



International Organization for Migration (IOM)
The UN Migration Agency

**Project: “ENHANCING THE TRAINING CAPACITY OF THE BORDER POLICE
IN THE REPUBLIC OF MOLDOVA (TRABOR)”**

Activity: “Development of the Curriculum and conducting a ToT training on State Border Control for the Center of Excellence in Border Security”

**TERMS OF REFERENCE
for the International Consultant**

Overview: Within the framework of the IOM IDF funded project “Enhancing the training capacity of the Border Police in the Republic of Moldova (TRABOR)”, IOM is supporting the General Inspectorates of Border Police (GIBP) of the Moldovan Ministry of Internal Affairs (MIA), as the main agency dealing with border management in Moldova, on restructuring and enhancement of the training capacity of the Center of Excellence in Border Security (CEBS).¹ By supporting these GIBP’s efforts the project contributes to enhancing the overall operational capacities of the GIBP in the implementation of the national Integrated Border Management (IBM) Strategy², including facilitating regular movement of people through the Moldovan border while counteracting irregular migration. This support is meant as an important element for strengthening and make more efficient the fight against transnational crime at the Moldovan border, including terrorist threats, human smuggling, trafficking etc., while supporting Moldova’s overall capacity to ensure regular movement through its borders and territory of Moldovans and foreigners and ensuring full observation of migrants’ human rights in line with the EU-Moldova Action Plan for Visa Liberalization and Association Agenda.³

Objective: The Government of Moldova is in the process of restructuring its migration and border management system based on EU best standards and practice and according to its main international obligations arising mainly from the proximity of the EU border and Moldova’s European aspirations. In this regard, the project aims at supporting the enhancing of the training capacity of the main training institution for the Border Police officers – the GIBP’s Center of Excellence in Border Security (CEBS) thus contributing implicitly to strengthening of capacity of the Government of Moldova in the field of IBM, including prevention and combating of irregular migration and transnational crime for a comprehensive state-driven response to existing and potential migration challenges.

Justification: Moldova has achieved free visa regime and entered into Association Agreement with the European Union, thus committing to a series of obligations that require democratic reforms. In order to complement these initiatives and support the progress in combating irregular migration in the country, the development of new approaches and new training tools for Law Enforcement in accordance to the existing EU standards and best practice is strictly necessary alongside the addressing of systemic elements of raising the operational capacity of the GIBP, one of the main state actors in the domain, in conjunction with similar efforts of other MIA’s constituents as the Bureau of Migration and Asylum, Center for Combating Trafficking in Persons etc. By ensuring the basic elements of an appropriate level of training for the GIBP staff through strengthening the capacity of the Center of Excellence in Border Security (CEBS) as the main element of GIBP’s internal training system, based on the existing

¹ The Center of Excellence in Border Security (CEBS) is the only internal training institution of the GIBP, accredited by the Moldovan Ministry of Education, Culture and Research. It provides 2 years training for the Border Police officers entering the service alongside periodic retraining for mid-level Border Police officers.

² The current National Strategy on Integrated State Border Management for 2018-2023 and the Action Plan for its implementation for 2018-2020 have been approved on 14 November 2018., available in Romanian at: <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=378310>.

³ EU-Moldova Action Plan for Visa Liberalization: <https://library.euneighbours.eu/content/action-plan-visa-liberalisation-moldovan> and EU-Moldova Association Agenda: http://eeas.europa.eu/moldova/pdf/eu-moldova-association-agenda-26_06_en.pdf

EU standards and best practices in the area of Border Guard training, the project will address the current needs in GIBP's capacity building at different levels and enhancing human resources management thus contributing to consolidation of the overall agency's operational capacity and to supporting the GIBP in implementation of different aspects of the IBM Strategy. This will essentially underpin the successful accomplishment of the overall reform process undergone by GIBP and MIA during the last years while creating important models to follow by other MIA subordinated agencies and subdivisions as appropriate.

The Consultant: The IOM will commission an International Consultant, who under the overall guidance of the IOM Project Coordinator and direct supervision of the Human Resources Division of the GIBP will make a relevant assessment of the current CEB training syllabus⁴ as a basis for developing a consistent Curriculum on **State Border Control at the BCPs** (Border Control) to be integrated in the syllabus of the Center of Excellence on Border Security. The action aims at ensuring a better professional training for Border Police at CEBS that would contribute implicitly to performance of the GIBP as the main institution empowered with the coordination of implementation of the IBM Strategy in the country.

The curriculum will take into account the relevant Moldovan legislation and subordinated norms, the institutional set up for Border Control in the Republic of Moldova, the CEBS training arrangements' status quo alongside relevant guiding materials and SoPs that are being used by the CEBS and GIBP in their daily activity. At the same time, the Curriculum will be structured and will contain all necessary elements of Border Control operation according to the relevant provisions of the EU Community acquis, Schengen Border Catalog, Common Core Curriculum for Border Guard Basic Training (CCC) and other relevant EU documents. The Curriculum will be also aligned to the standards and recommendations of best practice set up by the mentioned EU relevant documents, considering the fact that Moldova is an EU's direct neighbor which aspires to EU integration in the future. Specific attention should be paid to the integration in the training process of the relevant aspects of the EU Sectoral Qualifications Framework (SQF) for Border Guarding.

The Curriculum will include inter alia necessary interagency collaboration and exchange at the BCP and outside, including the use and exchange of sensitive and protected data, information and document flows on Border Control issues, collaboration with the local authorities, relevant collaboration at the regional and wider international level with partner state bodies of other countries (including border control at the BCPs Jointly operated by border services of bordering countries/ JOBCPs)⁵, cooperation with international police organizations etc. An essential part of the Curriculum will target the anticorruption and gender compliance perspective of the Border Police operation at the Moldovan state border as well as of the Border Police relevant training. Attention should also be paid to the interaction of the Border Control officers with different categories of persons crossing the border, including migrants, with specific attention to vulnerable categories (unaccompanied children, pregnant women, refugees and asylum seekers, disabled etc.) and inherent appropriate resorting to psychological support either through the GIBP Service of Psychological Assistance (SPA)⁶ or through outsourcing.

The Consultant's proposal of consistent tools for improving the CEBS' training on Border Control based on relevant international (EU) standards and best practices will include also an inherent sound training methodology to support the CEBS trainers in teaching the discipline to the students.

However, the specific list of topics to be covered by the Curriculum have to be established by the Consultant based on the assessment of the current CEBS training arrangements, relevant legal norms and guiding materials, including SoPs, and discussions and interviews with the CEBS trainers and GIBP administration.

Besides, the Consultant will develop the course-reader materials (manual) on Border Control standards and practice adapted to the CEBS' educational level, which would complement the developed curriculum and would include the necessary reading materials and bibliography corresponding to the curriculum's training modules. The course-reader materials shall give the trainees the possibility to understand the training topics corresponding to their

⁴ An important reference material for the Consultant's activity will be the functional assessment of the CEBS and the CEBS' Strategic Development Plan developed within the framework of the current project.

⁵ Agreement between the Governments of the Republic of Moldova and Ukraine on the joint control of persons, means of transport and goods at the common BCPs of the Moldovan-Ukrainian state border, signed in Chisinau on October 6, 2017, entered into force on May 23, 2018.

⁶ The GIBP's Service of Psychological Assistance (SPA) prospects, plans, organises and carries out the agency's psychological management (assessment, primary assistance, opinions on staff selection/appointment) and through the psychologists of the GIBP regional subdivisions provide psychological support to daily operations of the BPD staff and assistance to migrants and persons placed under Border Police custody. Currently, 10 psychologists compose the GIBP's SPA.

educational level thus developing relevant practical abilities in a best possible way for an enhanced efficiency of the training process.

Based on the developed Curriculum the Consultant will conduct **1 (one) ToT training session during 2 days** for a group of selected CEBS trainers and participants from the GIBP, Bureau of Migration and Asylum (BMA), Center for Combating of Trafficking in Persons (CCTiP) **(up to 15 participants in total)**.

The training will be based on effective participatory, interactive and learner-centered approach while also taking into account the adult learning principles and methodology and different learning tools (group work, authentic and interactive learning tasks, linked to the future occupation, well-tailored support etc.) in order to make participants understanding the relevance of the training to their work, as well as to gain skills and abilities for efficient Border Control and conducting similar trainings on the topic in their institutions. The primary goal of the training will be to encourage participation as much as possible, and to strive to empower the participants through creating meaningful and experiential learning opportunities by focusing on skills and attitudes during their daily activity. This approach shall provide ample opportunities for learners to express themselves, which is an important key to the learning process. Besides, the training should provide an atmosphere of inclusion in which all participants are encouraged to actively take part, thus resulting in fostering a greater sense of ownership from the side of trainees and to impart to the trainees necessary abilities for conducting further trainings on the topic for their regular trainees – students of the CEBS, BP officers and officers of other MIA subdivisions.

Timetable of the main Expected Deliverables to be developed/ conducted by the Consultant and reported to IOM and GIBP administration:

	TIMELINE	DELIVERABLE
1.	31 July 2020	Report on the assessment of the current CEBS' training syllabus alongside the relevant legal norms, training facilities and instruments available for the GIBP's students and relevant staff as a basis for developing a consistent Curriculum on State Border Control at the BCPs .
2.	1 August – 30 September 2020	A comprehensive draft Curriculum on State Border Control at the BCPs , based on relevant international (EU) standards and best practices, accompanied by the developed course-reader materials (manual) on Border Control standards and practice, to be integrated into the GIBP (CEBS) training syllabus.
3.	1 September - 15 October 2020	Presentation (2 days) of the developed draft Curriculum on State Border Control standards and best practice and the support course-reader materials (manual) at two public/virtual meetings with GIBP and MIA.
4.	16 - 31 October 2020	Final form of the Curriculum on State Border Control based on the feedback and recommendations to the document received from the GIBP and MIA, following coordination and review of the draft Curriculum.
5.	1 November – 31 December 2020	Pre- and post-test questionnaires developed , tests executed, and test reports submitted.
6.	1 November – 31 December 2020	One TOT training session on State Border Control at the BCPs standards and best practice (up to 2 days) , based on the developed Curriculum, supported by the relevant course-reader materials (manual), for up to 15 CEBS trainers and representatives of the GIBP and other MIA subdivisions, participating in the implementation of Moldova's IBM Strategy.
7.	15 January 2021	Activity report (including the detailed training report) submitted , along with soft copies of detailed training module and participants' feedback, provided in the post-test questionnaires.

Working method and Partners: The Consultant will carry out the tasks partly as a desk study, based on consultations and discussions with relevant officials in Moldova, and partly as a structured on-site research conducted in Moldova.

It is expected that the Consultant will spend up to **20 working days** on the project, including **up to 3 visits (up to 12 days in total) to Moldova** for the assessment mission and meetings with the GIBP and MIA, to present the assessment report findings and recommendations, the elaborated Curriculum and the subsequent course-reader materials (manual) on Border Control standards and practice and to conduct a 2 days TOT on the topic. However, the sequence of the activities and the acceptable time gaps between them shall be mutually agreed between the IOM and Consultant and coordinated with the GIBP project team.

IOM Moldova will arrange for the Consultant the travel and will cover the related costs along with the **DSA for maximum 12 days visit to Moldova according** to IOM rates established for the respective month(s).

*In addition to this, IOM will pay **an all-inclusive fee to the Consultant based on the Consultant's financial offer and subsequent negotiations with IOM during the selection process.***

In this activity, the Consultant will be guided by human rights, anti-corruption and gender compliance principles, which shall be part of any GIBP activity and reflected in the GIBP's relevant operational protocols (standard operating procedures/SOP). In this regard a special emphasis shall be placed on the anticorruption and gender equality principles pertaining to CEBS operation/training. By all this the activity shall support the coordination efforts undertaken by various stakeholders, including IOM, the Moldovan Government, local authorities, non-governmental and international organizations and donors to ensure human rights and gender compliance of the state agencies' activity.⁷

Inputs: While executing the assignment, the Consultant will work in close cooperation with the IOM Moldova Project Team and relevant staff assigned by GIBP, CEBS and other agencies involved who will provide various logistical, operational, and liaising supports, including translation of materials and necessary interpreting services to facilitate the effective implementation of the activity. Besides, the Consultant will work in coordination with the GIBP administration, especially divisions on Policy, Projects and Human Resources, division on Border Control and Surveillance alongside the MIA and its relevant subdivisions, having also possibility to collaborate with the EUBAM to Moldova and Ukraine, the EU High Level Adviser to the MIA and other relevant partners.

The Consultant will also consult the relevant provisions of the CEBS' functional assessment and Strategic Development Concept (Plan) that have been developed recently within the framework of the current IOM project alongside relevant guiding materials and SoPs that are being used by the CEBS and GIBP in their daily activity.

Period of assignment: All the services specified in this TOR shall be provided by the Consultant during the period **01 July 2020 – 31 December 2020**. Upon completion by the Consultant of all tasks hereunder, the Consultant shall submit to IOM a final Report on all tasks and activities performed under this TOR until **15 January 2021**.

Desired qualification and competences:

- Post-graduate or equivalent qualification /degree in law, social sciences, or other relevant field or an equivalent combination of relevant training and experience.
- At least five years of prior work experience in the field of Police activity and training either in a public agency of the EU or international organization;
- Demonstrated knowledge of the border management and immigration procedures and practice at the EU and a broader international level, including the concept of Integrated Border Management.
- Understanding of the Border Police officials' training needs and peculiarities, including the Border Security sphere;

⁷ References: Law No. 5/2006 "On equal chances for women and men"; "Self-Assessment Guide" of the Gender Centre for Democratic Control of Armed Forces; UN gender mainstreaming recommendations: http://egalitadedegen.md/wp-content/uploads/2014/02/Strategic-Planning-Guide_EN.pdf . Besides, in March 2018 the Government of Moldova adopted the [National Action Plan on the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security for 2018-2021](#), where a leading role belongs to the MIA. Subsequently, the MIA endorsed an Action Plan on the Implementation of the Strategy for Gender Equality for 2017-2021.

- Knowledge of the EU Sectoral Qualifications Framework for Border Guarding and understanding of its relevance for border police training;
- Demonstrated knowledge and experience in conducting needs assessments on training curricula (curriculums) and proposing sound relevant recommendations for improvement;
- Knowledge of international human rights legislation, standards and practices, including those related to protection of migrants' and refugee's rights;
- Extensive experience in conducting trainings and facilitation sessions;
- Strong oral presentation skills for discussion and running training on Border Control;
- Experience in working with governmental institutions and NGOs (relevant previous successful collaboration with the Moldovan institutions/NGOs could be an added advantage);
- Ability to multi-task and independent work;
- Strong interpersonal skills demonstrated by the ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity;
- Good level of computer literacy;
- Good communication and organizational skills;
- Good facilitation and consensus-building skills;
- Ability to work efficiently even in high-pressure environments;
- High level of discretion, integrity;
- Relevant regional and broader international experience will be an added advantage.

Languages: Good command of English language is an absolute requirement. Knowledge of spoken and written Romanian language should be an added advantage.