

## CURRICULUM VITAE

**Family name:** BOBOC  
**First names:** Elena Carmen  
**Date and place of birth:** 31.07.1966, Bucharest, Romania  
**Nationality:** Romanian  
**Contact details:** 7D Vitan Barzești Str., bl. 2, 8<sup>th</sup> floor, ap. 397, Bucharest 4  
Tel.: +40 728101407, E-mail: [ecmusat@gmail.com](mailto:ecmusat@gmail.com)

### Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Ecological University of Bucharest, Law School 1990-1994 (graduation examination passed at the „A.I. Cuza” Police Academy, Bucharest)	Bachelor’s Degree in Law

### Language skills: (as per the Common European Framework for Reference for Languages)

Language	Reading	Speaking	Writing
Romanian	Mother tongue		
English	B1	B1	B1
French	B2	B2	B2

### Other skills:

IT skills	Microsoft Office Suite (Word, Excel, Access, Outlook, Power Point) Adobe Acrobat Reader
Organisational skills	Planning, organizing and coordinating skills, strategic thinking, proactive and goal-oriented attitude, focus and responsibility Leading and managerial skills, but also a team player Change management, conflict resolution and negotiation skills Excellent analytical, methodological and decision-making skills Accuracy, efficiency and dependability, ability to work under pressure High degree of integrity and professional credibility
Communication and social skills	Excellent interpersonal skills, excellent communicator and negotiator Extensive experience in a multinational environment Flexibility, adaptability, tact and diplomacy Creativity, dynamism, self-confidence

**Present (last) position:**

- Advisor on strategic communication, security consulting and crisis situations at the Ministry of Internal Affairs Moldova (for the minister and strategic management) Contract with the State Department of the United States of America and consultant for the Konrad Adenauer Foundation (KAS) Germany.
- Owner and General Manager at MEC Consulting & Strategies;
- Adviser to the General Director of the Romanian Civil Aeronautical Authority, Bucharest, Romania: 7 years (suspended contract)

**Years within the organisation:** 9 years

**Key qualifications:**

- **More than 30 years of experience** as expert and adviser on strategic communication, security, strategies of communication and public relations management; countering manipulation/ propaganda/ fake news activities, trainer in communication and public relations; trainer in crisis management and institutional risk analysis; trainer for the teams in charge with negotiations and conflict resolution in risk areas; journalist;
- **Over 20 years of high-level consultancy** (policy advice, design of communication strategies and medium- and long-term action plans, advice in the development of inter-institutional relations, advice in the development of partnerships and programmes between the state authorities, NGO's, the civil society and the mass media), for:
  - in Romania: the Romanian Intelligence Service, the Romanian Protection and Guard Service, the Romanian Civil Aeronautical Authority;
  - in Moldova: Superior Council of Magistracy, Prime Minister's Office, Ministry of the Interior, Ministry of Justice, Ministry of Education (since 2012 – present).
- **Experience**, as a team manager and activity coordinator, **in the legal and institutional reform of National Security, National Defence and Public Order institutions**; over 11 years of active participation in campaigns for supporting justice reform programmes;
- **Involvement in Romania's process of accession to the EU** (a similar environment to the current Moldovan one) and to NATO, as project coordinator, consultant and trainer;
- **Over 12 years of experience** in working in **EU programmes** (ATRECO, MIAPAC, EUHLPAM etc.) and with **international organizations** (UNDP, UNICEF, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH etc.), non-governmental organizations; KAS Moldova, Soros Moldova, the Institute for Strategic Initiatives (IPIS), private firms of strategic communication consultancy;
- **Sound knowledge of the political and social environment of the Republic of Moldova**, from previous work experience (2012-2018): justice, police, prosecutorial and customs agencies, central administration, NGO's etc.; **10 years of projects carried out in the Republic of Moldova**, of which 6 years in a full-time position;
- **Experience in designing and carrying out confidence-building activities**: developing partnerships between the state institutions and the civil society, NGO's and the mass media; enhancing the resilience of the management staff to external factors and risk factors; increasing the institutional credibility by programmes and projects involving the public; information campaigns; capacity building actions to involve the civil society in the institutional reforms; strengthening the relationships with the mass media;

- **Romanian language as a mother tongue.**

Specific experience in the region:

Country	Date from - Date to
Republic of Moldova	2012 – 2023
Romania	1990 – to date

### Professional experience

Date from - Date to	Location	Employer / Reference person	Position	Description
2023	Moldova	<b>US Department of State</b> Brett Rose +37322408300	Expert in Strategic Communication and Security	<p><i>To provide strategic advise to the MoIA in order to strengthen internal and external communication</i></p> <p>Consultancy on strategic communication and security for the Ministry of Internal Affairs of the Republic of Moldova.</p>
2021-2023	Moldova	<b>KAS – Md</b> Sanda Sandu Director KAS +373 79305849	International Strategic Communication Senior Expert 2021 – 2023	<p><i>The mission of providing assistance for the design of short, long and medium term strategic policy documents of the Ministry of Internal Affairs, legislative amendments, the preparation of materials and documents necessary to obtain international support for increasing the resilience of the system in the face of threats of the war in Ukraine.</i></p>

2021- 2022	Moldova	<b>SOROS Md</b> Victor Munteanu Director, Justice and Human Rights Department, SOROS Moldova +37369106057	Expert in Strategic Communication and Security  2022	<p><b><i>“Consultancy services: On strategic communication and security within the project Support for sustainable reforms and ensuring good governance of the internal affairs of the Republic of Moldova”</i></b></p> <p>Consultancy on strategic communication and security for the Ministry of Internal Affairs of the Republic of Moldova. Providing consultancy to the Minister of Internal Affairs and senior management of MoIA in crisis situations, approaches to the threats generated by the war in Ukraine. Support in approaching and developing policies and identifying innovative mechanisms in consideration of developed democracies’ standards, including the ones in EU. Assistance in enhancing the level of transparency and developing ways of collaboration with civil society and mass media (establishing partnerships) in order to raise the level of public oversight of internal affairs.</p>
------------	---------	--------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2022	Moldova	<b>B&amp;S EUROPE</b> UE Wili Apreutesei HLA – UE +40740067626	Expert in Crisis Communication and Security  2022	<p><b><i>Support to the Implementation of the European Union High-Level Advisers' Mission 2019–2021”</i></b></p> <p>Consultancy given by the leadership of the Ministry of Internal Affairs for the improvement of the external and internal work agenda. Support for the creation of the work group of the Ministry of Internal Affairs for the diversification of the products destined to the public (website specialized on the engagements of the Ministry of Internal Affairs for adhesion to EU, Security Hub at Chişinău, bilateral cooperation, projects in progress). Support for the coordination of web design format, work instruments, editorial content for new media products. Support for the conceiving of the action plans for events with high social impact. Preparation of the leadership of the Ministry of Internal Affairs for the public reaction in crisis situations. Conducting training sessions with top managers of MIA for increasing communication skills. Review web content, including articles, press releases, web-pages, social-media.</p>
2014-2018	Moldova	<b>GIZ GMBH</b> Dorel Musteață +37369104110 President of the Superior Council of Magistracy Victor Micu CSM member +373 69751341	International Strategic Communication Senior Expert  2014 - 2018	<p><b><i>UE - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Project “Increased Efficiency, Accountability and Transparency of Courts in Moldova” (ATRECO)</i></b></p> <p>Consultant in strategic communication for the Superior Council of Magistracy and the Judiciary of the Republic of Moldova;          Assistance in the drafting of the strategy for sustainable communication, the establishment of the first network of communicators of the judiciary;          Coaching in crisis management and enhancing the resilience to risk situations;          Building sustainable partnerships with the civil society;            Developing joint projects with the civil society, NGO’s and the mass media.</p>

12.2015	Moldova	<b>GIZ GMBH</b>  Rony Bechmann Project Coordinator  +373 79875243	International Communication Senior Expert	<b><i>The European Union High Level Policy Advice Mission for the Republic of Moldova (EUHLPAM)</i></b> Assistance in the drafting, implementation and harmonization of public policies and the relevant measures; Trainer in Integrated strategic communication in Moldova's key development areas for the EU accession; Trainer in crisis management and inter-institutional cooperation, representing the Government institutions in the mediated communication with the mass media  Beneficiaries: the press offices, counselors and spokespersons in the Government institutions.
---------	---------	-------------------------------------------------------------------------------------	-------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Date from - Date to	Location	Employer / Reference person	Position	Description
10.2015 – 12.2015	Moldova	<b>GIZ</b>  Rony Bechmann Project Coordinator  +373 79875243 12.2015	International Senior Expert Senior Consultant to the Prime Minister's office	<b><i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</i></b> <b><i>“Advising the Prime Minister on economic development”</i></b> Advising the Prime Minister in the management of risk situations and vulnerabilities; Assistance to the Prime Minister's team of communication experts; Developing partnerships with the civil society; Trainer for the Government's communicators' team.

05.2014	Moldova	<p><b>KPMG</b> Florin Banateanu, Country Managing Partner Romania - Euroconsultants +40 372377800 +40747333137</p>	<p>International Communication Senior Expert</p>	<p><b><i>The EU-funded project: “Support to the Government of the Republic of Moldova in the field of anti-corruption, reform of the Ministry of Internal Affairs, including the police and personal data protection (MIAPAC)”</i></b> Advice and trainings on how to develop and conduct communication strategies and media campaigns with regard to the anti-corruption reform of the Ministry of Internal Affairs. The target group included the general public, the civil society, police officers, and staff of the Ministry responsible for personal data protection.</p>
12.2012	Moldova	<p><b>UNICEF</b> Dejan Mincic, Vicepresident +33 767300735</p>	<p>International Communication Senior Expert</p>	<p>Development and delivery of an executive media coaching to the Ministry of Education and UNICEF Moldova (Ministry of Education, staff of the Ministry of Education, the communicators’ team of the Ministry of Education, the communicators’ team of UNICEF Moldova).</p>
11.2012	Moldova	<p><b>UNDP</b> Alexei Untila, Expert  +33 769658577</p>	<p>International Communication Senior Expert</p>	<p><b><i>The European Union mission to provide advice in public policy of the Republic of Moldova (EUHLPAM)</i></b> Advice to the staff of the Ministry of Internal Affairs in areas like cooperation and communication with the institutions and civil organisations involved in the anti-corruption fight (Ministry of Justice, Parliament, mass media and NGO’s)</p>



Date from - Date to	Location	Employer / Reference person	Position	Description
07.2015 – present	Romania	<b>The Romanian Civil Aeronautical Authority</b>  Nicolae Stoica General Director  +40.21.208.15.08 E-mail: contact@caa.ro	Adviser to the General Director	Coordinator of the inter-institutional partnerships for designing the Romanian Air Code and the aviation legislation; Coordinator in the management of the crisis situations resulting from air incidents; Negotiator in the relationship with various aviation entities for addressing high-risk issues;  Coordinator of the relationship with the International Civil Aviation Organization (ICAO) and the European Aviation Safety Agency (EASA).

07.2007-04.2015	Romania	<p><b>Protection and Guard Service of Romania (SPP)</b></p> <p>General Lucian Pahonțu Director</p> <p>+40 214081000</p>	Head of the Public Relations and Public Communication Department	<p>Managed internal and external communication and public relations (developing and implementing communication strategies, conducting press conferences, roundtables, designing and delivering media campaigns, workshops and lectures for the communication team of the national security system, advice and counsel to the staff of SPP);</p> <p>Organized the strategic inter-institutional and public communication plan for the NATO Security Command for the Summit in Bucharest, the communication sector of national security and law enforcement institutions;</p> <p>Managed the communication and public relations of the NATO Summit in 2008 for the National Command of NATO and national institutions which are part of the national security system;</p> <p>Trainer and consultant for the protection teams of the UNO high officials in the theatres of operations (Afghanistan, Syria, Sudan, South Sudan) – enhancement of the knowledge on the social and political environment and on the area vulnerabilities, development of the negotiation skills;</p> <p>Adviser for the design and functioning of the Centre of Excellence for Protection and Security (CEPS) of SPP for training the UN security personnel;</p> <p>Trainer for enhancing the capacities for national and international inter-institutional cooperation;</p> <p>Worked on several reform programmes to: increase the awareness for safety of decision-makers and citizens; develop confidence in the rule of law and the role of Romania as a factor of stability and security; develop and implement the national strategy for communication in the event of a terrorist crisis;</p> <p>Cooperation in inter-institutional programmes for transparency in the fight against corruption and awareness rising campaigns for the general public to support the efforts of the state institutions for the independency of justice;</p> <p>Providing training on Public Relations and Public Communication for employees of SPP and the communicators' team of the national security system.</p>
-----------------	---------	-----------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>11.2001-12.2005</p>	<p>Romania</p>	<p><b>Romanian Intelligence Service</b></p> <p>General Sorin Cosma Head of the General Directorate for the Prevention and Tackling of Terrorism</p> <p>+40 723506812</p>	<p>Advisor to the Director</p>	<p>Developed and implemented communication strategies and managed public relations activities, like e.g. press conferences, roundtables, workshops and lectures as well as the overall press office coordination;</p> <p>Contributed to the agenda of transformation/ modernization of the institutions in accordance with the democratic requirements necessary for EU and NATO accession</p> <p>Supported the process of developing and approving the unitary framework of the sectoral policies of the national security system, taking into account the standards of developed democracies in the European Union, as well as the public's expectations regarding the provision of quality safety and security services</p> <p>Managed all communication activities for EU accession and integration issues including a mass media campaign for awareness of importance of the process;</p> <p>Managed the public relation activities including a mass media campaign for the NATO accession to improve the public image of the intelligence services and institutions and the public perception of reform process of military institutions before and after the accession;</p> <p>Developed and implemented programmes for the cooperation with the civil society and NGO's;</p> <p>Worked on an inter-institutional project to promote the National Anticorruption Prosecution Office (now the National Anticorruption Directorate);</p> <p>Consultant in enhancing the negotiation capacities for crisis situations, mitigating risks and vulnerabilities;</p> <p>Participated in inter-institutional cooperation within the process related to the EU accession, fight against corruption and maintaining a security stable environment;</p> <p>Involved in the transposition and implementation of EU standards into Romanian legislation in the fields of: free movement of persons, Justice and Home Affairs,</p>
------------------------	----------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

				<p>and fighting against organized crime (related to terrorism, human trafficking, migrant smuggling, trafficking and illegal consumption of drugs, guns trafficking and corruption);</p> <p>Drafting the cooperation mechanisms related to dissemination of information on the reform in justice and fighting against corruption by the civil society.</p>
09.1995-11.2001	Romania	<p><b>PRO TV Romania</b></p> <p>Gabriela Popescu News Director +40 744515039</p>	<p>Senior Correspondent for "PRO TV News",</p> <p>Head of the national security news and investigations department</p>	<p>In charge of the relationship with the military institutions for defence and public order, parliament commissions for control of the Information Service, foreign intelligence service, public order and national security, Ministry of Justice and Ministry of Internal Affairs;</p> <p>Participation within several programs to support the reform of the legal and justice system to increase the civil trust in judiciary; ensuring the transparency and good regulation within the judiciary and the mass media;</p> <p>Participated in the press campaign to ensure the transparency of the penitentiary system: promoting the modernization of practices in the penitentiary system, the need to involve civil society in the prisoners' rehabilitation programs (accredited journalist with the Ministry of Justice);</p> <p>Editing news in a video format and in writing, reports, programs, image campaigns.</p>
1990-1994	Romania	<p>"ORA", "Ultimul Cuvânt" - <b>daily newspapers</b></p> <p>"Ultimul Cuvânt" Cristian Burci +40 723361723</p> <p>"ORA" - Corina Radulescu +40 0745017373</p>	Journalist	<p>Wrote articles and reports, designed and delivered awareness raising campaigns on subjects like e.g. transparency of the judiciary;</p> <p>Authorised journalist for the Parliamentary Control Commission for the Intelligence Service and Foreign Intelligence Service Activities and Parliamentary Commission for Public Order and National Security; for the Ministry of Justice, Ministry of National Defence, and Ministry of Internal Affairs as well as political parties</p>

