



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 course-reader manual on Professional
Communication 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 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 the Bureau of Migration and Asylum, Center for Combating Trafficking in Persons etc. By ensuring 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 EU standards and best practices in the area of Border Guard

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

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 GIBP current communication patterns and tools, institutional communication management and public outreach, development of the communication channels as well as the agency's strategic vision on communication and subsequent planning. The assessment will entail relevant mapping of the GIBP and MIA legislative, administrative and operational aspects that require relevant changes for enhancement of the communication patterns and tools of the GIBP staff for ensuring a better performance of the GIBP as the main institution empowered with the coordination of implementation of the IBM Strategy in the country.

Based on the assessment, the Consultant shall develop a consistent Curriculum on the Border Police Professional Communication to be integrated in the syllabus of the Center of Excellence on Border Security. The Curriculum will focus inter alia on relevant peculiarities of the internal communication as interpersonal communication and communication between GIBP's subdivisions, as well as on external communication on IBM implementation within the MIA framework and outside, communication strategy and planning etc. A special attention should be given to the crucial aspects of the daily communication of the GIBP staff with the people crossing the Moldovan state border, mass media and the public, development and appropriate use of the communication channels appropriate for different types of communication.

As to external communication, the Consultant will keep in focus **inter alia** the following important aspects of the GIBP's Communication framework:

1. GIBP Communication mission

- a) GIBP's staff (public employees with special status) as the interface in relations with people crossing the border of Moldova;
- b) Interviewing techniques, principles and skills;
- c) Overcoming communication barriers: cultural orientation, knowledge of English and other international languages etc.
- d) Conflict resolution: human and migrants rights' approach; avoiding prejudices and xenophobia, adopting communication ethics etc.
- e) Non-verbal communication;
- f) Interagency information and data exchange on IBM issues;
- g) International data and information exchange;
- h) Communication channels and appropriate protocol;
- i) Communication tact and confidentiality;
- j) Communication and personal data.

2. Promoting the image of the GIBP

- a) How to create and support a positive image of the GIBP among Governmental agencies, civil society and public;
- b) How should look like a successfully communicating GIBP;
- c) Communication strategy and planning;
- d) How to carry out the PR campaigns etc.

The Curriculum should comprise consistent tools for improving the GIBP communication patterns based on relevant international (EU) standards and best practices, alongside an inherent sound training methodology to support the CEBS trainers in teaching the discipline to the students.

Inter alia, the Curriculum will include necessary communication aspects related to data, information and document flows among the GIBP subdivisions, interagency communication and exchange, communication with the local authorities, civil society, mass media, relevant exchanges and communication at the international level, including protocol communication, with partner state bodies of other countries, international police organizations, diplomatic missions, international donors etc. Attention should be also given to the integration in the training process of the relevant aspects of the EU Sectoral Qualifications Framework (SQF) for Border Guarding. An essential part of the Curriculum will target the anticorruption and gender compliance perspective of the institutional communication and the means for improving the GIBP services and communication with the public (regular citizens, mass media, migrants, with specific attention to vulnerable categories), which will also require a due attention to psychological aspects of communication. By proposing sound communication patterns the Curriculum will support the appropriate improvement of the GIBP's Standard Operating Procedures as well as the due integration into the GIBP communication infrastructure of the essential supporting elements as the GIBP's press service/ spokespersons; Service of Psychological Assistance (SPA)⁴; the GIBP's website alongside the agency's automated electronic information system etc.

Besides, the Consultant will develop the course-reader materials (manual) on Border Police's Communication 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 educational level thus developing relevant practical abilities in a best possible way for a better 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 an effective participatory, interactive and learner-centred approach while also taking into account different learning styles in order to make participants understanding the relevance of the training to their work, as well as to gain skills and abilities for efficient communication 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 and 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 GIBP current communication patterns and tools alongside the institutional training facilities and instruments available for the GIBP's students and relevant staff.
2.	1 August – 30 September 2020	A comprehensive draft Curriculum on Professional Communication , based on relevant international (EU) standards and best practices, accompanied by the developed course-reader materials (manual) on Border Police's

⁴ 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.

		Communication 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 Professional Communication and the course-reader materials (manual) on Border Police's Communication standards and practice at two public/virtual meeting with GIBP and MIA.
4.	16 - 31 October 2020	Final form of the Curriculum on Professional Communication 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 Professional Communication (up to 2 days) , based on the developed Curriculum, for up to 15 CEBS trainers and specialists from 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 Police's Communication 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.

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. By all this the activity shall support the coordination efforts undertaken by various stakeholders, including IOM, the Government, local authorities, non-governmental and international organizations and donors to ensure human rights and gender compliance of the state agencies' activity.⁵

⁵ 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.

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, 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 other documents on GIBP's communication aspects developed earlier.

Period of assignment: All the services specified in this TOR shall be provided during the period **1 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 communication, journalism, international relations 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 communication sphere;
- 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 (curriculum) 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 Professional Communication;
- 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.