

TERMS OF REFERENCE

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| Title of consultancy | International Police Expert/Trainer on Community Policing in Tajikistan |
| Type of contract | Consultancy – 5 months (excluding reasonable travel time) |
| Location | Dushanbe; travel within Tajikistan will be required |
| Closing date | Until filled |

1. Overview

As part of the national police reform programme, Saferworld Tajikistan is supporting the Ministry of Internal Affairs (MIA) Academy with the development of a Community Policing (CP) Toolkit and the delivery of training for MIA Academy instructors and police officers in Tajikistan. For this work, we are looking for an International Police Expert/Trainer (hereafter, Expert) who will work with the MIA Academy to conduct a training needs assessment (TNA) of the MIA management and in-service police officers. This will include reviewing the current training module on CP for in-service police officers and assessing capacity of MIA senior managers to oversee the implementation of CP in Tajikistan. Based on the TNA, the Expert will develop a CP Toolkit and train MIA instructors and senior management to use it and to deliver training to other police officers. The expert will support the MIA Academy to develop a roll-out plan for the CP Toolkit within the MIA and to provide mentorship to MIA to use it.

This Terms of Reference (ToR) provides the background and rationale, a brief outline of Saferworld’s programmatic approach and the scope of the assignment.

2. Background and Rationale

Saferworld Tajikistan has been supporting the MIA’s through the implementation of a country-wide Community Policing programme, funded by the Department of State’s Bureau of International Narcotics and Law Enforcement (INL) of the U.S. Embassy in Dushanbe. It contributes to the Police Reform Strategy (2013-2020) and Police Reform Program (2014-2020) and corresponding Implementation Plan, approved by the President and the Government of Tajikistan, as well as wider efforts of the international community to improve the security situation in the country. The programme supports the U.S. Government and the Organization for Security and Cooperation in Europe Office in Tajikistan’s (OIT) past efforts to institutionalise CP and support national police reform policies and strategies, which have prompted changes in the way security is provided through the creation of platforms for police-public partnerships. Saferworld’s programme complements these initiatives through community policing and community security approaches that strengthen the capacity of police, community, civil society, Public Councils (PC)¹ and Community Police Partnership Teams (CPPTs)² to institutionalise the types of behaviours and relationships required for a successful and sustainable community policing service. To date, the MIA – with the

¹ **Public Councils (PCs)** are sub-national consultative and supervisory body established and supported by MIA in order to provide direct and indirect participation of citizens in the discussion on the progresses of police reform in its different stages. Saferworld have been mentoring seven PCs for them to advocate and promote Community Policing in Tajikistan.

² **Community-Police Partnership Teams (CPPTs)** are semi-formal collaborative problem-solving partnerships—composed of police officers, local government representatives, religious and civil society leaders, and community members, including women and youth working together to identify and address local community concerns. Saferworld has established 15 CPPTs in last three years; prior to our engagement, 17 CPPTs were established, 2010-2016, across the country.

international community's and Saferworld's support – have established seven sub-national level PCs and 32 local-level CPPTs across the country.

3. Purpose and objectives of the assignment

The purpose of the assignment is to provide support to the MIA Academy in developing a practical CP Toolkit with a focus on partnerships for joint problem-solving, transparency and accountability, conflict and gender sensitivity, and addressing key community security concerns, including domestic violence and the root causes of support for violence and participation in violent groups. The CP toolkit is envisioned for MIA HQ officials, Heads of Department of Internal Affairs (DIA), Community Relation Advisors (CRAs), Territorial Police Officers (TPOs), Heads of Public Order Protection Directorate (POPD), and Heads of Juvenile Crime Directorate (JCD). The toolkit will provide clear guidance for senior managers (national level), mid-level managers (district level), and police officers (local level) on how they can best implement community-centered policing in line with their respective engagement levels and roles and responsibilities.

The Expert is expected:

- Conduct a desk review of the main strategic documents related to Police Reform and Community Policing in Tajikistan;
- Conduct a community policing TNA with MIA Academy instructors and in-service police officers, as well as with high level officials to identify their leadership capacity needs for successfully implementing community policing;
- Work with MIA Academy instructors to develop a detailed and practical Community Policing Toolkit for MIA HQ officials, Heads of DIAs, CRAs, TPOs, Heads of POPD, Heads of JCD and MIA Academy cadets and instructors in two languages (Tajik and Russian);
- Provide clear guidance for senior management (national level), mid-level management (district level) and police officers (local level) on the best ways to implement community-centered policing in line with their respective levels/roles;
- Support the MIA Academy to design and develop training curriculum modules and handouts based on the CP Toolkit;
- Deliver a ToT training for 25 MIA officials and MIA Academy instructors in Dushanbe on using the CP Toolkit;
- Support the MIA to develop a plan to roll-out the CP Toolkit for use by MIA officials and police officers at all levels;
- Provide mentorship and accompaniment to mentor MIA Academy instructors to deliver the training to police, PC and CPPT members in seven police administrative areas, i.e. in Dushanbe (two), Khujand, Rasht, Khorog, Kulob and Bokhtar;
- Facilitate a three-day training for up to 25 participants from MIA management, focusing on the specific community policing leadership capacity needs previously identified;
- Provide a report on the work completed within two weeks after completion of the assignment, including evaluation of participants' knowledge before and after the training. The report should include the relevant annexes (e.g., the TNA report, the CP Toolkit, the training modules).

4. Methods

The Expert is expected to conduct an initial **desk review** of key documents, including:

- MoU between the OSCE and Government of Tajikistan on police reform;
- Police Reform Strategy (2013-2020);
- Police Reform Program (2014-2020);
- MIA Community Policing Concept, Provision of PC and CPPT;

- Saferworld Community Security Handbook, Gender and Conflict Analysis Toolkit, and documents related to Saferworld’s peacebuilding approach/response to addressing the root causes of violence;
- Other documents related to the Community Policing program in Tajikistan, including Community Security Assessments;

Saferworld will provide the above-mentioned documents to the expert in English.

Following a review of these documents, the Expert will closely work with the instructors from MIA Academy and the Saferworld Tajikistan Team to develop a TNA methodology, including key informant interviews (KIIs) and focus group discussions (FGDs), and conduct the TNA. Based on the TNA, the Expert will develop a CP Toolkit, training modules and related handouts, including pre- and post-training evaluation forms that will be used during the trainings.

Throughout the assignment, the Expert will meet, as required, with the Saferworld Tajikistan Team, MIA and MIA Academy representatives, and the donor and other stakeholders. The Trainer will travel to project locations in Tajikistan during the period of 20 July to 10 January 2020. (See the schedule below for more details on the travel required under the assignment.) Saferworld Tajikistan, regional- and London-based staff will be involved through consultations, agreeing the above-mentioned approach, and coordinating the work with MIA. The Expert will draft and present the final report to the Saferworld Tajikistan Team.

5. Deliverables

The Expert is expected to provide the following deliverables as part of the assignment:

- Detailed work plan;
- TNA methodology;
- TNA report;
- A practical Toolkit on Community Policing for the MIA Academy instructors, MIA senior managers, and MIA in-service police officers;
- Training module and materials in English, Tajik and Russian;
- Two trainings of 50 MIA officials and MIA Academy instructors;
- Roll-out plan for the CP Toolkit, agreed with the MIA;
- Mentorship plan for MIA instructors to deliver the training for police, PCs, and CPPTs in seven police administrative areas;
- Assignment report (maximum 15 pages) with recommendations.

6. Schedule

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| Until September 12, 2019 | Select organisation or individual for the work |
| September 15-19, 2019 (1 week) | Desk review of main documents |
| September 20 –February 20, 2019 (17 weeks) | Work with MIA Academy to: <ul style="list-style-type: none"> • Develop TNA methodology and conduct TNA (2 weeks); • Develop the CP Toolkit (4 weeks) • Develop training module (1 week) • Deliver training for 50 MIA Academy instructors and MIA officials (2 weeks) • Mentor to MIA Academy instructors to roll-out CP Toolkit and deliver training in seven police administrative areas (8 weeks) |

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| February 20-30, 2020 (1 week) | Draft and finalise the report, present to Saferworld Tajikistan |
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Note: A detailed work plan will be developed with the selected individual or organisation.

Saferworld Tajikistan will cover in-country travel costs, and accommodation. **The Expert** needs to budget for maximum of two return flights from home country to Tajikistan, costs related to the assignment (printing, translation etc.) and other incidental costs.

7. Qualifications required:

The individual or organisation must:

1. Have at least 10 years of experience doing similar work, i.e., police development/reform, implementing community policing, developing community policing training curriculum, and delivering training for police and civil society;
2. Be familiar with the Tajikistan Police Reform Programme and civil society in Tajikistan;
3. Be able to apply participatory and interactive methodologies in training for adults;
4. Have strong Russian and/or Tajik language skills;
5. Be flexible and able to be based/travel in Tajikistan;
6. Be dedicated to achieving the objectives, creating interest around the work on the police reform, and contributing to institutionalising community policing in Tajikistan;
7. Be culturally sensitive and able to work with people from different ethnic, religious, and gender backgrounds;
8. Be flexible to adjust to changing dynamics;
9. Have excellent communication, training, and report-writing skills;
10. Be able to deliver to specified deadlines.

8. To apply:

The individual or organisation must submit the following:

- 1) CV and cover letter outlining the Expert's experience, skills, and qualifications and/or an organization profile
- 2) Short proposal (no more than 5 pages) outlining the methodology for undertaking the assignment
- 3) Sample of handbooks and training materials on similar work
- 4) References, including work with international organisations, if any
- 5) A budget to complete the proposed work. The budget should include all the costs except travel and accommodation in country, which will be covered by Saferworld.

All the documents should be sent by e-mail to jobs@saferworld.org.uk. For any queries, please send an e-mail to kkargasov@saferworld.org.uk.