







# Course Catalogue 2017

OSCE Border Management Staff College  
Dushanbe, Tajikistan



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## Director's Welcome Message



Welcome to our Course Catalogue 2017. The OSCE Border Management Staff College offers multiple learning opportunities, designed to train mid- to senior-ranking officials in the broad range of border security and management domains that make up our field.

With the on-going support of our donors in 2017 the Border Management Staff College offers a variety of programs, including full time and remote education courses for the convenience of our participants. We make continuous efforts to attract the most prominent practitioners and scholars in the field and provide the fullest overview of border management best practices. During our educational activity we not only deliver content to our participants, but offer a platform for a continuous intellectual exchange among them. It is this multidirectional flow of ideas that provides an ideal environment for learning.

The BMSC is a unique educational institution, being the sharing point of knowledge among 57 OSCE Participating States and 11 Partners for Co-operation. Since the College inception in 2009, we have had

the privilege of working with highly motivated professionals from as many as 55 countries, which gave us the opportunity to go through a regular process of refinement of our curriculum that is constantly responding to current and emerging threats of transnational nature.

Quality instruction cannot be limited to the study of well-established theories. It needs to touch the frontiers of different branches of border security and management in order to provide our participants with a clear vision for the future. It is for this purpose we have a research facilitation pillar that allows participants of our core courses to work together and provides them with learning through research.

The OSCE Border Management Staff College team and I are looking forward to start a new one-year journey into the field of border management. I hope that you will share our excitement about the unique opportunities that our College provides to its students and join us in this experience.

**Dita Nowicka**  
*Director*  
*OSCE Border Management Staff College*

## About us

**The OSCE Border Management Staff College (BMSC) is the first international centre for specialist courses 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 Head of the OSCE Transnational Threats Department's Border Security and Management Unit. The affiliated organizations and institutions also share their expertise during the core courses and short-term seminars conducted at the College. The Academic Advisory Board approves the BMSC Curriculum.

### The affiliates include

- ▶ The Austrian Federal Ministry of Finance (BMF)
- ▶ The Border Troops Commanders' Council of the Commonwealth of Independent States (SKPV)
- ▶ The Estonian Academy of Security Sciences (EASS)
- ▶ 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)

### BOARD OF GOVERNORS

The Board of Governors (BoG) oversees the strategic direction and management of the College and ensures that the BMSC carries out its mission.

The board is composed of the Head of the OSCE Office in Tajikistan; the Director of the OSCE Conflict Prevention Centre; an OSCE Chairmanship representative; representatives of donor States; the BMSC Director; the Head of the OSCE Transnational Threats Department; the Head of the OSCE Transnational Threats Department's Border Security and Management Unit; as well as the representatives of the OSCE participating States sending a significant number of course attendees (observer status).

# 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, other international conventions and agreements in the area of border security, conflict solving methods, strategic thinking, management and leadership.

The course 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 and Trade Facilitation

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-up 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 seven 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 (Political-Military Dimension);

Economic and Environmental Factors of Border Security and Management (OSCE Economic and Environmental Dimension); Human Dimension of Border Control and Management (OSCE Human Dimension); Organizational Management and Leadership; Learning and Teaching Methodologies.

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

- ▶ Lectures and presentations,
- ▶ Follow-up discussions on subject matter,
- ▶ Group exercises and activities supported by experts,
- ▶ Group research projects,
- ▶ Roundtable discussions with experts from international organisations and 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 Conferences

## Cross Border Research Conference

### ELIGIBLE PARTICIPANTS ▶

Researchers and Practitioners

**GEOGRAPHIC FOCUS ▶** 57 OSCE participating States and 11 Partners for Co-operation

**DESCRIPTION ▶** 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 the opportunity to have a two-way communication and test research theories against the realities on the ground.

In 2017, researchers and practitioners from across the OSCE area contributing to the BMSC research conferences will debate on the impact of:

▶ **i. The Migration Dilemma** (Securitization of Migration and Its Consequences; Mainstreaming Human Rights into Migration and Border Management Policies; Gender Aspects of Contemporary Migration Processes; Moral Dilemma of Migration and Refugee Crisis;



Foreign Fighters: a New Type of Migration; Combating Smugglers in Migrants and Human Traffickers; Role of State and Civil Society in Migrant and Refugee Integration; Environmental Degradation and Human Mobility, etc.)

▶ **ii. Characteristics of Cross-Border Threats: OSCE Region in Focus** (Globalization of Crime: Increasing Threats of Transnational Nature; Connection between Terrorism and Organized Crime; Threats to International Peace and Security Caused by Terrorist Acts; Fraudulent Identification Documents: Context, Challenges and Countermeasures; Border Security Risks Posed by Cyber-attack on Biometric Data; and others.)

# Roundtables

## Roundtable “Virtual Frontier Protection: Potential Impact on Border Security”

**ELIGIBLE PARTICIPANTS** ▶ Subject Area Experts, Representatives of Government Agencies, Diplomatic Missions, International Organizations, and Border Management Staff Course participants

**GEOGRAPHIC FOCUS** ▶ 57 OSCE participating States and 11 Partners for Co-operation

**DESCRIPTION** ▶ The roundtable discussion aims to create a platform for exchange of information, best practices and lessons learned on ways to address and prevent the existing and emerging risks presented by cyber security threats and to promote the use of safer online practices. The event is initiated to support national agencies in protecting their networks and preventing cyber-attacks on biometric data that poses security risks at border.





## Roundtable on Afghanistan: Regional Threat Screening

**ELIGIBLE PARTICIPANTS** ▶ Subject Area Experts, Representatives of 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.



# Thematic Courses

## Workshop on Design and Development of eLearning Courses for National Educational Institutions

**ELIGIBLE PARTICIPANTS** ▶ Representatives of National and International Border Guard/Police and Customs Training Institutions

**GEOGRAPHIC FOCUS** ▶ 57 OSCE participating States and 11 Partners for Co-operation

**DESCRIPTION** ▶ The workshop focuses on 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.



## 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 and management by helping students understand how to comply with international standards and 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** ▶ This six-month blended learning opportunity consisting of the following modules: Professional Development of an Instructor; Preparing, Conducting and Evaluating the Learning Process and Learning Process in a Higher Education Institution 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.

## 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.



## Capacity Building for the Customs Administrations in Central Asia

**PARTNER** ▶ The Austrian Federal Ministry of Finance (BMF)

**ELIGIBLE PARTICIPANTS** ▶  
Mid to Senior Level Customs Officials

**GEOGRAPHIC FOCUS** ▶ Central Asia and Afghanistan

**DESCRIPTION** ▶ The course aims at strengthening the institutional capacity of the customs administrations and management of Central Asian countries and Afghanistan. It covers the best practices and working methods of customs offices, in particular organizing customs and post-clearance audits, passenger entry procedures, and risk management in customs clearance on national and international levels. The primary goal of the course is establishment of a network for efficient information exchange as well as addressing fraud, money laundering and countering terrorist financing.



## 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.



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

**PARTNERS** ▶ Border Security and Management Unit of the OSCE Transnational Threats Department, the OSCE Office in Tajikistan

**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; acknowledgement 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.



## Risk Analysis and Management in Border Security

**PARTNER** ▶ 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 focuses on particularities of risk analysis and threat assessment in border security and management as well as crime analysis, including intelligence collection and investigation of border-related crimes. The course is dedicated to risk analysis in border security and management; risk analysis methodologies; criminal intelligence and information sharing; threats, vulnerabilities, risk assessment; impact assessment; assessment techniques; and monitoring systems.



## Female Afghan Border Police Border Management Awareness Course

**PARTNER** ▶ EU-funded, UNDP-implemented BOMNAF (Border Management Northern Afghanistan) Project

**ELIGIBLE PARTICIPANTS** ▶ 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, and 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 this course address specific needs of women in border security and management.



## 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.



## 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 on 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.





## 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.



### CONTACT US

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You can also find us on Facebook:

**[www.facebook.com/oscebmsc/](https://www.facebook.com/oscebmsc/)**

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