

# Course Catalogue 2016

OSCE Border Management Staff College  
Dushanbe, Tajikistan



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## Director's Welcome Message



The OSCE Border Management Staff College is one-of-a-kind educational entity. Where else can the representatives of diverse border security and management agencies from all 57 OSCE participating States and 11 Partners for Co-operation meet, study together, and exchange information.

Since the inception of the College in 2009, it has provided knowledge to 2462 mid- to senior-ranking border security and management officials from 54 countries. These professionals are drawn to the College by its courses and a reputation for quality.

Participants attending our courses are eager to engage in lively discussions, share their professional experiences, and work to generate solutions to their existing problems. We at the College are proud and happy each time the results of these discussions are disseminated and put to practical use.

We live in an era when knowledge becomes increasingly important in addressing global challenges; new technologies keep opening up new possibilities. I see many opportunities for these developments to be reflected in our curriculum – opportunities that need to be met with the same creativity we bring to our everyday work, and the same openness to new ways of thinking.

In our daily work we are deeply encouraged by the support and the generosity of our donors that make all our achievements and efforts possible.

In 2016 the Border Management Staff College offers multiple learning opportunities. This catalogue contains essential information regarding the BMSC events as well as guidance that will direct you through the application process.

We look forward to opening another year of life-changing learning at the OSCE Border Management Staff College.

Dita Nowicka  
 Director,  
 OSCE Border Management Staff College

## About us

The OSCE Border Management Staff College (BMSC) is the first international centre for specialist training for senior border officials that provides all 57 OSCE participating States and 11 Partners for Co-operation with a common platform for dialogue, information exchange and capacity development in border security and management. It serves as a single point of knowledge delivery, combined with research and development, and facilitates exchange of information between the OSCE participating States and Partners for Co-operation, including with national training institutions and relevant international organizations. The courses and outreach activities of the College provide participants access to the best practices, methodologies, and lessons learned, while promoting implementation of international norms and practices.

### **Our Donors:**

The College operates as an extra-budgetary project implemented with financial support from Andorra, Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Kazakhstan, Lithuania, Luxemburg, the Netherlands, Norway, Spain, Sweden, Switzerland, Turkey, the United Kingdom, and the United States.

### **Our Affiliates:**

The BMSC Academic Advisory Board consists of a number of affiliated organizations and is chaired by the Border Security and Management Unit of the OSCE Transnational Threats Department. The affiliated organizations and institutions also share their expertise during the core courses and short-term seminars conducted at the College.

The affiliates include:

- The Austrian Federal Ministry of Finance (BMF)
- The Border Troops Commanders' Council of the Commonwealth of Independent States (SKPV)
- The Geneva Centre for the Democratic Control of Armed Forces (DCAF)
- The George C. Marshall European Center for Security Studies
- The International Centre for Migration Policy Development (ICMPD)
- The International Criminal Police Organization - INTERPOL
- The Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC)
- The Tampere Peace Research Institute (TAPRI)
- The United Nations Development Program (UNDP)
- The United Nations High Commissioner for Refugees (UNHCR)
- The World Customs Organization (WCO)

## CORE ACTIVITIES

### Border Security and Management for Senior Leadership Course (BSMSL)

**Partner:** The Geneva Centre for Democratic Control of Armed Forces (DCAF)

**Eligible Participants:** Mid to Senior Level Officers of Border, Customs, Immigration, Police, Drug Control, Phyto-sanitary, and Trade/Transport Services and Agencies, Instructors of National Border Guard/Police and Customs Academies/Institutes

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** The Border Security and Management for Senior Leadership Course (BSMSL) is a one year blended learning course (combining in-class lectures and online learning) that is aimed at enhancing the professional skills of current and future border security managers in the context of international standards. The course combines knowledge from various disciplines to achieve interoperability and harmonization in securing and managing borders.

Participants learn and research important features of contemporary security environment, different aspects of threats, OSCE Border Security and Management Concept, conflict solving methods, strategic thinking, management and leadership.

The curriculum is composed of three modules:

1. Modern Security Challenges and Border Management
2. Management and Leadership
3. Current and Emerging Trends in Border Security Management

Each module is presented through a variety of training and learning methods, including:

- Self-learning in electronic environment (e-learning) supported by tutoring,
- Lectures and presentations,
- Follow on discussions on subject matter and follow-up activities,
- Group exercises, discussions and exercises supported by experts,
- Study visits.

# Border Management Staff Course

**Eligible Participants:** Mid to Senior Level Officers of Border, Customs, Immigration, Police, Drug Control, Phyto-sanitary, and Trade/Transport Services and Agencies

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** This one month course focuses on principles and standards of the OSCE Border Security and Management Concept, which covers all three dimensions of security, including the political-military, economic and environmental, and human aspects.

It is composed of six overarching modules that present the OSCE's comprehensive approach to effective border security and management. Each of the modules reflects relevant best practices and lessons identified.

The modules focus on Promoting Border Security and Management in the OSCE Area; Border Security and Management Models; Elements of Border Controls and Co-operation (Political-Military Dimension); Economic and Environmental Factors of Border Security and Management; Human Dimension of Border Security and Management; and Organizational Management and Leadership.

Each module is presented through a variety of training and learning methods that include:

- Lectures and presentations,
- Follow-on discussions on subject matter,
- Group exercises and activities supported by experts,
- Group research projects,
- Roundtable discussions with experts from the diplomatic community,
- Field visits to the nearby borders with Uzbekistan and Afghanistan.

Since 2014, once a year, a Staff Course is organised for Women Leaders only.



# RESEARCH CONFERENCE

## Cross Border Research Conference on Border Challenges: The Dilemma of Migration

**Eligible Participants:** Researchers and Practitioners

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** The Annual Cross-Border Research Conference brings together scholars and researchers with practitioners from the security sector to share research findings, experiences and exchange ideas and innovative ways to counter cross-border threats and challenges.

The Conference aims to attract fundamental, applied, and policy-oriented research works in order to provide useful information for actions on how to address cross border threats and challenges. Practitioners from border security and management agencies together with researchers are given an opportunity to have a two-way communication and test research theories against the realities on the ground.



## ROUNDTABLES

### Roundtable “Afghanistan – Central Asian Perspectives on Regional Security”

**Eligible Participants:** Subject Area Experts, Representatives of the Government Agencies, Diplomatic Missions, and International Organizations

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** The key objective of the event is to create a platform for relevant subject area experts, representatives of the government agencies, diplomatic missions, international organizations, and the Border Management Staff Course participants to exchange ideas and experiences concerning the recent developments in and around Afghanistan, national and international strategies to prevent the security threats originating from Afghanistan and the influence of these threats on the security situation in Central Asia.

### Roundtable “Addressing the Foreign Terrorist Fighters Phenomenon and Counter-Terrorism Strategies”

**Eligible Participants:** Subject Area Experts, Representatives of the Government Agencies, Diplomatic Missions, and International Organizations

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** In light of growing involvement of individuals as Foreign Terrorist Fighters (FTF) representing an increasingly dangerous threat to international peace and security, the OSCE Border Management Staff College will host a roundtable discussion on building more effective responses to the foreign terrorist fighters’ threat. The roundtable will involve academics with expertise in this area, members of diplomatic community, Government agencies, and international organizations as well as the Border Management Staff Course participants.



## THEMATIC COURSES

### Workshop on Border Security and Countering Terrorism

**Partner:** Border Management Unit of the OSCE Office in Tajikistan

**Eligible Participants:** Representatives of Border and Customs Agencies, State Committee for National Security, Ministry of Interior and Ministry of Foreign Affairs

**Geographic Focus:** Tajikistan

**Description:** The workshop aims to review and assess current and emerging risks to security, including at the borders. Ways to prevent trespassing of illegal groups and individuals through enhanced assessment of risks and cooperation between law enforcement agencies at the national level will be discussed at the workshop. Particular attention is drawn at comparing international and national experiences and defining the best suitable practices in inter-agency cooperation.



# Train the Trainers Course for the Afghan Border Police

**Partner:** EU-funded, UNDP-implemented BOMNAF (Border Management Northern Afghanistan) project

**Eligible Participants:** Mid-ranking Border Officials

**Geographic Focus:** Afghanistan and Tajikistan

**Description:** The Train the Trainer Courses aim to develop a cadre of instructors who will be able to deliver modern theoretical and practical lessons as well as to train and assess other instructors delivering specific border security related knowledge.

Among others, the courses focus on the following Instructional Methods:

- Three Stages of Lesson Planning: Introduction, Development, and Consolidation;
- Choosing the appropriate instructional format (Practical Skills vs. Theory);
- Setting learning objectives;
- Teaching strategies;
- Identifying and addressing student needs;
- Question and answer techniques;
- Selecting suitable training resources and activities.

# Risk Analysis and Management in Border Security

**Partners:** The Export Control and Related Border Security (EXBS) Program of the US State Department, the Geneva Centre for Democratic Control of Armed Forces (DCAF)

**Eligible Participants:** Customs and Border Officials

**Geographic Focus:** Central Asia and Afghanistan

**Description:** The course consists of two modules and focuses on (i) particularities of risk analysis and threat assessment in border security and management; and (ii) crime analysis including intelligence collection and investigation in border-related crimes.

The first module is dedicated to risk analysis in border security and management; risk analysis methodologies; criminal intelligence and information sharing; threats, vulnerabilities, and risk assessment; impact assessment; assessment techniques; and monitoring systems. The module ends with an assignment involving participants in describing a competency model for professionals working as border officers/analysts. The assignment leads to the second module in which the models created are used to design appropriate curricula for National Training Institutions, the practical implementation of which is also discussed.

Upon completion of both workshops a roadmap is drawn highlighting the key competences of a border professional/analyst that are required to help improve a particular country's border management system at a strategic, operational and tactical levels.

## Afghan Border Police Border Management Awareness Course

**Partner:** EU-funded, UNDP-implemented BOMNAF (Border Management Northern Afghanistan) project

**Eligible Participants:** Mid-ranking Border Officials

**Geographic Focus:** Afghanistan and Tajikistan

**Description:** The course brings together important elements of border security management and helps students understand international standards, use modern methods and technologies to prevent transnational crime. Among the topics taught are: management and control of borders; risk analysis models; intelligence information analysis; detection of fraudulent documents and impostors; anti-corruption techniques; combatting trafficking in humans, drugs, and weapons; preventing money laundering; leadership and management techniques; gender and human rights issues.



# Train the Trainers Course for Instructors of Border Institutes

**Partners:** OSCE Field Operations in Central Asia, the Geneva Centre for Democratic Control of Armed Forces (DCAF)

**Eligible Participants:** Current and Future Instructors of National Border Academies/Institutes

**Geographic Focus:** Central Asia

**Description:** The six-month blended learning course consisting of four modules: Professional Development of an Instructor; Preparing, Conducting and Evaluating the Learning Process; the Learning Process in a Higher Education Institution; and Practice/Internship is aimed at enriching a cadre of experts for the border academies of Central Asia. It is adapted to a training field that changes fast and embraces new methodologies, new discoveries about the way adults learn, and addresses changing expectations of the 21st century's learners.

Upon completion of the course, the participants will be able to:

- (a) Define the goals and effectively plan and implement instructional activities;
- (b) Identify the needs of a participant and facilitate the learning process;
- (c) Apply modern knowledge delivery methods, including eLearning programmes;
- (d) Analyse and adjust the learning process, if and when required.

The participants will also get the chance to broaden their knowledge on the competences of the 21st century's instructor, deliverer of the adult education. This knowledge will allow them to identify further opportunities for professional growth and development.

## Workshop on Border Delegates Model

**Partners:** OSCE Office in Tajikistan's Border Management Unit and the Khujand Field Office

**Eligible Participants:** Border Officials

**Geographic Focus:** Tajikistan and Kyrgyzstan

**Description:** The workshop aims at studying the existing international border delegate co-operation models. It aims to analyse and evaluate capacities of border delegates' institutions as efficient tools for conflict prevention and confidence building in the border areas. The sessions and group exercises will focus on topics such as information exchange, planning and conducting joint investigations, risk analysis, operations, as well as preparing joint work plans.



## Leadership and Management Course

**Eligible Participants:** Mid to Senior Level Officers of Border, Customs, Immigration, Police, Drug Control, Phyto-sanitary, and Trade/Transport Services and Agencies

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** The course is designed to upgrade understanding of how to apply leadership competencies in order to obtain the highest level of performance and accountability of senior and mid-management level officers from border security and management agencies.

## Training Support Network Workshop

**Eligible Participants:** Points of Contact from National and International Border Guard/Police and Customs Training Institutions

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** Workshop is developed for representatives of the OSCE Border Security and Management Training Support Network (TSN) Member Institutions. It focuses on the modern education delivery methods and technologies applied in the border security and management-related training institutions. Design and delivery of eLearning and blended learning education offerings will be the focus of the workshop aiming to provide an overview and best practices on the processes and resources involved in eLearning development.



## Workshop on Cultural Property and Smuggling of Historical Artefacts

**Partner:** Border Management Unit of the OSCE Office in Tajikistan

**Eligible Participants:** Representatives of Border and Customs Agencies, State Committee for National Security, Ministry of Interior and Ministry of Foreign Affairs

**Geographic Focus:** Tajikistan

**Description:** The workshop calls for effective measures to prevent the loss or looting of cultural heritage properties. Nowadays cultural pirates move historic artifacts around the globe, swiftly, easily and inexpensively without regard to laws, borders, nationalities or their value to a nation's heritage. The workshop aims to present international experiences, provide case studies and overview of possible sources of smuggling, as well as define the best and innovative practices in identification and fight against this criminal activity.

## Programme Global Shield Train-the-Trainer Course

**Partner:** World Customs Organization (WCO)

**Eligible Participants:** Customs Officials

**Geographic Focus:** Central Asia, Afghanistan, India and Pakistan

**Description:** This training opportunity allows participants to gain a comprehensive understanding of risk assessment, targeting, fraud patterns, and identification with respect to precursor chemicals identified under Programme Global Shield. Participants will also learn and be granted access to the Global Shield Application where countries may share intelligence and exchange seizure information.

Trained officials will be responsible for organizing and delivering the Programme Global Shield trainings in their own Customs Administrations.



## Female Afghan Border Police Border Management Awareness Course

**Partner:** EU-funded, UNDP-implemented BOMNAF (Border Management Northern Afghanistan) Project

**Eligible Participants:** Mid-ranking Female Border Officials

**Geographic Focus:** Afghanistan and Tajikistan

**Description:** The Border Management Awareness (BMA) Course aims to improve professional awareness of women working in border security and management. The course brings together important elements of border security management and helps students understand international standards, use modern methods and technologies to prevent transnational crime. Among the topics taught are: management and control of borders; risk analysis models; intelligence information analysis; detection of fraudulent documents and impostors; anti-corruption techniques; combatting trafficking in humans, drugs, and weapons; preventing money laundering; leadership and management techniques; gender and human rights issues. All lessons on the all-women BMA course address specific needs of women in border security and management.

## Countering Terrorism and Extremism – Best Practices in Profiling and Identifying Foreign Terrorist Fighters at the Border Crossing Points

**Partner:** Border Security and Management Unit of the OSCE Transnational Threats Department

**Eligible Participants:** First Line Border Officials

**Geographic Focus:** 57 OSCE participating States and 11 Partners for Co-operation

**Description:** This training programme aims to enhance the first line border officials' skills to better identify the foreign terrorist fighters at entry and exit border checks in countries of origin, transit and destination. The training programme will help border officials to accurately profile and conduct both preliminary and secondary in-depth interviews of potential FTFs.

The course will include the following elements: more efficient usage of available databases; appreciation and understanding of behavioural indicators; evaluation of belongings and traveller routing; better information exchange – locally, nationally and internationally; as well as sharing of experiences in modus operandi and raising awareness of the phenomenon of foreign terrorist fighters among the relevant officials. All elements of the training, including profiling methodology and further investigative or detaining actions are delivered in accordance with international norms and respect for basic human rights.

## Trade Facilitation Implementation Programme

**Partners:** Economic Unit of the OSCE Office in Tajikistan and the United Nations Economic Commission for Europe (UNECE)

**Eligible Participants:** Mid to Senior Level Officials from Customs, Ministries of Economy and Ministries of Transport, Representatives of Business Associations

**Geographic Focus:** Central Asia and Afghanistan

**Description:** The purpose of the workshop is to train participants on how to use the Trade Facilitation Implementation Guide in their own country. The workshop is also designed to stimulate the sharing of national practices and the discussion of opportunities for regional cooperation in the trade facilitation areas covered in the guide (documents simplification and data harmonization, Single Window implementation, consultation and cooperation for trade facilitation, cross border management, etc.).

The course is designed with the aim of facilitating dynamic learning of trade facilitation priorities and implementation strategies. The learning activities stimulate active involvement and encourage participants to reflect on their own context and to share their experiences.

The Trade Facilitation Implementation Guide produced jointly by the OSCE and the UNECE is a web-based and interactive tool to help countries better access global value chains, through easier and faster trade procedures. A set of case studies on how countries have succeeded in facilitating trade and a training manual complement the Guide.

## Best Practices in Border Surveillance

**Partners:** The Export Control and Related Border Security (EXBS) Program of the US State Department, the Geneva Centre for Democratic Control of Armed Forces (DCAF)

**Eligible Participants:** Border Officials

**Geographic Focus:** Central Asia and Afghanistan

**Description:** The training will showcase modern border surveillance systems. Participants will have an opportunity to exchange experiences related to the green border surveillance and present technical equipment and infrastructure potential of their agencies. During the training, prospects for future technical solutions for border security and management will be also discussed.

## Seminar on Implementation of National Border Management Strategy

**Partner:** Border Management Unit of the OSCE Office in Tajikistan

**Eligible Participants:** Senior Border Security and Management Officials

**Geographic Focus:** Tajikistan

**Description:** These series of seminars offer a platform where participants discuss the state-of-play of the national border security and management strategies and action plans, and review their implementation and monitoring mechanisms. Special attention is given to processes of developing and implementing strategies and action plans, planning financial resources and ensuring that systems in place allow thorough monitoring of the implementation. In order to achieve higher impact, the participants together with experts work towards finding practical solutions to the existing problems.

## Regional Workshop on Single Information System

**Partners:** OSCE Office in Tajikistan's Border Management Unit and Khujand Field Office

**Eligible Participants:** Customs Officials

**Geographic Focus:** Tajikistan and Afghanistan

**Description:** The workshop aims to expand knowledge on Single Information Exchange System to facilitate trade between Tajikistan and Afghanistan. Over the course of the workshop, the regional context will be examined in detail. Specific emphasis will be put on the importance of reinforcing border management capacity and coordination between Afghanistan and Tajikistan as the foundation for successful implementation of the Single Information Exchange approach.

The system, designated to exchange data on goods, freights and vehicles crossing joint borders, can be used as a tool for collecting information and dissemination of statistical data that could be used for risk analysis, intelligence and investigation purposes and also as indicator for cross border crimes. By reviewing international experiences and best practices as well as analysing the regional context, the workshop will contribute to drafting of Standard Operational Procedures that can be used as practical guidelines for more efficient usage of the existing system.

## Best Practices in Border Security International Cooperation

**Partner:** The Export Control and Related Border Security (EXBS) Program of the US State Department

**Eligible Participants:** Mid to Senior Level Officials of Border Agencies

**Geographic Focus:** Central Asia and Afghanistan

**Description:** The workshop aims to promote the importance of global and regional cooperation in border security and management. Study sessions focus on specific examples of effective multi- and bi-lateral cooperation to achieve international agreements and joint initiatives

for facilitating trade and travel while ensuring security and safety. The workshop also provides platform for sharing experiences, analysing current state of affairs, and identifying opportunities for enhancing international and regional partnerships aiming to prevent transnational threats and trends and ensure open but secure borders.

The training also focuses on the legal framework regulating border activities aimed at migration management, including irregular migration, labour migration, asylum, and mixed migration flows.





# Application Process

The interested candidates should apply through their respective agencies and the Delegations of their States to the OSCE. Please, pay attention to the participant selection criteria and the countries involved before forwarding your application.

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You can also find us on Facebook: <https://www.facebook.com/oscebmisc/>

