

Twinning Project Fiche

1. Basic Information

1.1 Publication notice reference: EuropeAid/ 137-099/IH/ACT/TR

1.2 Programme: IPA 2013 (Indirect Management mode)

1.3 Twinning Number: TR 13 IB JH 06

1.4 Title: Improving the maritime customs surveillance capacity and operational procedures of Ministry of Customs and Trade-DG Customs Enforcement

1.4 Sector: Justice and Home Affairs/Migration Management and Borders

1.5 Beneficiary country: Turkey

2. Objectives

2.1 Overall Objective(s):

Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (TCA) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.

2.2 Project purpose:

To strengthen the customs surveillance and control function of the TCA throughout the Turkish customs territory by increasing its patrolling, searching, and intervention capacity in order to deal with both intended and committed offences more promptly and efficiently.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

The project is in line with the AP's and NPAA's priorities.

Accession Partnership (2008) with the Republic of Turkey points out the strengthening of all law enforcement institutions and align their status and functioning with European standards in general and specifically, strengthening the enforcement capacity of the customs administration, particularly regarding fight against illegal trade and counterfeiting. Similarly, NPAA 2008 specifies the strengthening the administrative capacity of the Turkish Customs Administration, provision of patrol boats and X-ray inspection systems

In 2013 Regular Progress Report (part 4.29, Chapter 29: Customs union), it is stated that "In the area of administrative and operational capacity, the Ministry of Customs and Trade further enhanced its customs enforcement capacity, in particular regarding maritime operations.". Also, In 2014 Regular Progress Report for Turkey it is stated that in the area of administrative and operational capacity, Turkey continued to increase its customs enforcement capacity, in particular regarding anti-smuggling operations. Taking this positive evaluations and comments into account, TCA continues to seek new opportunities to increase its capacity to EU standards in such a way to deal with illicit trade and smuggling in maritime activities.

In the 2007 Regular Reports on Turkey's progress towards accession, it is stated the administrative and operational capacity of TCA continued to be strengthened and efforts towards modernisation, particularly the training of customs officers in regional offices, need to be extended to all regions. Particular attention has been given during the screening meetings that TCA will be requested to have in place all necessary facilities to develop straightforward and efficient customs control operations at ports, airports and land borders, and inland, capable of facilitating a flow of legitimate passengers and trade while ensuring collection of national and EU revenue and the social protection of national and EU citizens.

Furthermore, in 2007-2014 Strategic Plan of the Ministry, being an output of the 2009 Twinning Project, the Maritime Control Strategy Paper was adopted and the issues related to maritime activities in international seaports of Turkey were raised to the agenda of the Ministry. Currently, TCA's main goal related to maritime controls is both to build upon the achievements gained by the previous twinning project and further improve its capacity in maritime controls.

3. Description

3.1 Background and justification:

While the process towards the removal of the trade barriers undermined the relative importance of the revenue functions of customs, it brought to the foreground the “*protective*” role of customs in contributing to the health and security of the national economy, society and the environment. TCA fulfils its protective functions, on one hand, by controls and checks of goods, vehicles and passengers at the customs posts and, on the other hand, by surveillance throughout the customs territory to ensure that all the customs formalities have been completed in line with the *acquis*.

For this reason, TCA has been making an appreciable effort to further improve its control and surveillance capacity by allocating its national budget to investments related to customs control equipment, improving its bi-lateral and multi-lateral relations with the key countries advanced in customs control techniques to ensure information exchange and experience sharing, and managing EU funded projects under IPA component since 2003. Within this context, this proposed twinning project is expected to contribute to the outcomes of IPA 2009 Project's Twinning Component and enhance the customs control capacity in maritime operations. Improved maritime control capacity and extended customs patrolling range by means of newly deployed boats would ensure a more effective collaboration with other law enforcement agencies in Turkey along the Turkish territorial waters, particularly Coast Guard.

IPA 2009 Twinning Project on TCA's Maritime Operations (TR09/IB/FI/02) has been concluded with positive achievements and experiences. The project consisted of 3 components; namely Strategy, Structure and Training. With the collaboration of Strategy and Structure components, a Maritime Strategy Paper has been prepared. Within the scope of the 3rd component, maritime training activities have been conducted.

Nevertheless, these trainings could have only been introductory in nature. The main aim of this proposed Twinning Project is to complement those trainings on ship rummage and container search on an advanced level and extend the trainings to cover topics such as patrolling and boarding, and port operations.

On the other hand, certain issues like inter-agency cooperation on land and sea, intelligence-led operations, and land-to-sea and sea-to-land operations have been briefly addressed during the previous Twinning Project. The second aim of the new Twinning Project is to cover these issues thoroughly as well as to develop capacity with regard to pilot implementation.

Finally, the importance of health and safety in ports, ships and maritime environments were not foreseen in the design phase of the first Project. Therefore the third aim of the new Twinning Project is to have a separate chapter on this crucial field and fully address it.

3.2 Linked activities:

To ensure the proper management of the duties and responsibilities it undertakes, TCA has produced several projects under IPA I Component since 2003. 2009 EU Project, Modernisation of Turkish Customs Administration-VI numbered TR09/IB/FI/02, included both supply and a twinning component. Within the scope of the Project, 10 patrol boats were supplied and distributed to the related seaports. Besides, 10 sea patrol teams were formed and started the patrolling activities. In addition, by the provision of five mobile vehicle and container scanning systems within the context of the same project, technical capacity of the seaports was strengthened. Twinning component of the Project was composed of 3 stages and 43 activities which were related to capacity building in maritime operations undertaken by the customs personnel of Turkey's international seaports. Regarding the project outputs, Maritime Control Strategy Paper and Maritime Operations Legislation Handbook was prepared and an e-learning program including 5 modules and regarding legal competencies, vessel and container control & rummaging was organized and the related customs personnel were trained. As a result of the Project, rummage teams in 3 sea ports were established and studies for the founding of one more team are ongoing. Moreover, in order to streamline the communication and information exchange and experience sharing among the top managers, personnel working in the central administration and field organisations of the Ministry, a workshop on maritime operations was organised after the completion of the related project where the outcomes of the project were discussed and evaluated.

2013 EU Project, in addition to this twinning component, includes a supply component as well. It foresees the provision of 4 small patrol boats, 5 small vehicles and 4 pick-up vehicles. Provision of these equipment would also contribute to the technical capacity building in maritime activities.

3.3 Results:

In general, customs surveillance would be enhanced in regard to the control of yachts, marinas and fishing ports as well as control of cargo vessels with reinforced technical capacity to patrol, search and intervene in crimes backed by an integrated fleet planning approach, increased response time to any ship that will be controlled, improved national coordination and cooperation mechanism consisting of Coast Guard, Police and Gendarmerie so as to achieve an operational and result-oriented system on customs surveillance functions.

Specifically, there are three results which could be measured by means of objectively verifiable indicators as indicated below in detail.

1. Vessel rummage and patrolling teams established

- Dedicated and structured vessel rummage and patrolling teams established and staffed with trained personnel.
 - At least 60 officers trained in patrolling, boarding, and health and safety.
 - At least 10 officers trained in basic to intermediate rummaging.
 - At least 7 officers trained in advanced rummaging.
 - At least 10 navigation officers trained in advanced navigation.
 - At least 20 officers trained in maritime communication.
 - At least 10 managers trained in leadership and management.
 - At least 20 officers/managers trained in tactical operation and mission planning.
 - All trainees also trained as trainers (train-the-trainers)
- Operational principles and guides for the rummage and patrolling prepared
- Maritime Operations Handbook prepared

2. Interagency cooperation strengthened in the field of maritime operations

- Principles and methods of interagency cooperation and joint operations established.
 - At least 3 joint patrolling drills with administrations in charge of border management at seas conducted
- ## 3. Risk indicators identified
- At least 30 detailed maritime risk indicator/profile drafted.

3.4 Activities:

The activities listed hereunder represent the minimum activities to be implemented in the course of the Twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in its proposal.

1. Strategy and Structure

- 1.1. Gap and Need Analysis
- 1.2. Evaluation of IPA 2009 Twinning
- 1.3. Maritime assets planning and deployment
- 1.4. Performance evaluation model building (impact analysis - cost\effect analysis)
- 1.5. Quality management

2. Maritime Safety

- 2.1. Gap and Need Analysis on Health and Safety Issues
- 2.2. Equipment Requirements Analysis
- 2.3. Study Visit
- 2.4. Operational Principles and Guides
- 2.5. Training

3. Maritime Law Enforcement I

3.1. Patrolling

- 3.1.1. Communication and Teamwork
- 3.1.2. Gap and Need Analysis

- 3.1.3. Legal competencies Analysis
- 3.1.4. Team Building
- 3.1.5. Use of Force
- 3.1.6. Study Visit
- 3.1.7. Health and Safety Requirements
- 3.1.8. Operational Principles and Guides
- 3.1.9. Training
- 3.1.10. Use of equipment
- 3.1.11. Mini-internships
- 3.1.12. Joint Patrolling activities
- 3.1.13. Inter-agency cooperation in the fields directly related to the customs control activities
- 3.1.14. Route Building
- 3.1.15. Patrolling Scenarios
- 3.1.16. Navigation Officer Training
- 3.1.17. Use of Navigation equipment
- 3.1.18. RHIB operator training
- 3.1.19. Operational Coordination – coordination of customs boats
- 3.1.20. Patrol planning

3.2. **Boarding**

- 3.2.1. Communication
- 3.2.2. Gap and Need Analysis
- 3.2.3. Legal competencies Analysis
- 3.2.4. Team Building
- 3.2.5. Use of Force
- 3.2.6. Study Visit
- 3.2.7. Health and Safety Requirements
- 3.2.8. Operational Principles and Guides
- 3.2.9. Training
- 3.2.10. Use of equipment
- 3.2.11. Mini-internships
- 3.2.12. Joint boarding activities
- 3.2.13. Inter-agency cooperation in the fields directly related to the customs control activities.
- 3.2.14. Route Building
- 3.2.15. Boarding Scenarios

3.3. **SAR**

- 3.3.1. Communication
- 3.3.2. Gap and Need Analysis
- 3.3.3. Legal competencies Analysis
- 3.3.4. Team Building
- 3.3.5. Use of Force
- 3.3.6. Study Visit
- 3.3.7. Health and Safety Requirements
- 3.3.8. Operational Principles and Guides
- 3.3.9. Training
- 3.3.10. Use of equipment
- 3.3.11. Mini-internships
- 3.3.12. Joint SAR activities

- 3.3.13. Inter-agency cooperation
- 3.3.14. Route Building
- 3.3.15. PSAR Scenarios

4. Maritime Law Enforcement II

4.1. Rummaging

- 4.1.1. Gap and Need Analysis
- 4.1.2. Legal Competencies Analysis
- 4.1.3. Study Visit
- 4.1.4. Health and Safety Requirements
- 4.1.5. Operational Principles and Guides
- 4.1.6. Training
- 4.1.7. Mini-internships
- 4.1.8. Inter-agency cooperation
- 4.1.9. Rummaging Scenarios

4.2. Port Security and Operations

- 4.2.1. Gap and Need Analysis
- 4.2.2. Legal Competencies Analysis
- 4.2.3. Study Visit
- 4.2.4. Equipment Requirements
- 4.2.5. Equipment Training
- 4.2.6. Health and Safety Requirements
- 4.2.7. Operational Principles and Guides
- 4.2.8. Operational Training
- 4.2.9. Mini-internships
- 4.2.10. Inter-agency cooperation
- 4.2.11. Inquiry on a suspicious container

4.3. Intelligence

- 4.3.1. Communication
- 4.3.2. Gap and Need Analysis
- 4.3.3. Legal competencies Analysis
- 4.3.4. Study Visit
- 4.3.5. Operational Principles and Guides
- 4.3.6. Training
- 4.3.7. Mini-internships
- 4.3.8. Joint Activities
- 4.3.9. Inter-agency cooperation in the fields directly related to the customs activities.
- 4.3.10. Information Systems
- 4.3.11. Inquiry on a suspicious vessel – cargo, crew and ownership-
- 4.3.12. Performance evaluation – rummaging, patrolling, SAR, port operation
- 4.3.13. Profiling – risk indicator building

5. Inter-agency cooperation and Public Affairs

- 5.1. Gap and Need Analysis
- 5.2. Legal Competencies Analysis
- 5.3. Operational Principles and Guides
- 5.4. Joint Activities

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

Project leader should have experience in customs, law enforcement, seaport operations and international legislation for at least 8 years. She/He should also demonstrate the presence of experience for at least 3 years in implementation of international projects. Project leader should communicate in English language besides her/his native language in order to facilitate the formal and informal communication with TCA experts, which is carried out by means of e-mail and phone. During the assignment of the project leader, it is expected that she/he would present and defend project input and expected outputs, manage the project team, prepare project management reports and help overcome project related problems. He/She will be responsible for overall implementation of the project. Furthermore, project leader will manage financial issues and coordination with RTA and also beneficiary project leader and SPO.

3.5.2 Profile and tasks of the RTA

Resident Twinning Advisor (RTA), who will be residing in Turkey for 18 months, will be responsible for overall management and coordination of project activities. She/He is expected to carry out the following tasks during his full-time working period:

- To assist the Turkish experts and short term experts in preparing detailed work programs, to co-ordinate and manage their inputs and outputs, according to the project objectives;
- To supervise the assessment of current EU and Turkish legislation on seaport operations in the field of customs, including national and international legislative framework, operation of boats and general structure of trading vessels, documents peculiar to trading vessels and yachts, rummage of vessels and relevant cargo parts, features & types of containers, tracking of containers and vessels (by the shipping lines), rummage of containers and bulk cargo;
- Organization of workshops
- To prepare quarterly meetings and project forum meetings;
- To collect, review and comment reports of the short term experts and study visitors;
- To draft the quarterly project reports to be finalised by the project leader;
- To organize training, drills and study visit activities;

Qualifications of the RTA (Resident Twinning Advisor) (18 months):

- Experience in customs for at least 8 years, in maritime law enforcement operations (patrolling, rummaging, legal competences, occupational health and safety etc.), national and international inter-agency cooperation for at least 3 years
- Strong communication capabilities and ability to work in different environments with local experts,
- Good links and cooperation with EU professionals in Member States,
- Fluent English and good computer literacy required.

3.5.3 Profile and tasks of the short-term experts

Short term expert visits will be responsible for the execution of the following task in compliance with the requirements and scope of each individual activity:

- Assessment of relevant administrative and operational structures necessary to effectively implement maritime operations in the field of customs, including recommendations for an extended implementation in the future,
- Assessment of current health and safety background in the field of customs and to make suggestions to enhance the quality of current implementation,
- Assessment of current inter-agency cooperation in the field of maritime law enforcement environment, including recommendations for an extended implementation in the future,
- Assessment of current inter-agency cooperation in the field of maritime operations
- Training of the customs enforcement personnel on maritime operations, health and safety and sea-port operations,
- Preparing operational principals and guides on, health and safety; patrolling, rummaging and port operations,

Short term expert visits to the beneficiary country in order to carry out project activities that will be organized by the RTA together with the project leader. RTA will provide all relevant documentation and information on the situation in Turkey to the experts and their contribution will be expected. Each expert will write a ‘mission report’ upon completion of her/his visit to Turkey. This will give a brief appraisal of the situation upon arrival, the work done (developments achieved, meetings attended, people met) during the stay, recommendations for future action including specific tasks to be mandated to the Turkish specialists, and difficulties encountered during the visit.

Qualifications of the Short Term Experts:

- Experience in customs, maritime operations (patrolling, rummaging, etc.), inter-agency cooperation, legal competencies and health and safety for at least 5 years,
- Strong communication capabilities and ability to work in different environments with local experts,
- Fluent English and good computer literacy required.
- Excellent presentation skills and previous experience as a trainer (Only for training activities)

4. Institutional Framework

Projects and Technical Systems Department embodied in DG Customs Enforcement will be responsible for the implementation of the project. Having a dedicated full-time project team, the department has been designing and implementing IPA Projects since 2003 programming year with the same permanent experienced members. In doing this, DG Customs Enforcement works in coordination with DG EU and External Affairs.

5. Budget

Within the twinning Project fiche, 5 activities have been indicated and elaborated by breaking into 9 sub-activities. Apart from the first activity with regard to the “Strategy and Structure”,

study visits have been envisaged for 8 activities. As per these activities, study visits would be organized to observe the implementations on site and interact with the relevant officials at the institutions and units of Member State. Although the details of these study visits would be discussed further with the Member State agency during the preparation of contract, it is planned to organize 7 day study visits in order to be thoroughly familiarized with the practices of Member State and to exchange ample amount of information and experience, consequently leading to a more precisely grasped operational mechanism of the Member State agency and generation of a report covering the most essential findings of study visit and how to transfer and adapt these findings at beneficiary administration. Therefore, 12 study visits for 7 sub-activities which will last for 7 days with the attendance of 6 officials at managerial and operational level for each study visit would cost EUR 125,000 excluding the flight expenditures.

In regard to the mini internships, 6 sub-activities under 3rd and 4th activities consist of mini internships for each of them. While study visits provide the participants from beneficiary administration to get to know the practices of Member State agency and generate comprehensive reports particularly covering the recommendations toward creating strategy and structure as regards principles, legal guidelines and operational workflow, mini internships ensure field officers to work directly in the field (seaport, vessels, patrol boats etc.) with colleagues from Member State agency. For each 6 sub-activities, a mini internship is planned to be organized with the attendance of 8 officers for 12 days, which would cost EUR 140,000 excluding flight expenditures.

Qualifications of the officials who will attend study visits and mini internships would be determined with Project Leader, RTA and relevant short term experts.

Accordingly, indicative budget table has been adjusted as below:

Title: Improving the maritime customs surveillance capacity and operational procedures		IPA Community Contribution	National Co-financing	TOTAL

of Ministry of Customs and Trade-DG Customs Enforcement			
<i>Twinning Contract</i>	95% 1.900.000 €	5% 100.000 €	2,000,000 €

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/Commission).

Ms. Emine Döğer
Acting Director of CFCU
Central Finance and Contracts Unit
Tel: +90 312 295 49 00
Fax: +90 312 286 70 72
Address: Eskişehir Yolu 4.Km.2.Street Halkbankası Kampüsü No: 63 C-Blok
06580 Söğütözü/Ankara

6.2 Main counterpart in the BC

SPO:
Mr. Mehmet AKILLI
Deputy Director General
DG Customs Enforcement

PL Counterpart:

Ms. Ebru CAN van DOORNMALEN
Acting Head of Department
DG Customs Enforcement

RTA Counterpart:

Mr. Can YILDIZ
Customs and Trade Expert
DG Customs Enforcement

6.3 Contracts

Twinning Contract: Training (patrolling, boarding, rummaging, port operations), Inter-Agency Cooperation, Health and Safety (Total: EUR 2,000,000, IPA Contribution: EUR 1,900,000, National Contribution: EUR 100,000)

Supply Contract 1: 4 small patrol boats (Total: EUR 3,200,000; IPA Contribution: EUR 2,720,000; National Contribution: EUR 480,000)

Supply Contract 2: Provision of 5 small vehicles (EUR 100,000) 4 pick-up vehicles (EUR 220,000, IPA Contribution: EUR 187,000, National Contribution: EUR 100,000)

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date) : Q2/2015

7.2 Start of project activities (Date): Q3/2015

7.3 Project completion (Date) : Q1/2017

7.4 Duration of the execution period (number of months) 18 months

8. Sustainability

The proposal of 2013 IPA Twinning Project is actually an indicator that the outcomes of the projects conducted by DG Customs Enforcement are visible and the Projects themselves are sustainable. As mentioned before in detail, a Maritime Operations Strategy Paper was prepared under the twinning component of 2009 EU Project and other related activities were conducted in the name of improving maritime operation and surveillance capacity of TCA. Moreover, Maritime Operations Strategy Paper was inserted in the Strategic Plan of Turkish Ministry of Customs and Trade, displaying that what the Paper envisages has also been adopted by decision making authorities in the Ministry, which eventually attributes the EU Project an institutional characteristic as well. This proposed twinning Project is expected both to contribute to the proper working of the institutions established within the previous twinning Project and introduce up-to-date techniques to the functioning of the previously established bodies.

9. Crosscutting issues

Equal Opportunity:

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on EU standards and assured by official announcements published to recruit the necessary staff for the project. The main criteria for recruitment will be qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities and salaries.

Minority and Vulnerable Groups:

According to the Turkish Constitutional System, the word minorities encompasses only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party. The project will apply the policy of equal opportunities for all groups including vulnerable groups.

10. Conditionality and sequencing

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

ANNEX 1 - Logical Framework Matrix

Name of the Project Twinning component of “Improving the Maritime Customs Surveillance Capacity and Operational Procedures of TCA” Project	Contracting period expires: 2 years after the date of signing the Financing Agreement.		Disbursement period expires: 3 years following the end date for contracting.
	Total budget : EUR 2 million	TURKEY Contribution (%5) EUR 0.1 million	EU IPA contribution (%95) EUR 1.9 million
	Overall objective	Objectively verifiable indicators	Sources of Verification
Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (TCA) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.	Maritime seizures increased by % 10 in number of cases and % 15 in value (baseline data for 2012 available)	<ul style="list-style-type: none"> • TCA website and reports • TCA annual report • Development on TCA’s Action Plan • EC progress report • Official statistics from TCA 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To strengthen the customs surveillance and control function of the TCA throughout the Turkish customs territory by increasing its	<ul style="list-style-type: none"> • Duration of maritime patrolling increased by % 15 (baseline data for 2012 available) 	<ul style="list-style-type: none"> • Interim and final evaluation reports • WCO Customs 	<ul style="list-style-type: none"> • Adequate financial resources available. • Senior management of TCA

<p>patrolling, searching, and intervention capacity in order to deal with both intended and committed offences more promptly and efficiently.</p>	<ul style="list-style-type: none"> • Number of boats boarded, inspected, and searched increased by %15 (baseline data to be created for 2013) 	<p>Enforcement Network</p> <ul style="list-style-type: none"> • WCO Reports • Balkan Info System Feedback Reports 	<p>remains committed to the project.</p>
<p>Results</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>4. Vessel rummage and patrolling teams established</p>	<ul style="list-style-type: none"> • Dedicated and structured vessel rummage and patrolling teams established and staffed with trained personnel. <ul style="list-style-type: none"> ○ At least 60 officers trained in patrolling, boarding, and health and safety. ○ At least 10 officers trained in basic to intermediate rummaging. ○ At least 7 officers trained in advanced rummaging. ○ At least 10 navigation officers trained in advanced navigation. ○ At least 20 officers trained in maritime communication. ○ At least 10 managers trained in leadership and management. ○ At least 20 officers/managers trained in tactical operation and mission planning. ○ All trainees also trained as trainers (train-the-trainers) • Operational principles and guides for the 	<ul style="list-style-type: none"> • Twinning reports • Training certificates • Operation guidebooks disseminated to the regional rummage and patrolling units • Maritime Operations Handbook 	<ul style="list-style-type: none"> • Officers trained would be assigned in accordance with the training they receive.

	<ul style="list-style-type: none"> rummage and patrolling prepared Maritime Operations Handbook prepared 		
5. Interagency cooperation strengthened in the field of maritime operations	<ul style="list-style-type: none"> Principles and methods of interagency cooperation and joint operations established. At least 3 joint patrolling drills with administrations in charge of border management at seas conducted 	<ul style="list-style-type: none"> Booklet depicting the principles agreed upon by the relevant agencies. Public announcements and briefings disclosed with regard to the joint operations conducted with other law enforcement agencies 	<ul style="list-style-type: none"> Other maritime related law enforcement agencies would be willing to cooperate.
6. Risk indicators identified	<ul style="list-style-type: none"> At least 30 detailed maritime risk indicator/profile drafted. 	<ul style="list-style-type: none"> Confidential reports disseminated to the teams 	<ul style="list-style-type: none"> Risk indicators would be periodically reviewed and updated after it is submitted, approved and disseminated in order to be implemented by regional units.
Activities The activities listed hereunder represent the minimum activities to be implemented in the course of the Twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in its	Means		Assumptions

<p>proposal.</p>		
<p>Activity 1. Strategy and Structure</p>	<ul style="list-style-type: none"> • Gap and Need Analysis • Evaluation of IPA 2009 Twinning • Maritime assets planning and deployment • Performance evaluation model building (impact analysis - cost\effect analysis) • Quality management 	<ul style="list-style-type: none"> • Previous maritime twinning project leaders, attendants and experts would participate in the activity.
<p>Activity 2. Maritime Safety</p>	<ul style="list-style-type: none"> • Gap and Need Analysis on Health and Safety Issues • Equipment Requirements Analysis • Study Visit • Operational Principles and Guides • Training 	<ul style="list-style-type: none"> • Previous maritime twinning project leaders, attendants and experts would participate in the activity.
<p>Activity 3. Maritime Law Enforcement I 5.5. Patrolling 5.6. Boarding 5.7. SAR</p>	<ul style="list-style-type: none"> 1.1.1 Communication and Teamwork 1.1.2 Gap and Need Analysis 1.1.3 Legal competencies Analysis 1.1.4 Team Building 1.1.5 Use of Force 1.1.6 Study Visit 1.1.7 Health and Safety Requirements 1.1.8 Operational Principles and Guides 1.1.9 Training 1.1.10 Use of equipment 	<ul style="list-style-type: none"> • An effective deployment and usage of customs boats would be ensured. • Patrolling teams would transfer their acquired knowledge and experience derived from previous trainings and practices.

	<ul style="list-style-type: none"> 1.1.11 Mini-internships 1.1.12 Joint Patrolling activities 1.1.13 Inter-agency cooperation in the fields directly related to the customs control activities 1.1.14 Route Building 1.1.15 Patrolling Scenarios 1.1.16 Navigation Officer Training 1.1.17 Use of Navigation equipment 1.1.18 RHIB operator training 1.1.19 Operational Coordination – coordination of customs boats 1.1.20 Patrol planning 1.2.1 Communication 1.2.2 Gap and Need Analysis 1.2.3 Legal competencies Analysis 1.2.4 Team Building 1.2.5 Use of Force 1.2.6 Study Visit 1.2.7 Health and Safety Requirements 1.2.8 Operational Principles and Guides 1.2.9 Training 1.2.10 Use of equipment 1.2.11 Mini-internships 1.2.12 Joint boarding activities 1.2.13 Inter-agency cooperation in the fields directly related to the customs control activities. 1.2.14 Route Building 1.2.15 Boarding Scenarios 	
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	<p>1.3.1 Communication 1.3.2 Gap and Need Analysis 1.3.3 Legal competencies Analysis 1.3.4 Team Building 1.3.5 Use of Force 1.3.6 Study Visit 1.3.7 Health and Safety Requirements 1.3.8 Operational Principles and Guides 1.3.9 Training 1.3.10 Use of equipment 1.3.11 Mini-internships 1.3.12 Joint SAR activities 1.3.13 Inter-agency cooperation 1.3.14 Route Building 1.3.15 SAR Scenarios</p>	
<p><u>Activity 4.</u> Maritime Law Enforcement II 1.1. Rummaging 1.2. Port Security and Operations 1.3. Intelligence</p>	<p>1.1.1. Gap and Need Analysis 1.1.2. Legal Competencies Analysis 1.1.3. Study Visit 1.1.4. Health and Safety Requirements 1.1.5. Operational Principles and Guides 1.1.6. Training 1.1.7. Mini-internships 1.1.8. Inter-agency cooperation 1.1.9. Rummaging Scenarios</p> <p>1.2.1. Gap and Need Analysis 1.2.2. Legal Competencies Analysis 1.2.3. Study Visit</p>	<ul style="list-style-type: none"> • An effective deployment and usage of customs boats would be ensured. • Patrolling teams would transfer their acquired knowledge and experience derived from previous trainings and practices.

	<p>1.2.4. Equipment Requirements 1.2.5. Equipment Training 1.2.6. Health and Safety Requirements 1.2.7. Operational Principles and Guides 1.2.8. Operational Training 1.2.9. Mini-internships 1.2.10. Inter-agency cooperation 1.2.11. Inquiry on a suspicious container</p> <p>1.3.1. Communication 1.3.2. Gap and Need Analysis 1.3.3. Legal competencies Analysis 1.3.4. Study Visit 1.3.5. Operational Principles and Guides 1.3.6. Training 1.3.7. Mini-internships 1.3.8. Joint Activities 1.3.9. Inter-agency cooperation in the fields directly related to the customs activities. 1.3.10. Information Systems 1.3.11. Inquiry on a suspicious vessel – cargo, crew and ownership- 1.3.12. Performance evaluation – rummaging, patrolling, SAR, port operation 1.3.13. Profiling – risk indicator building</p>	
<p><u>Activity 5.</u> Inter-agency cooperation and Public Affairs</p>	<ul style="list-style-type: none"> • Gap and Need Analysis • Legal Competencies Analysis • Operational Principles and Guides • Joint Activities 	<ul style="list-style-type: none"> • Other maritime related law enforcement agencies would be willing to cooperate.

