM Field Offices on cases related to post-clearance control and audit is up-to-date.

Detailed description of activities:

- Analyse the Moldovan and Ukrainian legislation and procedures related to post-clearance control and audit.
- Develop and formulate advice to Moldovan and Ukrainian partner services on post-clearance control and audit following the EU rules and regulations and best practices of the EU member states and standards of World Customs Organisation.
- Provide advice in implementation of the EU customs standards in accordance to the EU Customs Blueprints.
- Develop and formulate plans and recommendations for improvement of systems/functions/processes/legislation for post-clearance control and audit and alignment and approximation with EU rules and regulations, as requested by partner services.
- Conceptualise and conduct training sessions, seminars and train-the-trainers sessions to Moldovan and Ukrainian partner services on post-clearance control and audit.
- Maintain overview of the advice and recommendations provided by various parts of EUBAM on post-clearance control and audit.
- Keep abreast of developments and changes to EU rules and regulations in the area of the post-clearance control and audit in order to provide updated and accurate advice to partner service and EUBAM.
- Based on request of EUBAM Field Offices, provide guidance on cases related to post-clearance control and audit at operational and tactical levels.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. Advice through written inputs (drafts, comments, opinions, proposals and recommendations) to Moldovan and Ukrainian partner services related to post-clearance control and audit (as per EUBAM work plan).
2. Training workshops and seminars to partner services, EUBAM experts and Field Offices on principles of, as well as changes/developments to, post-clearance control and audit (as per EUBAM work plan).
2. Consultations on a variety of topics related to development and implementation of post-clearance control and audit with staff at various levels of the Moldovan and Ukrainian partner services (as per EUBAM work plan).

Monitoring and reporting requirements:

The Post-clearance Control and Audit Expert reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).
- National certificate of no criminal record.

Training Officer (seconded expert)

Main objectives of the assignment/scope of work:

The Training Officer works in the Training Cell under the overall supervision of the Training Expert. S/he is responsible for providing support to planning and implementation of EUBAM training activities. S/he supports preparation of inputs to training activities and provides support to the partner services in their training activities.

Detailed description of activities:

- Monitor the implementation of the EUBAM training plan.
- Support the organisation of seminars, workshops, conferences, study visits within the EUBAM Plan of action (identify and recruit external or internal trainers, develop their ToRs, identify participants, organise travel of participants, venue and logistics arrangements).
- Prepare training manuals, curricula and training materials, and prepare technical inputs.
- Support in quality control of training materials and design and conduct evaluation of training events.
- Support EUBAM Field Offices in the development and delivery of on-the-job training for partner services
- Perform any other tasks as assigned.

Monitoring and reporting requirements:

The Training Officer reports to the Training Expert who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Active civil or law enforcement servant of a EU Member State or EU institution.
- Experience in training and education preferable in relation to customs / border police or police services of a EU Member State.
- Good communications and drafting skills, experience in drafting layouts for training manuals.
- Fluency in written and spoken English. Knowledge of Russian, Moldovan and/or Ukrainian is an asset.
- Computer literacy (Windows applications).

workshops, conferences, study visits in support of implementation of the EUBAM Plan of action.

- Coordinate and supervise preparation and conduct quality control of training manuals, curricula and training materials, and prepare technical inputs, as required.
- Design and conduct evaluation of training events.
- Support EUBAM Field Offices in the development and delivery of on-the-job training for partner services.
- Advice and support the partner services in improvement of their training function by assisting in formulating training strategies and development of training curricula.
- Plan and organise training for EUBAM experts including induction training and ad hoc training events.
- Support recruitment, monitoring and evaluation of short-term experts for the Capacity Building Unit (CBU).
- Act as focal point for donor coordination on capacity building support in border management.
- Support the implementation of EC technical assistance projects, as required.
- Perform other tasks as assigned.

Main outputs/deliverables:

1. A comprehensive training needs assessment of the partner services and a training plan covering all training activities of EUBAM.
2. Training events organised according to EUBAM training plan (as per EUBAM work plan).
3. All required training manuals, curricula and training materials prepared for the implementation of the EUBAM Training Plan (as per EUBAM work plan).

Monitoring and reporting requirements:

The Training Expert reports to the Head of Capacity Building Unit who is responsible for appraisal of performance and quality of work deliverables. The reporting takes place through written and verbal briefs.

Selection criteria/requirements:

- Master's degree in law, economics, social sciences or a related field or Diploma from Police/Border Police or Border Guard Academy complemented with minimum 8 years of relevant working experience and specialised training.
- Experience as national or international law enforcement official or civil servant dealing with border police/guard and customs issues of a EU Member State or EU Institution.
- Minimum 8 years of experience in training and education in relation to customs/border police or police services.
- Experience with customs/border police reform projects/missions in transition or developing countries is an asset.
- Good communications and drafting skills.

- Ensure effective and accurate financial resources management and supervision of the Finance team in accordance with UNDP rules and regulations.
- Ensure strategic human resources management and supervision of the HR team and ensure compliance with corporate human resources policies and strategies.
- Ensure efficient procurement and logistical services management and supervision of the Procurement team. Oversee EUBAM contract strategy, procurement processes and logistical services, assets and facilities in accordance with UNDP rules and regulations.
- Ensure forward-looking information and communication management and supervise ICT team.
- Manage Atlas functionality for improved business results and improved client services and identifying opportunities and ways of converting business processes into web-based systems to address the issues of efficiency and full accountability.
- Promote different systems and applications for optimal content management, knowledge sharing, information provision and learning including e-registry, web-based office management system.
- Oversee financial and administrative reports and prepare inputs to UNDP reports to the EU on EUBAM.
- Perform other tasks as assigned.

Selection criteria/requirements:

- Master's degree or equivalent in Business Administration, Public Administration, Logistics/Procurement, Finance, Economics or related discipline.
- Minimum of 7 years of progressive relevant experience in providing management advisory services and/or managing staff and operations systems
- Excellent knowledge of all UNDP rules, regulations, procedures (including finance, procurement, asset management, contracting, human resources, general services, logistics), best practices and related documentation. Excellent knowledge of EU administrative and financing rules, regulations, procedures (finance, procurement, asset management, etc.), best practices and related documentation.
- Prior work experience in directing implemented EU-funded projects and knowledge of UNDP ERP highly desirable
- Fluency in spoken and written English. Working knowledge of Russian is an asset.

Head of Safety and Security Unit

Main objectives of the assignment/scope of work:

Chief of Administration

Main objectives of the assignment/scope of work:

The Chief of Administration acts as advisor to Senior Management of EUBAM on all aspects of administration of EUBAM. She/he is responsible for strategic financial and human resources management, efficient procurement and logistics services, and ICT.

The Chief of Administration works under the overall guidance of the UNDP Country Director and EUBAM Head of Mission and the direct supervision of Operations Manager of UNDP Ukraine and s/he leads and guides the Administration Unit and fosters collaboration within the team and the Mission consistent with UNDP rules and a client-oriented approach.

Detailed description of activities:

- Advise the Head of Mission and coordinate with Deputy Head of Mission on all aspects related to the administrative management of EUBAM.
- Adhere to relevant Financial Rules and Regulations (EU and UNDP), Security and Safety guidelines and project-specific delegation of authority to the Chief of Administration. Ensure compliance of EUBAM procedures with the Internal Control Framework and the EUBAM-specific division of roles and responsibilities in managing EUBAM resources.
- Monitor and analyse the administrative environment, to apply quick readjustments as required, to advice on legal considerations and risk assessment. Set policies and methods to maximise the administrative performance and provide advice to the Head of Mission and UNDP on readjustment of the administration to take into account changes in the operating environment and when needed.
- Lead and guide the EUBAM administration team, foster collaboration within the team and with other functional teams/personnel consistent with the rules and a client-oriented approach.
- Ensure compliance with EU and UNDP rules, regulations and policies, implementation of corporate operational strategies, establishment of management targets and monitoring achievement of results.
- Map EUBAM business processes in cooperation with the UNDP Country Offices and to establish of internal Standard Operating Procedures in Mission Finance, Human Resources Management, Procurement, Logistical and ICT services, Results Management.
- Build and share knowledge with regard to management and administration in the EUBAM, to organise administration personnel trainings, synthesis of lessons learnt/best practices, and sound contributions to UNDP knowledge networks and communities of practice.

The Head of Safety and Security Unit works under the supervision of the UN Designated Official for Security and the EUBAM Head of Mission and serves as the principal advisor to the Head of Mission on the execution of safety and security responsibilities towards EUBAM personnel, their eligible dependants and EUBAM property in accordance with the Minimum Operating Security Standards (MOSS) of UNDP. The Head of Safety and Security Unit supervises staff in the team of local security staff.

Detailed description of activities:

- Maintain continuing awareness of prevailing local security conditions, to identify probable threats and to advise EUBAM staff to follow appropriate preventative steps. Collect, update and communicate information regarding the security situation in the country. Undertake threat assessments for all locations in the Mission area where EUBAM personnel are present.
- Contribute to planning, implementation, and evaluation of the effectiveness of security plans and other aspects of security operations. Review and monitor activities related to EUBAM security plans, including all aspects related to the elaboration, development and updating of such plans and, if necessary, their implementation. Identify air and land evacuation requirements to be used in emergency cases
- Maintain an updated staff lists. Update, test and manage separate warden systems for both international and national personnel.
- Maintain staff security and managing security incidents affecting staff, offices and assets. Coordinate 24-hour response to all security related incidents involving EUBAM personnel and eligible dependants. Arrange protection detail for senior personnel or visiting VIP's as necessary.
- Establish and maintain contact with national security agencies in the EUBAM Area of Responsibility (AoR) in order to obtain the best information and protection for EUBAM personnel and their eligible dependants, operations and EUBAM property. Establish and maintain contact with security officials of diplomatic missions and International Organizations, specifically, OSCE, UNDP, EU to share information pertaining to staff safety.
- Act as the EUBAM representative on the SMT for both Moldova and Ukraine and advising Designated Officials (DOs) and Security Management Teams (SMTs) on operational security requirements consistent with the MOSS.
- Establish procedures for and conduct investigations on all deaths and all accidents and incidents in which mission personnel have been victims of crime. Follow up on all arrest of EUBAM personnel or suspected breaches of the EUBAM code of conduct.
- Evaluate effectiveness of prevailing fire safety measures in effect in assigned areas of responsibility, including fire prevention devices, fire-fighting equipment, and evacuation plans.

- Work closely with EUBAM Procurement Unit on the identification and procurement of security-related equipment/supplies.
- Assess the Minimum Operational Security Standards (MOSS) for the duty station; Ensuring residential (Minimum Operating Residential Security Standards – MORSS) and office safety, and security preparedness.
- Organize and deliver training courses on security awareness and preparedness.
- Perform other tasks as requested.

Selection criteria/requirements:

- Master's degree or equivalent in the field of security, international relations, business management, or related field.
- At least 5 years of work experience in security, military and/or police fields in law enforcement in the EU Member State.
- Previous UN field experience and knowledge in the areas of staff security and management of security personnel is required.
- Experience in diplomatic security, protection and intelligence considered an asset.
- Ability to establish priorities and to plan, coordinate and monitor own work plans and those under his/her supervision.
- Fluency in spoken and written English. Knowledge of Russian is an asset.
- Computer literacy (Windows applications).

Procurement Specialist

Main objectives of the assignment/scope of work:

Under the direct supervision of the EUBAM Chief of Administration, the Procurement Specialist is responsible for the management of the procurement team in EUBAM and the effective delivery of the procurement, contracting and assets management services to the EUBAM. S/he manages the procurement, assets management and contracting activities and provides solutions to a wide spectrum of operational issues related to his/her area of work.

Detailed description of activities:

- Manage all EUBAM procurement and contracting activities implemented by UNDP and ensure the success of the overall procurement activities, including efficient utilisation of resources in accordance with EC and UNDP administrative, and procurement procedures.

- Ensure full compliance and application of standard EU and UNDP administrative, procurement and contracting rules, procedures and best practices.
- Prepare and implement a comprehensive procurement plan taking into account strict adherence to deadlines, priorities, availability of financial resources, operational feasibility, procurement modalities, alternative scenarios.
- Provide inputs to the programme formulation phases, which ensure UNDP's ability to deploy equipment, materials and personnel on time.
- Establish and maintain procurement and contracting systems and processes, which ensure effective programme delivery. Employ rigorous standards regarding fairness, integrity, transparency, effective competition and best value for money in all procurement and contracting activities.
- Set up systems and administer all EUBAM assets, to supervise the performance of inventory control and assets management.
- Source and deliver quality goods and services (including personnel), including, inter alia, vendors' database, prequalification of suppliers, standardisation of equipment, simplification and grouping of procurement processes.
- Manage local and international procurement and contracting activities, including solicitation processes, evaluation, selection and contract issuance (i.e. RFQ, RFP, ITB, direct contracting, open/limited competition, contract types, contract negotiation and management, shipping and insurance, etc.). Coordinate shipping and delivery arrangements of purchased goods and equipment. Liaise with clients on quality control, specification conformity, volume assessment, monitoring and verification of deliveries.
- Develop and update on a regular basis a roster of suppliers. Ensure that EUBAM suppliers are selected on the basis of an open and transparent competition.
- To manage procurement contracts and, upon delegation of responsibility, perform the ATLAS functions as prescribed in EUBAM, UNDP Standard Operating Procedures and UNDP Internal Control Framework. Ensure budget availability in order to cover the obligations made by the programme prior to raising any commitments.
- Elaborate an internal control system that will ensure that purchase orders are duly prepared and dispatched. Ensure timely corrective actions on POs with budget check errors and other problems.
- Prepare reports on the status of the overall programme procurement and contracting and asset management processes.
- Perform other tasks as assigned.

Requirements/selection criteria:

- Master's degree in Business Administration, Procurement, Economics, Finance or equivalent.

- Minimum 5 years of relevant experience in procurement and contracts management at the national or international level in procurement management with solid administrative background, of which at least the last two years with UNDP.
- Experience in the usage of computers and office software packages (MS Word, Excel etc.) and advance knowledge of web-based management systems
- Knowledge of European market conditions is desirable.
- Previous experience and knowledge of EC regulations in finance and procurement is a strong advantage.
- Prior UN/UNDP experience is an asset
- Proficiency in spoken and written English. Knowledge of Russian is an asset.

Personnel Specialist

Main objectives of the assignment/scope of work:

Under the direct supervision of the Chief of Administration of the EUBAM, the Administrative Specialist is responsible for the management of the administrative and human resource unit in EUBAM and the effective delivery of the HR and general administrative services (travel, organization of events, transport services and office maintenance) to EUBAM.

Detailed description of activities:

- Set up and administer effective and results-oriented general administrative services, including transport and travel, accreditation/permits processing, office maintenance, filing, administration of staff contracts and insurance, organization of conferences / meetings / events.
- Support EUBAM business processes mapping and elaborating internal standard operating procedures (SOPs). Provide inputs to draft logistical and administrative notes for the induction/briefing kit and Code of Conduct for all Mission staff and briefing personnel on standard operating procedures and other relevant related rules and procedures.
- Administer personnel contracts and insurance coverage, draft terms of reference for administrative support staff, adverting vacancies and organizing recruitment processes. Ensure that performance reviews are undertaken for international and local personnel in compliance with UNDP's rules on the various contractual modalities.
- Manage a transparent and competitive recruitment and selection processes including updated job descriptions, proper job classification, vacancy announcements, screening of candidates (long and short-listing), organize and chair interview panels, make recommendations on recruitment. Ensure full compliance with UNDP's rules and

regulations on recruitment and selection of contractors and staff. Provide advice to EUBAM management on contracts guidelines and compliance.

- Develop and implement a team rotation and work shift systems and procedures.
- Establish and oversee a vehicle use logs and procedures, safety procedures, standards of conduct/behaviour for drivers, and overall do's and don't's for EUBAM staff.
- Ensure optimum working conditions of all EUBAM premises and offices, including good operating conditions of office equipment (including telecommunications), availability of office consumables, water, electricity, and internet connectivity.
- Follow up with field offices and seconded personnel to ensure timely and effective provision of administrative services and back-up adopting a client-satisfaction approach. Identify accommodation options for field staff in the six selected Mission locations along the border.
- Oversee a timely processing of travel requests, ticketing, per diem, accommodation and related functions.
- Process all required transactions through ATLAS, performing the function of Manager Level 2 in Atlas. Set up and maintain proper filing and correspondence management systems cumbrances, purchase orders, payment requests, personnel contracts. Prepare reports.
- Oversee successful organization of special events, conferences and meetings.
- Manage the entitlements of the EUBAM international personnel and position funding delegated to the HR Unit. Monitor transactions related to staff contracts recruitment, HR data, benefits, earnings/deductions, retroactivity, recoveries, adjustments and separations.
- Ensure timely deployment and repatriation of seconded international experts to the EUBAM and liaise with the secondment focal points in respective EU member states on timely replacement for repatriated seconded experts.
- Perform other tasks as requested.

Selection criteria/requirements:

- Master's degree in Business Administration, Human Resources or related discipline.
- Minimum 5 years of progressive relevant experience at national or international level in administration and human resources management
- Experience in the usage of computers and office software packages (MS Word, Excel etc.) and advance knowledge of web-based management systems
- Prior UN/UNDP experience is an asset
- Fluency in written and spoken English. Knowledge in Russian is an asset.

Finance Specialist

Main objectives of the assignment/scope of work:

Under the direct supervision of the EUBAM Chief of Administration, the Finance Specialist is responsible for ensuring the highest efficiency in financial resources management and the provision of accurate, thoroughly researched and documented financial information, effective delivery of financial services and transparent utilisation of financial resources. S/he leads and supervises and management of the EUBAM Finance Unit.

Detailed description of activities:

- Provide financial analysis and oversight for all resources managed by EUBAM and provision of high-quality professional advice to the EUBAM management.
- Ensure full compliance with UNDP/UN and donor (EC) financial rules and regulations and reporting. Implement UNDP's Internal Control Framework. Map EUBAM finance-related business processes and prepare/update internal operational procedures for finance.
- Plan, prepare and revise EUBAM budget. Ensure efficient management and administration of EUBAM funds and budget. Continuously analyse and monitor EUBAM's financial situation, prepare expenditure forecasts and reports.
- Plan and track expenditures and audit of financial resources in accordance with UNDP rules and regulations. Control adequate disbursement of resources, analyse and verify financial reports. Monitor financial exception reports, transactions and investigation of anomalies or unusual transactions.
- Organise and oversee EUBAM's cash management processes, including liquidity management, interest level, risk assessment, bank relationships, timely accounting and reconciliation of all transactions, security of cash assets.
- Ensure that processed vouchers are matched and completed, transactions are correctly recorded and posted in ATLAS, payrolls are correct and duly prepared, and travel claims and other entitlements are duly processed. Ensure timely corrective actions on unposted vouchers, including vouchers with budget check errors, match exceptions, unapproved voucher
- Control EUBAM cash flows, analyse and evaluate implications of exchange rate fluctuations, delays in disbursements. Control accounts receivables, follow up on receipt of EU financial contributions. Ensure proper maintenance of ledgers and financial records and reconciliation and closure of accounts
- Prepare qualitative periodic financial reports as per UNDP and donor regulations and contractual obligations.
- Act as focal point for organisation and follow-up on financial audits.

- Perform other tasks as assigned.

Selection criteria/requirements:

- Master's degree in Business Administration, Economics, Finance or equivalent discipline.
- Minimum of 5 years of progressive relevant experience in programme management with particular focus on financial analysis, control and reporting of EC-funded projects, of which at least the last two years preferably with UNDP;
- Excellent knowledge of UNDP financial rules, regulations, procedures and best practices is a must.
- Demonstrated ability to write concise analytical papers for decision-making as well as presentations;
- Previous experience in the region is desirable;
- Good knowledge of ATLAS system and MS Office software.
- Fluency in written and spoken English. Knowledge of Russian is an asset.

IT Specialist

Main objectives of the assignment/scope of work:

The IT Specialist works under the direct supervision of the EUBAM Chief of Administration, and manages EUBAM's IT services, develops and implements IT management systems, is responsible for information management tools and technology infrastructure for EUBAM. The IT Officer advises on the introduction of new technologies. S/he heads the IT team and supervises staff in the team.

Detailed description of activities:

- Ensure full compliance with information management and technology standards, guidelines and procedures for the Mission technology environment set by EU/UNDP. Develop and implement EUBAM information and documentation management system in accordance with EU/UNDP policy.
- Analyse requirements and elaborating internal policies and procedures on the use of ICT. Map EUBAM ICT business processes mapping and establishing internal Standard Operating Procedures (SOPs) in ICT management, control of the workflows in the IT team. Participating in the business process re-engineering activities and ensure that business needs drive IT solutions related to corporate resource management.
- Develop and update the annual ICT plan. Follow up on its implementation

- Conduct market research and analysis, and introducing new technology for EUBAM system update/improvement. Advice and assist in procurement of new ICT equipment for the EUBAM and its field offices, provide technical specifications and information on best options in both local and international markets.
- Supervise the ICT team for delivery of effective and client-oriented services.
- Monitoring the computing resources and ensure a stable and responsive network environment. Operate network utility procedures defining network users and security attributes establishing directories, menus and drive-mappings, configuring network printers and providing user access. Establish and monitor backup and restoration procedures for both server and local drives. Upgrade LAN infrastructure and internet connectivity to meet UNDP/EU requirements.
- Provide web management services, create and technical maintain the EUBAM website and Intranet.

Selection criteria/requirements:

- Master's degree in Computer Science, Information systems, Information Management or equivalent.
- ~~At least 5 years of relevant working experience in network administration, MS-related systems, management and supervision of ICT services and teams, hardware and software platforms, telecommunications facilities~~
- Knowledge of Windows-based packages/applications, experience in web design and development of web-based office applications.
- Fluency in written and spoken English. Knowledge of Russian is an asset.

Specific objectives			
To enhance border management			
Facilitation of legitimate cross-border flows of goods and persons	Statistics and reports of intercepted illegal immigrants / trafficked persons	<ul style="list-style-type: none"> Enhanced border and customs controls and surveillance and cross-border cooperation along the Moldovan-Ukrainian state border are crucial elements in the peaceful resolution of the Transnistrian conflict Continued political commitment of both governments to reform their border and customs services and to fight against corruption as also undertaken in the context of the ENP APs, PCAs, JFS AP Criminal flows will not just be diverted or temporarily suspended Sustained efforts of the International community to support sector reforms in Moldova and Ukraine 	
Improved controls of goods and reduction of customs-related fraud at the Moldovan-Ukrainian state border	Reports on customs revenues / excise duties collected at the border and the Transnistrian segment of the border	Economic and customs statistics	
Facilitation of legitimate cross-border flows of goods and persons	Statistics and reports on the volume/value of seized goods, including drugs, weapons	Official estimates of illicit flows	
Level and quality of inter-agency cooperation and information-sharing between border services (border guards, customs, sanitary and phytosanitary, etc.) at BCPs (BM-1)			
Level and quality of cross-border information exchange between partner services (BM-2)	Economic reports and statistics		
	Processing time for customs clearance and border control		

Annex C. EUBAM Logical Framework

Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<p>To contribute to the implementation of the EU ENP Action Plans with the Republic of Moldova and Ukraine, the implementation of the June 2004 Council conclusions on Moldova, and the February 2005 Council conclusions on Ukraine, in particular as regards outstanding border management issues in the Republic of Moldova and Ukraine.</p>	<p>Enhanced border management capacities</p>	<p>ENP and JFS AP implementation reports (JFS scoreboard)</p>	
	<p>Level of compliance with EU standards</p>	<p>ENP implementation assessments/reports</p>	
<p>To assist the Republic of Moldova and Ukraine in fulfilling their commitments under the European Association process.</p>	<p>Level of effective implementation of relevant commitments under ENP APs and the PCAs</p>	<p>Minutes of PCA sub-committees</p>	
	<p>Progress in the conflict settlement process</p>	<p>Joint progress report – Negotiations on the EU – Republic of Moldova Association Agreement</p>	
<p>To contribute to a peaceful settlement of the Transnistria conflict by, inter alia, strengthening border management and customs regime, and confidence building measures in the Republic of Moldova and Ukraine, thus reducing possible security threats originating from this region. In case a settlement is achieved within the duration of this action, to promote post settlement consolidation</p>	<p>Overall performance at strategic / operational / tactical level</p>	<p>Joint progress report – Negotiations on the EU – Ukraine Association Agreement</p>	
	<p>To contribute in building up appropriate operational and institutional capacity in the Republic of Moldova and Ukraine.</p>	<p>OSCE assessments/reports</p>	
<p>To initiate and coordinate international cooperation related to border security.</p>	<p>Number of coordination meetings with international partners / donors.</p>	<p>ENP AP and JFS AP reports ENP Progress reports Minutes of coordination meetings</p>	
Overall objectives			

	<p>Degree of partnership with civil society</p> <p>Degree of satisfaction on the trainings delivered</p> <p>Degree of satisfaction on the services delivered by EUBAM to all partners</p> <p>Number of events and content of information provided to the public</p> <p>Tools and type of media used for informing the public</p> <p>Level of cooperation between PR sections and journalists</p> <p>Information to the public on EUBAM issues in Moldovan and Ukrainian mass media</p> <p>EUBAM press releases</p> <p>Targeted information to population in mass media on the threats arising from consumption of smuggled foodstuff</p>	<p>Improved controls of persons and reduction in THB/illegal migration at the Moldovan-Ukrainian state border</p>	
<p>To contribute to the prevention and fighting of trans-national organised and cross-border crime</p>	<p>Reduction of cross-border criminal flows including drugs and weapons</p>	<p>Statistics and reports on the volume/value of seized goods, including drugs, weapons</p>	
	<p>Elaboration of monthly and quarterly Common Border Security Assessment Reports</p>	<p>Common Border Security Assessment Reports</p>	
		<p>Official estimates of illicit flows</p> <p>Monthly EUBAM situation reports</p>	

	<p>Traveller's satisfaction with border control procedures and reduced waiting time at the border</p> <p>Processing time for customs clearance and border control</p>	<p>Reports from the partner services</p> <p>Mission's monthly reports</p> <p>Economic reports and statistics</p> <p>Satisfaction survey of travellers</p>	
<p>To make positive contribution towards the settlement of the Transnistria conflict</p>	<p>Implementation of the information exchange protocols (signed in Brussels on 21 November 2006)</p> <p>Number of Transnistrian enterprises registered at the Chisinau-based State Registration Chamber</p> <p>Number of customs declarations submitted by Transnistrian enterprises and amount of customs revenues transferred to the State budget</p> <p>Number of Transnistrian enterprises carrying out import/export operations</p>	<p>Minutes of the EC-Moldova-Ukraine Trilateral meetings</p> <p>Mission Monthly reports</p> <p>Monthly reports from the Moldovan Customs Service</p> <p>Monthly EUBAM situation reports</p> <p>Reports on customs revenues/excise duties collected at the border and the Transnistrian segment of the border</p> <p>Economic reports and statistics</p>	
<p>To build capacity to implement and apply EU and other international standards/best practices</p>	<p>Overall performance of the services at strategic, operational / tactical level</p> <p>Standards and practices applied by partner services / revisions of SOPs</p> <p>Level of customs revenues / excise duties collected as well as volume / value of seized smuggled goods</p>	<p>Mission's periodic assessments of strategic, operational / tactical capacities</p> <p>ENP AP and JFS AP reports</p> <p>Periodic information and statistical data from the partner Customs Services</p>	

	<p>To contribute to compliance and trade facilitation, the implementation of trade policy measures and the modernization of customs procedures</p> <p>To support the anti-corruption efforts of partners, focusing on the implementation of EU principles of good governance</p>	<p>Conduct of joint border/customs control operations</p> <p>Improved controls of goods and reduction of customs-related fraud at the Moldovan-Ukrainian state border.</p> <p>Level of transparency of procedures and accountability for actions and decisions</p> <p>Number of disciplinary cases related to corruption / bribery of officials</p>	<p>Common Border Security Assessment Reports</p> <p>Statistics and reports on the volume/value of seized goods, including drugs, weapons</p> <p>Economic and customs statistics</p> <p>Reports on customs revenues / excise duties collected at the border and the Transnistrian segment of the border</p> <p>Statistics and reports on the volume/value of seized goods, including drugs, weapons</p> <p>Surveys such as Transparency International, World Bank, OSCE, UNDP</p> <p>Reports from partner services</p>	
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Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Professional capacity of border, customs and law enforcement officials enhanced	<p>Overall performance of the services at operational / tactical level</p> <p>Standards and practices applied by partner services / revisions of SOPs</p> <p>Level of customs revenues / excise duties collected as well as volume / value of seized smuggled goods</p>	<p>Mission's periodic assessments of operational / tactical capacities</p> <p>ENP AP and JFS AP reports</p> <p>Periodic information and statistical data from the partner Customs Services</p>	<p>Staff will remain in their posts sufficiently long to be trained</p> <p>Number of contracted staff employed in the border guard services will increase and replace conscripts</p> <p>Willingness of counterparts to align their <i>modus operandi</i> on suggested standards / practices</p> <p>Higher professionalism of customs personnel will lead to a more proper classification of goods imported and reduce undervaluation</p>
Cross-border cooperation between border, customs and law enforcement authorities increased	<p>Level of bilateral co-operation</p> <p>Continued implementation of a cross-border information exchange system on goods and persons</p> <p>Level of cooperation at joint BCPs</p> <p>Cooperation in trilateral, advisory board and coordination meetings</p>	<p>Volume of information exchanged</p> <p>Number of joint operations</p> <p>Common Border Security Assessment Reports</p> <p>Minutes of Advisory Board and Coordination meetings</p> <p>Operational reports produced by the Mission</p>	<p>Continued commitment by Moldovan and Ukrainian authorities to cooperation on cross-border issues</p> <p>Willingness of counterparts to align their <i>modus operandi</i> on suggested standards / practices</p>

Expected results

Public relations capabilities of partner services enhanced	Adjustment of partner services' PR strategies from internal towards external communication	Professional attitude in the partner services' cooperation with journalists	OSCE assessment reports	Moldovan and Ukrainian partner services open and interested in establishing a partnership with mass media and in providing objective and useful information to the public
			Monthly EUBAM situation reports	
			EUBAM's annual survey at the occasion of EU-day	
			Partner services' communication strategies	
			Content of information provided to the media	
			Number of media events	

Activities	Intervention logic	Implementation means	Implementation costs	Assumptions
<p>To provide assistance to the partner services to develop their national legislation towards EU acquis and international rules and standards.</p> <p>To provide assistance to the partner services in establishing the national integrated border management.</p> <p>To support interagency cooperation of border authorities.</p> <p>To support international cooperation of the partner services, law enforcement agencies and other relevant authorities.</p> <p>To provide support the border services in the context of EURO 2012..</p>		<ul style="list-style-type: none"> 60 seconded EU staff consisting of EU border police / border guards and customs officials to be deployed at BCPs, in Chisinau, at Odessa and Illichevsk sea ports, transit points, and perform mobile inspections of other BCPs / green border / inland customs 	<ul style="list-style-type: none"> Salaries of core staff and local staff Salaries of seconded field staff (to be borne by seconding EU MS) Living allowance for all international staff 	<ul style="list-style-type: none"> Moldovan and Ukrainian authorities' continued compliance with the MAU of 7 October 2005 signed between the EC, Moldova and Ukraine

<p>Analytical overview on border security and cross-border movement of goods and persons improved</p>	<p>Availability of reliable information on legal and illegal cross-border flows</p>	<p>Comparison between official and intelligence estimates on cross-border criminal flows</p> <p>Economic and statistical reports/data on legal cross-border movement of goods and persons</p> <p>Common Border Security assessment Reports</p>	<p>Presence of EU staff will allow a clearer picture on legal and illegal cross-border flows of goods and persons</p>
<p>Contributed to the settlement of the frozen Transnistria conflict</p>	<p>Number of in Transnistrian based companies registered in Chisinau.</p>	<p>Monthly report of EUBAM</p>	<p>Willingness and commitment of partners.</p>
<p>Border demarcation at the common Moldovan-Ukrainian State border progressed</p>	<p>Number of km of the border between Republic of Moldova and Ukraine demarcated</p>	<p>Reports of the JUMCBD (Joint Ukrainian-Moldovan Commission on Border Demarcation</p>	<p>Understanding between the Republic of Moldova and Ukraine.</p>
<p>Corruption of border guards and customs officials at operational / tactical level decreased</p>	<p>Level of corruption assessed by rotation figures, number of disciplinary cases related to corruption / bribery of officials</p>	<p>Information and statistical data provided by partner services</p> <p>Independent reports and surveys such as Transparency International, UNDP, OSCE, World Bank etc.</p>	<p>Presence of EU staff during clearance and control procedures will significantly diminish the risk of corruption/accepting bribes</p>
<p>Public awareness in the local population of EUBAM's activities, cross-border crime risks, and the partner services' efforts increased</p>	<p>Level of transparency of services provided and accountability of officials</p> <p>Perception of EUBAM in the public</p>	<p>Reports from Members of Parliament, and regional and local administrations</p>	

<p>To contribute to public awareness among civil society and the population of the Republic of Moldova and Ukraine.</p>			
<p>To provide support to the border demarcation.</p>			
<p>To provide assistance to the visa liberalisation process.</p>			
<p>To assist to the implementation of border and customs control.</p>			
<p>To assist to the implementation of border surveillance management.</p>			
<p>To contribute to the settlement of the Transnistria conflict.</p>			
<p>To provide assistance to the partner services on organisational development towards EU standards and best practice.</p>			
<p>To facilitate coordination among donors.</p>			
<p>To facilitate confidence building and networking opportunities.</p>			
<p>To provide assistance to the partner services to enhance their organisational capacity to manage and develop the training system towards best practice.</p>			
<p>To deliver technical training and related assistance for enhancing sustainable capacity of the partner services.</p>			
<p>To provide assistance to the partner services regarding the application of data protection rules and regulations with regard to national legislation and EU standards at the border between Republic of Moldova and Ukraine.</p>			
<p>To support communications capacity of the partner services.</p>			
<p>To inform on the EU and the mandate and achievements of EUBAM and partners.</p>			
<p>To facilitate regular information exchange and communication with the partner services and stakeholders.</p>			
<p>To contribute to the prevention and fighting of trans-national organised and cross-border crime by enhancing the tactical and operational capacity of partner services.</p>			

<p>To provide assistance to the partner services' criminal investigations.</p> <p>To provide assistance to the partner services to enhance their analytical capacity.</p> <p>To support partner services to enhance their risk analysis capacity on regional and local level.</p> <p>To conduct joint assistance exercises to help counteract border-related crime.</p> <p>To assist partner services in the use of mobile units in preventing border-related crime.</p> <p>To support the Ukrainian and Moldovan customs to effectively use the pre-arrival information exchange system.</p> <p>To support the Ukrainian and Moldovan border guards to develop a pre-arrival information exchange system.</p> <p>To provide assistance to the customs services to develop their national customs legislation towards EU customs acquis and international rules and standards.</p> <p>To assist the partner services to enhance compliance and to develop trade facilitation related to customs activities.</p> <p>To assist in the post clearance control and audit procedures of the customs services of the Republic of Moldova and Ukraine.</p> <p>To assist customs services in the implementation of EU requirements on the creation of Deep and Comprehensive Free Trade Agreements (DCFTA) for the Republic of Moldova and Ukraine.</p> <p>To assist in anti-corruption and good governance efforts of partners, focusing on the implementation of EU principles of good governance,</p>				
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