

# Resilience, Reinforcement and Recovery of Ukrainian Border Management, Customs, Migration and Consular Services

Support programme for the State Border Guard Service, State Customs Service, State Migration Service, Ministry of Foreign Affairs (Consular Offices abroad) and other institutions of Ukraine

## Executive Summary

This programme initiative addresses short-, mid- and long-term priorities of the Ukrainian state institutions involved in migration and integrated border management. It focusses on the strengthening and leadership of national institutions and needs for economic self-sufficiency and future post-conflict return of Ukrainian citizens who fled Ukraine. Implementation of this initiative during the war and post-war period will have a direct impact on building resilience and preparedness of the Ukrainian state institutions and civil society to reinforce and strengthen border security structures, migration governance, and trade facilitation.

The measures proposed under this programme include activities to be implemented in Ukraine, in the main refugee hosting EU Member States and to a limited extend in Moldova.

The proposed programme includes:

### 1. Support to the State Border Guard Service (SBGS):

- 1.1. Direct resilience support to most urgent material needs of Ukrainian state border management agencies;
- 1.2. Reconstruction, recovery and enhancement of border infrastructure and equipment;
- 1.3. Reinforcement of Integrated Border Management policies in new post-war reality;
- 1.4. Support to capacity building/development, including improvement of preparedness to and management of crisis situations
- 1.5. Assistance in capacity building on coping with new hybrid threats with the focus on Belorussian-Ukrainian border

### 2. Support to the State Customs Service (SCS) and other institutions involved in control of international trade:

- 2.1. Provision of support to food security through increased efficiency of Sanitary and phytosanitary (SPS) measures at Border Crossing Points.
- 2.2. Support to introducing trade facilitation measures at Border Crossing Points.
- 2.3. Increasing efficiency of customs, including customs related information processing and exchange,
- 2.4. Post-war reconstruction, recovery and enhancement of customs infrastructure.

### **3. Support to the State Migration Service (SMS) and the Ministry of Foreign Affairs (MFA) and consular offices of Ukraine**

- 3.1. Establishment of SMS liaison offices (LOs) in EU MS hosting Ukrainian refugees and in Moldova linked to UA consular offices, local state authorities, Ukrainian diaspora organisations and civil society. The LOs will support consular capacities and support documentation, integration information and preparedness for future voluntary return and reintegration. Several such offices will also need to be established on the territory of Ukraine, in particular in the regions currently hosting high numbers of internally displaced persons. They will support registration, information, documentation and assessment of needs and vulnerabilities.
- 3.2. Enhance the technical and operational capacities of consular services to ensure issuing of personal documents, extension of their validity, organise consular registration of Ukrainians abroad, including awareness raising of benefits of consular registration, optimization and modernisation of consular crisis management systems.

### **4. All agencies, involved in border and migration management:**

- 4.1. Support in preparation to fully harmonise respective legislation, procedures and practices with relevant EU *Acquis*.
- 4.2. Strengthening anti –corruption measures, increase of transparency, accountability and integrity

## **Current Context**

On February 24, 2022, the Russian Federation started full-scale military aggression against Ukraine, forcing millions of people to flee their homes and to seek protection within Ukraine or abroad. By the beginning of April 2022, more than 4 million people left Ukraine; 81% of them crossed the border to the EU MS since the start of the Russian invasion and crossed into Poland, Romania, Moldova, Hungary, and Slovakia<sup>1</sup>.

According to the UN<sup>2</sup>, the war in Ukraine risks seeing 90 per cent of the country “freefall into poverty” and extreme vulnerability. One in two businesses in Ukraine have shut down completely, while the other half operates well below capacities. Indiscriminate attacks of the Russian army across Ukraine destroyed civilian infrastructure, including residential houses, medical facilities, schools, kindergartens and food stores. As result of the conflict, essential import and export capacities have been severely affected.

While the core government functions manage to operate, state authorities are in need of emergency support to restore their operations and prepare to the post-war recovery.

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<sup>1</sup> UNHCR, <https://data2.unhcr.org/en/situations/ukraine>, assessed on March 31, 2022

<sup>2</sup> UN News, <https://news.un.org/en/story/2022/03/1114022>, assessed on March 30, 2022

Ukrainian state agencies in charge of border and migration management have been involved over the past years in various programmes aiming at transforming and improving their systems. While the adoption of EU *Acquis* and alignment to EU standards were not always acknowledged as the single priority requirement for a country located at the junction of two geopolitical ensembles, the war changed these perspectives significantly. In the present context of Russian military aggression, Ukraine clearly and strongly expressed its objective to become a member state of the European Union. While formal accession – if decided upon – will take a long time, alignment with the EU *Acquis* via tailored support will facilitate trade, mobility and security cooperation between Ukraine and the EU.

ICMPD has long-standing relations with Ukraine, including with all core institutions involved in Integrated Border Management, migration management, engagement with the Ukrainian diaspora abroad and dealing with consular affairs. These relations have developed through multi-disciplinary initiatives and targeted projects<sup>3</sup>, implemented by ICMPD in Ukraine and regionally, especially through the active participation of Ukraine in ICMPD-led regional dialogues, such as Prague and Budapest processes. The most recent example of cooperation is the on-going EU-funded EU **Support to Strengthening Integrated Border Management in Ukraine (EU4IBM)** project. The 30-month duration project started in December 2019 with a 5 MEUR budget is dedicated to the identification of and assistance in addressing the gaps in the implementation of the national IBM concept and to align it with good practices of the EU Integrated Border Management. Following the invasion, the project activities were repurposed to provide emergency assistance for building resilience of the border institutions in line with the guidance of the donor – the Delegation of the European Union to Ukraine. The project implementation will continue until June 2022. In light of the uncertain procurement situation related to the needed goods, a no-cost extension is under discussion to allow for certain delivery and post-delivery support.

Following emergency consultations with the core migration and border authorities in Ukraine (SBGS, SCS, SMS, MFA, consular offices abroad and other institutions), ICMPD has identified needs and priorities of Ukraine, covering three different levels of support:

- **RESILIENCE:** emergency support while the Russian military aggression last and the internal and external displacement continues (next 6 months to 2 years);
- **REINFORCEMENT:** support covering the early post-war period, when functioning of state structures will be gradually restored (6 months to 5 years, depending on security situation in Ukraine);
- **RECOVERY:** support to assist Ukrainian state institutions during the post-war time (2/5 to 10 years).

The activities of the proposed initiative address the identified needs of the beneficiaries within three inter-related thematic components and management component as described below. The

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<sup>3</sup> For instance, GDISC Ukraine – “Capacity Building and Technical Support to Ukrainian authorities to Effectively Respond to Irregular Transit-Migration (ERIT)” project, EU-funded “Strengthening capacities and cooperation in the identification of forged and falsified documents in Ukraine” project, EU-funded EaP cooperation in the fight against irregular migration – Supporting the implementation of the Prague Process Action Plan (EaP SIPAP), EU-funded Eastern Partnership (EaP) - Integrated Border Management - Capacity Building Project, and other

management component of the project includes assistance to identify the most suitable IBM concept based on the possible scenarios and their potential impact on the situation in Ukraine, in order to adjust and, if needed, repurpose project's activities, in close coordination with the donor.

For programmatic reasons, the activities foreseen in the present concept are envisaged mainly for the next 6 months up to the 36 months, depending on modules as described below. Considering the unpredictability of the present situation, all scenarios related to the duration and final outcome of the war will need regular adaptation and will require flexibility from all partners during the implementation.

### Overall and Specific Objectives

The overall objective of the project is to:

*Contribute to the resilience, reinforcement and recovery of Ukrainian border management and migration governance by strengthening the national authorities' capacities to ensure an adapted security approach of Ukrainian borders, further facilitation Ukrainian trade through supported trade routes, safe international mobility of Ukrainian citizens, and support the re-integration.*

The project activities are clustered around three Thematic Components, consisting of several modules, and the Management Component. Each of the components will contribute to the achievement of the specific objectives (SOs) as follows:

<b>SO 1.</b>	Supported resilience of Ukrainian state border agencies
<b>SO 2.</b>	Enhance border processing at land BCPs (road and railways) – border checks and trade facilitation
<b>SO 3.</b>	Strengthen land border/boundary security and (inland controls) surveillance capacities with a focus on preventing of and coping with new hybrid threats
<b>SO4.</b>	Improve law enforcement cooperation and crime prevention
<b>SO5.</b>	Secure safe and organised mobility of Ukrainian population, including supported implementation of temporary protection mechanisms and informed and dignified return and reintegration in post-war period
<b>SO6.</b>	Support the border and migration agencies in preparation for alignment to EU Acquis
<b>SO 7. Cross-cutting</b>	Ensure an evidence-based approach on migration, mobility and border management planning and implementation during resilience, reinforcement and recovery periods
<b>SO 8. Cross-cutting</b>	Strengthening anti-corruption measures, increase of transparency, accountability and integrity



## Target Groups and Beneficiaries

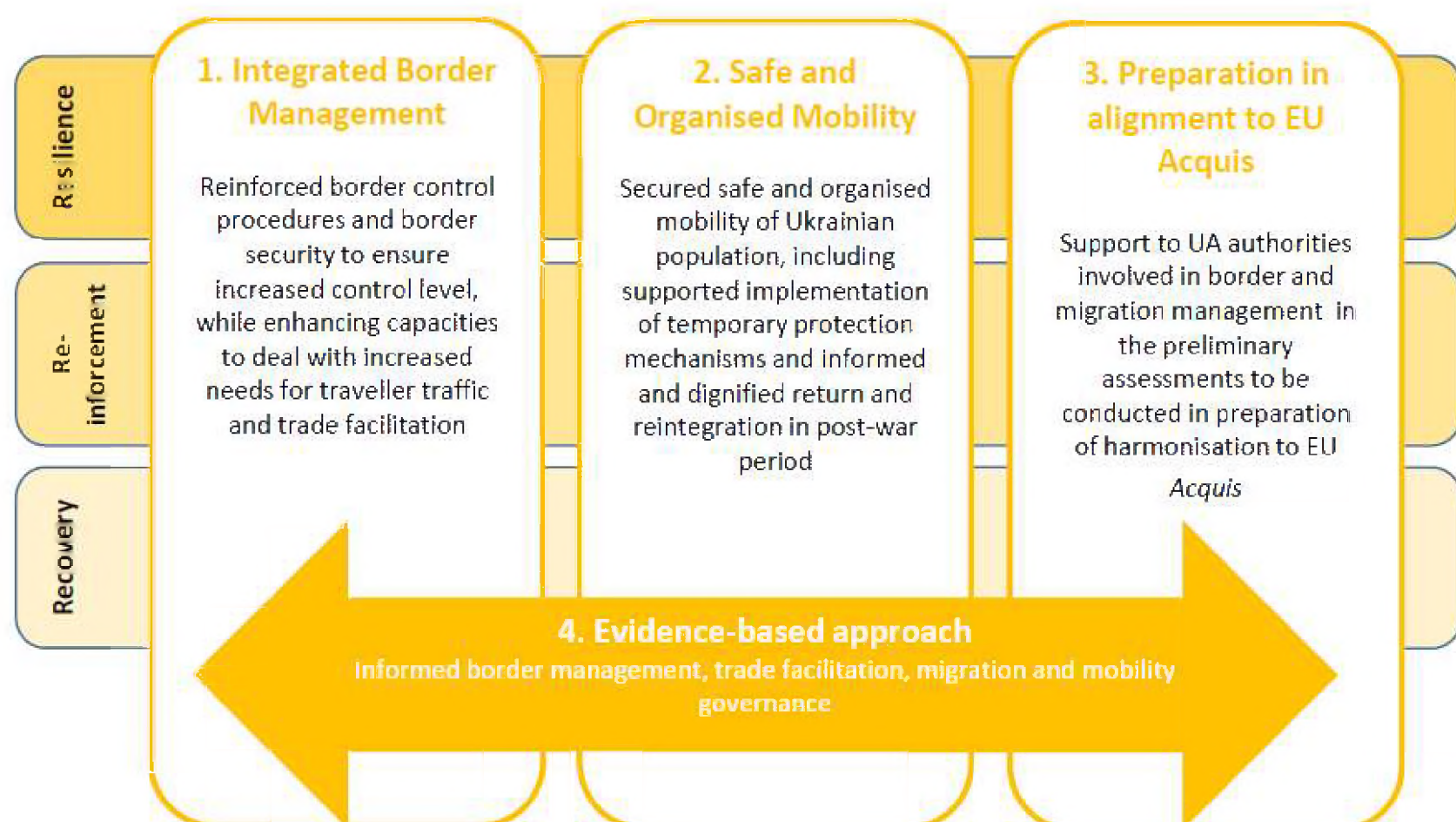
Main target groups of the proposed actions include (listed in order of proposed components):

- State Border Guard Service of Ukraine, <https://dpsu.gov.ua/en/>;
- State Customs Service of Ukraine, <https://customs.gov.ua/en/>;
- State Service of Ukraine on Food Safety and Consumer Protection, <https://dpss.gov.ua/en/>;
- Ministry of Infrastructure of Ukraine, <https://mtu.gov.ua/>;
- State Migration Service of Ukraine, <https://dmsu.gov.ua/en-home.html>;
- Ministry of Foreign Affairs, <https://mfa.gov.ua/en/>;
- Civil Society organisations in EU MS and Moldova;
- Ukrainian Diaspora organisations in the EU;
- EU MS and Moldovan local authorities.

The **final beneficiary** of the proposed action is the population of Ukraine, including those who stayed in the country during the war and those who were forced to flee to seek protection abroad.

## Description of Action

The proposed action will be implemented within three thematic components and a crosscutting management component, as demonstrated in the scheme below. Activity packages for each of the components are stretched over three milestone periods: resilience (during the war), reinforcement (early post-war period), and recovery (post-war period). This allows starting implementation of the project immediately, as each of the phases lays down the conditions and necessary requirements for the implementation of the next one. Thus, the methodology of the proposed initiative provides not only emergency support, but rather represents a full-fledged programme for preparedness to recover and enhance all operations essential for migration and border management in the country.



## Component 1: Integrated Border Management

Main target groups:	State Border Guard Service of Ukraine State Customs Service of Ukraine State Service of Ukraine on Food Safety and Consumer Protection Ministry of Infrastructure of Ukraine
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In the present context and most probably on the mid-term (up to next 5 years), Ukrainian border authorities will have to operate according to two main border and customs control regimes:

- at the borders with EU MS and Moldova, facilitated legitimate cross-border flows will need to be facilitated and secured, notably for strategic goods and food supply chains and reconstruction purposes;
- at other boundary lines located at the junction with territories possibly controlled by third party/-ies, (i.e. temporary occupied territories as well as BY and RU) focus will necessarily be more on security matters, as well as providing due assistance to people in need.

This means that Ukraine will need to strengthen further its integrated border management (IBM) system with a view to better cooperate with the EU and its Members States, to support progressive integration therewith as well as to prepare for a possible EU membership, beyond complying with the Copenhagen criteria by adopting the relevant EU Acquis. Ukrainian authorities will need also to foresee different contingency and compensatory measures aiming at strengthening security along areas with Belarus, Russia and possible temporary occupied territories.

The situation in the East and North, as well as potential limited access to the maritime ports will result in an unprecedented rebalancing of trade relations and shifting of different flows. There will especially be a strong increase of the volume of trade and other border crossings at the land borders with EU and possibly Moldova. Challenges linked to various forms of criminal activities (trafficking in human beings, smuggling, including weapons) remain multiple and are likely to increase. This may expose Ukraine and its neighbours to other serious threats.

The following modules are proposed:

Module/Specific Objective	Description
1.1. Support the resilience of Ukrainian state border agencies (SO1)	<p>This module covers the urgent/vital needs of the services, allowing them to be in position to continue their operation. This module will also ensure the minimum requirements for all involved services to prepare the ground for further project implementation:</p> <ul style="list-style-type: none"> <li>- Procurement of goods in line with priorities provided by the Ukrainian services (personal protection equipment, night vision goggles, ready-to-eat meals, bedding, radio stations, satellite phones, star link satellite internet and other communication means, first aid kits, various types of transportation means, electricity and heat generators, mobile lighting towers, etc.);</li> <li>- Relocation and improvement of security of ICT and databases of the SBGS and SCS; transmission equipment to be foreseen for allowing mobile access for agents at main BCPs. Provision of mobile work stations/terminals accessing these databases may be envisaged;</li> </ul>



	<ul style="list-style-type: none"> <li>- Set-up and support of <b>BM-dedicated donors' coordination group</b> to exchange information about respective projects, review the demands provided by UA counterparts and coordinate various partners' inputs/supports;</li> <li>- Support to local passport issuing capacities of relevant authorities (SMS) for Ukrainian citizens in need at BCPs.</li> </ul>
1.2. Enhanced border processing at Land BCPs (SO2)	<p>This module will support the activities strengthening the capacities of UA border services individually, as well as jointly (inter-agency cooperation and coordination), with particular care given to increasing their capacities of processing persons and goods at the BCPs.</p> <p>This support will be tailored to each site and coordinated with relevant neighbouring countries (EU MS and Moldova).</p> <ul style="list-style-type: none"> <li>- Reorganisation of priority BCPs, exploring most suitable ways to apply the recommendations from Business Process Analysis and Reengineering (BPSR) done under the EU4IBM project, adapting workflow and procedures, foreseeing additional/specific lanes for different "clients", organising possibly small BCPs for local border crossings, progressive adaptation of Authorised Economic Operator (AEO) concept at priority BCPs, improved real-time coordination of traffic with neighbouring country, etc.;</li> <li>- Increasing efficiency at BCPs will require additional arrangements "upstream" (pre-arrival information, etc.) and "downstream" (inland customs clearance, etc.), possible delegation of powers, etc.;</li> <li>- Within this module, specific arrangements can be envisaged (to be progressively consolidated according to the 3 subsequent phases) for food supply chain security (SPS border control to be addressed), other flows as well.</li> <li>- Increasing efficiency of <b>Sanitary and phytosanitary (SPS) measures</b> to protect humans, animals, and plants from diseases, pests, or contaminants at entry and exit to/from Ukraine;</li> <li>- Capacity building for SCS and SSUFSCP on interagency cooperation in applying SPS measures at BCPs;</li> <li>- Capacity building for SSUFSCP on EU good practice in applying SPS measures at BCPs;</li> <li>- Support development of SSUFSCP infrastructure (Border inspection posts) in the BCPs,</li> <li>- Support improvement of interagency exchange of SPS related information between SSUFSCP and SCS.</li> <li>- Cross-border coordination and information exchange would be supported here, using already existing assets (police customs cooperation centres, single points of contact, etc.) and exploring possible strengthening and/or extension thereof;</li> <li>- Raising awareness of the end-users / public, about procedures, which BCPs to use (redirection of specific traffics to dedicated BCPs, etc.) This may be done using various media channels.</li> </ul>



<p>1.3. Strengthening border security and surveillance (SO3)</p>	<p>Complementary to and full interaction with the other modules, this module aims at supporting the UA border agencies at compensating (in balanced manner) the facilitation part at the Western borders.</p> <ul style="list-style-type: none"> <li>- Using inputs from the 1.1 module (possible provision of mobile border control (checks and surveillance) stations, equivalent to “Schengen bus”, etc.), this module will allow for training and improving SBGS capacities to survey the land borders with EU MS and Moldova (preventing / reducing volume of illegal crossing, smuggling, etc.)</li> <li>- Support customs mobile units to proceed with intel-based/profiling-based controls inland (subject to granting law enforcement powers for SCS);</li> <li>- Coordination of actions and exchange of information among SBGS and SCS, as well as other services will be further supported there (link to Module 1.4);</li> <li>- Support to joint and/or coordinated patrolling.</li> <li>- Assist in development of measures to deal with prevention of and coping with hybrid threats</li> </ul>
<p>1.4. Law enforcement and crime prevention cooperation (SO4)</p>	<p>This module will support UA border services in progressively setting up joint (inter-agency) body for sharing information and coordinating activities / measures to fight and prevent criminal activities. This can be organised locally (for border section/region) and can be further strengthened in the future. This should contribute to improving capacity to prevent notably outward smuggling of weapons, human beings and goods towards EU and Moldova: equipment, better coordination with/more active work on EU side.</p> <ul style="list-style-type: none"> <li>- Support to risk analysis and management capacities of the UA border agencies (individually and jointly);</li> <li>- Support to local and central groups exchanging data and information;</li> <li>- Support establishment of law enforcement and investigation units of SCS (capacity building and equipment);</li> <li>- Support establishment of investigation units of SBGS (capacity building and equipment);</li> <li>- Support to joint investigation teams (subject to granting investigative powers to SBGS and SCS).</li> </ul>

## Component 2: Safe and Organised Mobility

<p>Main target groups:</p>	<p>State Migration Service of Ukraine Ministry of Foreign Affairs Consular offices of Ukraine abroad State Enterprise “Document” Civil society and Ukrainian Diaspora organisations abroad EU MS and Moldovan local authorities</p>
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The arrival of over 4 million displaced people to the territory of the EU MS and Moldova, created an unprecedented movement of people seeking protection in such a short period of time. In addition, an estimated 6 to 10 million people are displaced internally within the territory of the country. On 4 March 2022, an Extraordinary Justice and Home Affairs (JHA) Council meeting decided to activate the EU’s



Temporary Protection Directive for the first time for people fleeing the war in Ukraine. However, the arrival of people, including many in vulnerable situations requires exceptional efforts from EU MS and Moldovan state institutions and civil society involved in the reception of displaced people, but also from Ukrainian consular offices and diaspora. The Component 2 of the proposed action seeks to provide support to these agencies and civil society in Ukraine, EU MS and Moldova in order to support organised reception, early competence checks for labour market integration and economic self-sufficiency, assessment of needs and vulnerabilities, determination of education needs and opportunities, and, during the recovery phase, dignified and sustainable return back to Ukraine. In addition, support to most vulnerable as well as family tracing needs to be organised, combined with prevention of trafficking, exploitation and other criminal activities.

The following modules are proposed:

Module/Specific Objective	Description
2.1. Establishment of 15 SMS liaison offices in Ukraine, EU MS and Moldova as part of emergency assistance (SO5)	<p>2.1.1. Identification of location (at the first stage: regions of Ukraine, EU MS with greatest number of displaced people within/from Ukraine, and Moldova), rent of facilities, recruitment of personnel (preferably, SMS representatives who left Ukraine (or displaced internally) and are currently in the respective EU MS and/or Moldova, representatives of local NGO, organised diaspora representatives).</p> <p>2.1.2. Equipment of SMS liaison offices taking into account the needs for extension of services for issue of identity documents, provided by SMS and State Enterprise "Document". Establishment of call centres.</p> <p>2.1.3. Training for personnel to provide information and consultation services.</p>
2.2. Provision of information, documentation and consultation services by SMS liaison offices in close coordination with local authorities and Ukrainian consular services abroad (SO5)	<p>The content of services will depend on the project implementation phase:</p> <ul style="list-style-type: none"> <li>- Resilience and reinforcement: assessment of needs and vulnerabilities, consultations and support on first orientation in EU MS, education and employment possibilities, family member tracing and support in family reunification, documentation issues, etc. This will also include establishment of call centres in Ukraine, EU MS and in Moldova, coordinated with information activities implemented by the consular services (see module 2.4 below)</li> <li>- Recovery: consultations and support on informed, dignified and sustainable return and reintegration back at home. Collection and provision of information on conditions in specific regions, cities and villages, need of labour force, preschool, school and higher education opportunities, health facilities back at home. Consultations on other potential durable solutions (education, family reunification, employment in EU MS, etc.);</li> <li>- All phases: provision of support to the most vulnerable groups;</li> <li>- All phases: Collection and dissemination of information, awareness raising to the Ukrainian citizens, media outlets and other public communicators on legal and social conditions of temporary protection and other circumstances of residence in EU MS and Moldova.</li> </ul>



<p>2.3. Lessons learned from the operations of the SMS liaison offices, development and implementation of plan on extension of services to other EU MS (SO5)</p>	<p>This activity will take place during the reinforcement phase, within 3-6 months since the operationalisation of the SMS liaison offices. Depending on the results of the first phase of the activities of SMS liaison offices in main destination EU MS and Moldova, additional offices might be established to address potential secondary movements of Ukrainians within EU MS. Alternatively, the project might strengthen some of the offices in the main destination EU MS and/or Moldova to prepare for sustainable return organisation, including organisation of civil society groups in Ukraine, which in close coordination with Ukrainian law enforcement and social protection authorities will provide information on safe and sustainable return options to specific regions, cities and villages of Ukraine (personal security issues, availability of residential, health, education infrastructure, etc.).</p>
<p>2.4. Boost capacities of consular services to organise consular registration and assistance to citizens abroad during the consular crisis (SO5)</p>	<p>2.4.1. Equipment of consular services in most affected EU MS and Moldova, including call centres; 2.4.2. Awareness raising among displaced persons and diaspora organisations on benefits of consular registration; 2.4.3. Optimisation, modernisation and digitalisation of consular activities to mobilise crisis responsiveness; capacity development.</p>
<p>2.5. Empower organised Ukrainian diaspora members in main EU MS destination countries and Moldova to act as integration mentors for newly arrived migrants (SO5)</p>	<p>2.5.1. Capacity building of diaspora organisations to act as integration mentors and information agents (trainings and workshops aiming at transferring and sharing knowledge on integration topics); 2.5.2. Actual provision of integration, recovery initiatives and information services (integration mentoring and support, contribution to the economic empowerment of potential returnees (through vocational training, business coaching and job placement/referral), implementation of joint events with local community members, etc.).</p>
<p>2.6. Development and implementation of plan for sustainable use of established and equipped SMS liaison</p>	<p>The workload of the SMS liaison offices will be regularly observed and monitored during the project implementation. This will allow efficient use of resources, and provide targeted support to UA consular office in the most affected EU MS and Moldova. During the recovery phase, ICMPD will explore the ways to allow for sustainable use of established offices in close coordination with the UA MFA, the EU MS and Moldova. Potentially, the offices might be used (and funded) by the local administrations for creation of durable civil society networks for consultations on reception and</p>

offices at the end of recovery phase (SO5)	integration of asylum seekers, displaced people and other vulnerable migrants in future, and/or diaspora and migrant communities' consultation/information centres for better integration solutions. Lessons learned from implementation of this innovative methodology, as well as potential decisions on sustainable use of the outcomes will be discussed with both local administration and the donor. Implementation of these decisions will be supported during the final phase of the project implementation.
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### Component 3: Preparation to apply EU Acquis

Main target groups:	State Border Guard Service State Customs Service of Ukraine State Service of Ukraine on Food Safety and Consumer Protection Ministry of Infrastructure of Ukraine State Migration Service of Ukraine Ministry of Foreign Affairs Consular offices of Ukraine abroad
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This module covers the support to UA authorities in the preliminary assessments to be conducted in preparation of harmonisation to EU Acquis. The activities will include capacity development for respective state institutions, peer-to-peer review, broadening of networks and exchange with relevant stakeholders and partners within EU, horizontal exchange with peers in Georgia and Moldova, etc. This Component will be implemented at the end of Reinforcement phase and within the Recovery phase.

This Component follows specific objective 6.

### Component 4: Evidence-based Approach

Main target groups:	All stakeholders involved in the project, coordinated by ICMPD
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This component will combine administration of the project with the analytical work in order to inform all project activities. To this end, ICMPD office in Ukraine, together with the ICMPD's Border Management and Security Programme and Regional Office for Eastern Europe and Central Asia will:

- Collect information on developments regarding situation of displaced people from Ukraine in EU MS and Moldova through regular updates of stakeholders (including, but not limited to those supported by this project);
- Analyse collected information and provide recommendations on implementation of specific activities, their streamlining and/or adjustment depending on forecasted scenarios;
- Disseminate analysis and recommendations on project implementation activities through project management structures and platforms (e.g. project steering group meeting).



## Component 5: Anti-corruption measures -Transparency, accountability and integrity

Main target groups: | All stakeholders involved in the project

This component presents a cross-cutting activities related to further strengthen activities of border agencies aimed at prevention and prosecution of corruption. The focus of Component 5 will be on increasing transparency, accountability and integrity of border agencies, and strengthen cooperation with the relevant state bodies, including the National Anti-Corruption Bureau of Ukraine

- Creation of an internal oversight on implementing anti-corruption procedures, including bribes of public officials
- Identification and removal of potential corruptive factors in daily work, procedures and legal frameworks
- Assistance in preparing/updating a Code of Conduct for public officials
- Setting a concept of transparency in the public procurement of goods and services
- Access to public information
- Protection of whistle-blowers

### Budget estimation and project duration

All estimates below are preliminary. ICMPD has extensive experience in implementing large-scale procurement projects (e.g. Tunisia/Morocco – 50+ MEUR) , especially in the IBM area, as well in construction and reconstruction works (at borders and inland). Procurement activities are supported by a team of professional colleagues with procurement and grant background and extensive network of potential suppliers. Estimations for procurement within this proposal are based on previous experience but may vary based upon funding availability and needs of the beneficiary organisations. Estimated amounts for the other activities will be refined based upon initial feedback from the donor and the development of a detailed programme description.

#### Resilience Phase:

##### 25 – 60 MEUR

Regarding procurement of emergency items in particular (activity 1.1), this amount may change pending availability of funds, as well as needs and absorption capacity of the Ukrainian agencies.

#### Reinforcement and Recovery Phases:

##### 40 – 60 MEUR

The total budget depends on detailed estimation of recovery works, the estimated duration of resilience phase and amount of work which will be carried out during this initial phase, as well as predicted destruction of infrastructure, limitation of trade corridors and need for redirection of passenger and trade corridors due to occupation of territories. Inclusion of investments in extensive reconstruction and/or expansion work at BCPs may lead to a further increase.



The total programme duration depends on the development, duration and final outcome of the war in Ukraine, peace agreement(s) circumstances, decision and potential progress of Ukraine to become EU MS, etc.

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