

## Annex II to the Invitation to Tender no Frontex/OP/841/2017/AH

### External Quality Assurance, Accreditation and Institutional review

#### TERMS OF REFERENCE

##### 1. LIST OF ABBREVIATIONS

BG	border guard/border guarding
CCC	Common Core Curricula
CEDEFOP	European Centre for the Development of Vocational Training
CEPOL	European Agency for Law Enforcement Training
DCAF	Geneva Centre for the Democratic Control of Armed Forces
EASO	European Asylum Support Office
EBCGT	European Border and Coast Guard Teams
ECTS	European Credit Transfer System
EEAS	European Union External Action Service
EFCA	European Fisheries Control Agency
EHEA	European Higher Education Area
EMSA	European Maritime Safety Agency
ESG	European Standards and Guidelines for Quality Assurance
EQF	European Qualifications Framework for Lifelong Learning
ELETS	European Law Enforcement Training Scheme
EQAVET	European quality assurance in vocational education and training
EU	European Union
EU_LISA	European Agency for the operational management of Large-Scale IT Systems in the area of freedom, security and justice
EUROPOL	European Union Agency for Law Enforcement Cooperation
EUROSUR	European Border Surveillance System
FRA	European Union Agency for Fundamental Rights
FRONTEX	European Border and Coast Guard Agency
IBM	integrated border management
ICMPD	International Centre for Migration Policy Development
ICT	information and communication technology
INTERPOL	International Police Organization
IOM	International Organization for Migration
JHA	Justice and Home Affairs Council
LO	learning outcomes
MARRI	Migration, Asylum, Refugees Regional Initiative
MLC	mid-level management course
MS	Member States
NATO	North Atlantic Treaty Organization
NCC	National Coordination Centre
NQF	National Qualifications Framework
NTC	National Training Coordinators
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OHCHR	Office of the High Commissioner for Human Rights
OSCE	Organisation for Security and Cooperation in Europe
PA	Partnership Academies

QA	Quality Assurance
RPL	recognition of prior learning
SAC	Schengen Associated Countries
SBC	Schengen Borders Code
SQF	Sectoral Qualifications Framework
TRU	Training Unit
UNHCR	Office of the United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
WCO	World Customs Organization
VET	vocational education and training

## 2. FRONTEX AND ITS MISSION

The mission of Frontex - the European Border and Coast Guard Agency - is to promote, coordinate and develop European border management in line with the EU fundamental rights charter and the concept of Integrated Border Management.

Frontex's tasks include:

- Monitoring migratory flows and carrying out risk analysis regarding all aspects of integrated border management.
- Carrying out a vulnerability assessment, including assessing Member States' capacity and readiness to face threats and challenges at their external borders.
- Monitoring the management of the external borders through the Agency's liaison officers in Member States.
- Coordinating and organising joint operations and rapid border interventions to assist Member States at the external borders, including in humanitarian emergencies and rescue at sea.
- Supporting search and rescue operations that arise during border surveillance operations at sea.
- Deploying European Border and Coast Guard teams, including a rapid reaction pool for joint operations and rapid border interventions and within the framework of the migration management support teams.
- Creating a technical equipment pool for deployment in joint operations, rapid border interventions and in the framework of migration management support teams, as well as in return operations and return interventions.
- Providing support at hotspot areas with screening, debriefing, identification and fingerprinting; establishing a procedure for referring and providing initial information people who need, or wish to apply for, international protection; cooperating with the European Asylum Support Office (EASO) and national authorities.
- Supporting the development of technical standards for equipment, especially for tactical-level command, control and communication as well as technical surveillance to ensure interoperability at Union and national level;
- Deploying equipment, border guards and other staff from the rapid reaction pool where urgent action at the external borders is necessary.

- Assisting Member States in fulfilling their return obligations, including coordinating and organising return operations.
- Fighting organised cross-border crime and terrorism at the external borders by supporting Member States in cooperation with Europol and Eurojust.
- Setting up pools of forced-return monitors, forced-return escorts and return specialists.
- Setting up and deploying return intervention teams during return interventions.
- Supporting the training of Member States' border guards, other relevant staff and experts on return, including the establishment of common training standards.
- Participating in research and innovation in the control and surveillance of the external borders.
- Developing and operating information systems that enable swift and reliable exchanges of information regarding emerging border-management risks, illegal immigration and return; cooperating with the Commission, Union bodies, offices and agencies as well as the European Migration Network.
- Assisting in the development and operation of EUROSUR and the development of a common information-sharing environment, including interoperability of systems.
- Supporting Member States' coast guard authorities through cooperation with the European Fisheries Control Agency and the European Maritime Safety Agency; providing services, information, equipment and training, and coordinating multipurpose operations.
- Assisting technical and operational cooperation between Member States and third countries.

### **3. BORDER AND COAST GUARD TRAINING**

Given the magnitude of tasks and the extend of the EU external borders including the 11,700 km of land border, 45,500 km of sea border, 600 (airports - air border) with 700 million travelers crossing the EU external borders each year, 70,000 illegal border crossings, 23,000 fraudulent documents detected being used to enter the EU/Schengen area each year and 170,000 estimated number of trafficking in human beings victims, the role of Frontex training in mitigation of these multiple risks at the European union level has been unmatched.

The recent and unprecedented migratory pressure, and the threats posed by international crime and terrorism have confirmed the urgent need to develop common border guard culture to harmonize practices for managing the external borders of the European Union while fully respecting fundamental rights.

As a result, Frontex training was mandated with building capacity in Member States and Partner Countries, and developing and implementing harmonised, learner-centred and cost-effective training products, based on the implementation of an integrated border management approach. In the light of the expanded Frontex tasks in the area of training, more demands for increased number of trained border guards emerge, as well as the need to not only ensure, but demonstrate the quality and quality assurance of the training delivered to border guards.

Frontex strives to fulfil its training mission by providing education and training for border guards in the Member States, aligned to the Bologna and Copenhagen principles and the European Qualifications Framework for Lifelong Learning (EQF). As an overarching frame of reference for all border guard

education and training, Frontex has developed the European Sectoral Qualifications Framework for Border Guarding (SQF).

The SQF is a platform for a coherent strategy that links all training products and contributes to the harmonisation of Border Guard education and training. The SQF is a framework developed following the consideration and agreement on the key competences required by personnel at all levels working in the field of border guarding. It supports the national integration of all common curricula, as it offers specific reference points for all border guard learning requirements, consistent and aligned with the EQF. The SQF thus facilitates comparability of qualifications and creates the premise for the recognition of learning in the border guard profession in all its forms - formal, informal and non-formal - across all the Member States and allied countries. For Frontex, the SQF is an instrument for both development of new training and review of existing training, incorporating quality assurance principles that will lead to the development of courses that can be accredited internationally. SQF aligned curricula and courses are competence-driven, focusing on a learning outcomes based-approach to learning and education, and incorporating the integration of fundamental rights across all learning, as an underpinning principle.

By formalising its competence and role in the area of education and training for border and coast guard the Agency will increase its accountability, responsibility and level of professionalism in the respective professional sectors and define clearly its area of competence in full synergy and inter-relation with other professional sectors in law enforcement.

#### **4. FRONTEx' STRATEGIC OBJECTIVES IN THE FIELD OF TRAINING AND EDUCATION OF BORDER GUARDS**

To fulfil the mission based on the principles outlined above, Frontex' strategic objectives in the field of training and education of Border Guards are to be:

1. *a promoter* of excellence in border guard education and training;
2. *a developer* and *provider* of harmonised, learner-centred, accreditable and cost-effective training products of high professional quality and ethical standards, supporting operational needs;
3. *a facilitator* of the development and the implementation of professional standards aligned with the SQF for border guarding and the Bologna/Copenhagen principles, and a promoter of the alignment of national curricula, and
4. *a supporter* of capacity building in the Member States and Partner Countries.

As a strong contribution to the European integrated border management Frontex has led best practices in border guard education and training, from basic operational level to tactical and strategic management. These activities, including education and training in maritime border guarding need to be continued by the European Border and Coast Guard Agency taking into account training for coast guard activities in accordance with the new expanded tasks.

Frontex respects that each Member State has its own training solutions that are targeted at national need. Frontex' role complements training solutions existing at the national level to create a training system whereby the border control personnel of all the Member States can work together effectively. This capacity to work together is achieved through development of common training standards. All Frontex common standards in training, from common curricula to specialized courses are developed with the direct engagement of the experts in the field, nominated by the border guard agencies. This ensures that the EU common training standards meet organizational need whilst facilitating harmonization of border guard learning across the EU.

Frontex designs training which is operationally relevant, develops and implements common standards to achieve interoperability, comparability and mobility of learning, measures performance and quality standards, harmonizes and is inclusive of all EU countries, promotes cooperation, collaboration and equal involvement.

To enhance interoperability Frontex supports and complements national border guard education and training. The capacity to work together is achieved by developing common training standards. Frontex also trains multipliers - national trainers who train border guards in their home countries. This approach is recognised as the most efficient way to cascade competences to all Member States to reach the 400,000 border guards. Standardized results are ensured through the use of Frontex training tools and through guidelines given to multipliers. With this approach to translate the training products and to qualify the national multipliers, all border and coast guard officers can be trained to the same training standards in their mother tongue.

## **5. FRONTEX TRAINING**

In order to ensure highest extent of outreach and to implement cost-effective ways of educational development and training provision, emphasis is given to collaboration and learning via means of new technologies. This will also allow for a better synchronisation of training activities at the national level activities with the complementary learning solutions provided by Frontex. The training will focus on learning outcomes instead of traditional teacher-centred approaches. In the use of information and communication technologies, different ways of learning facilitation are applied. By this active learning in authentic situations will be ensured. Simulations, role-plays and collaborative learning approaches will be used.

All training activities aim at having a positive impact on the development of an efficient, high, and uniform level of border control at the external borders, and an evolving common European border and coast guard culture with high ethical standards.

Training products and standards are developed using the expertise available within Member States' border guard authorities (law enforcement organisations with border guarding responsibilities). The approach to training development is inclusive to all MS/SAC. This ensures that the training tools and methodologies are tailored to the needs of the stakeholders and represent identified best practices. Training at European level is delivered by Frontex appointed trainers.

It is envisaged that all Frontex and national curricula in BG training will be aligned to the SQF, and in an increasing number of instances this has already been implemented. On-going work aims to ensure that all existing and new curricula in European institutions will be aligned to the SQF in order to ensure a learning outcomes based approach, in line with EU policies for lifelong learning. In essence, the SQF provides the "backbone" to all curricula and training in the BG profession as a set of core references for all border guard training and competences.

Furthermore, the Agency establishes and develops common core curricula for the training of border guards and provide training at European level for instructors of Member States' national border guards, including training on fundamental rights, access to international protection and relevant maritime law. The Agency is also obliged to ensure that prior to participating in operational activities organised by the Agency, all participants receive training in relevant Union and international law, including fundamental rights and access to international protection and guidelines for the purpose of identifying persons.

Frontex direct training activities, roughly around 250 per year with 3,700 participants, are carried out with close collaboration of an ever expanding network of 17 Frontex Partnership Academies and National Training Coordinators from national law enforcement authorities with border guard responsibilities. They foster a common sense of the European border and coast guard culture with a set of shared standards, values and practices in border and coast guard education and training; facilitate and enhance cooperation with border and coast guard training institutions and optimize and use of available resources for education and training.

Frontex also closely cooperates with a number of European and international organizations in the area of training development and implementation International Police Organization (INTERPOL), European Union Agency for Law Enforcement Cooperation (EUROPOL), European Fisheries Control Agency (EFCA), European Asylum Support Office (EASO) European Union External Action Service (EEAS), International Centre for Migration Policy Development (ICMPD), Fundamental Rights Agency (FRA), European Agency for Law Enforcement Training (CEPOL), United Nations High Commissioner for Refugees (UNHCR), European maritime Safety Agency (EMSA), International Organization for Migration (IOM), EUROJUST, United Nations Office on Drugs and Crime (UNODC), Migration, Asylum, Refugees Regional Initiative (MARRI), Geneva Centre for the Democratic Control of Armed Forces (DCAF), European Agency for the operational management of Large-Scale IT Systems in the area of freedom, security and justice (EU\_LISA), with an ongoing discussions about potential cooperation with the North Atlantic Treaty Organization (NATO) and World Customs Organization (WCO).

The training activities aim at building capacity in four main areas:

- A. Educational Standards / Career Path Education
- B. Pre-Deployment Training
- C. Training Support for Border and Coast Guard Functions/Thematic Training
- D. Training Networks and Infrastructures/Quality Management and Cross Sectoral Support
- E. External Training Cooperation

#### Educational Standards / Career Path Education

- Common Core Curriculum for EU Border Guard Basic Training (CCC Basic)
- Common Core Curriculum for Border and Coast Guard Mid-level Education and Training (CCC Mid-level)
- The CCC Mid-level is closely linked to the Mid-level Management Course (MLC)
- European Joint Master's in Strategic Border Management
- Interoperability Assessment Programme
- Practitioners Research
- Strategic Border and Coast Guard Management courses

#### Pre-Deployment Training

The training activities are focused on the specific needs of those officers who are planned to be deployed in Frontex activities. They aim at increasing the effectiveness of multinational forces and their ability to carry out assigned duties according to the profile defined for their deployment. The training improves capability, capacity, and performance of the explicit group of member of European Border and Coast Guard Teams. The courses are highly interactive, and enable trainees to gain practical experience of applying best practice techniques and a proper professional behaviour. Simulated activities and scenario-based exercises take training further by testing and fixing acquired knowledge, skills and competences. The aim is to effectively prepare officers for their coming duties:

- Joint Operations Training
- Training for Return Operations and Interventions
- EBCGT Exchange and Exercises

### Training Support for Border and Coast Guard Functions/Thematic Training

Frontex training activities contribute to complement national training programmes by offering thematic training support in specific areas based on prior needs assessment. The national implementation of common standards for specialised training of border and coast guards is achieved through the development of common training tools and by qualifying national multipliers:

- Fundamental Rights, vulnerable groups and child protection
- Anti-Trafficking in Human Beings
- Schengen Evaluators
- Detection of false documents
- English language
- Risk Analysis
- NCC (EUROSUR) Operators
- Schengen Borders Code
- Integrated Border Management
- Air Crew Training for Border and Coast Guards
- Canine Teams
- Vulnerability Assessment Training Package

### Training Networks and Infrastructures/Quality Management and Cross Sectoral Support

- SQF for Border Guarding - Training Standards in line with Bologna/Copenhagen Principles
- Quality assurance and training experts' certification programme
- eLearning Developments and Management of Learning Systems
- ICT Development
- Business Process Management Support
- Support in Instructional Design
- Training Needs Assessment
- Annual Training Conference

### External Training Cooperation

- Third countries capacities development
- Financial Training Support
- National Training Coordinators (NTC) Network
- Partnership Academies (PA) Network
- Training Cooperation in the field of Coast Guard Functions
- Justice and Home Affairs (JHA) Training Cooperation
- Exchange Programmes

## 6. CURRENT SITUATION AND THE NEED OF THE EXTERNAL SERVICES

As Frontex training is governed by Bologna and Copenhagen principles<sup>[1]</sup>, its quality assurance, accreditation and certification become of a major interest, in the context of the current challenges faced by the border guarding sector at EU and international level. The core set of shared border guard functions performed across EU require compatible job competences and a system of comparable learning outcomes that can ensure the national border guards are trained under a common framework, respecting the national education and training systems as well as the specific organizational needs, whilst achieving the desired qualifications described in a common language that makes them easily readable, comparable and compatible across EU. The development process of a Sectoral Qualifications Framework for Border Guarding was a first major step to achieve this requirement, but it is just the beginning of the ambitious process of harmonization and achieving comparability and quality assurance of border guard qualifications at EU level. The border guard job by its nature is a "European" job,

requiring collaboration, cooperation and coordination between the MS/SAC authorities and EU/international agencies operating in the area of border control and migration. To ensure that the border guards from all MS/SAC can work together effectively in the joint operations organized at the “hot spots” of increased migration pressure<sup>[2]</sup>, in the name of the European and international solidarity, as well as to ensure that at all EU borders the same standards are applied, the European border guards must be trained in the light of the same principles and values, based on the same procedures and learning requirements, their previously acquired skills and competences must be recognized and described using a common, shared language and the evidence of the quality of all these processes and qualifications must be made explicit, assessed, communicated transparently to the stakeholders and quality assured.

Frontex training includes both higher education and vocational education courses and programmes, therefore, the principles of both processes are relevant. Furthermore, the development and implementation of a quality assurance system for Frontex training will allow international recognition of the qualifications, ensuring harmonization and comparability, ensuring that all border guards deployed in joint operations or working at national level have competences and qualifications that are comparable and compatible, and that the learning is shared. It will also enable Frontex to be accredited as a recognized training provider, entitled to issue its own qualifications and certificates, in the framework of a transparent and solid quality assurance framework <sup>[3]</sup>.

To achieve this, all training activities must follow a systematic approach: identification of training needs and target groups; planning and design of training by establishing relevant methodologies and tools; delivery by selected and certified trainers and experts, followed by implementation; monitoring and continuous improvement; evaluation of training outcomes and quality assurance/control.

At the moment, despite of the organisationally recognised quality of Frontex educational offer that benefits of a certain prestige amongst the MS/SAC border guard organisations, Frontex is not able to offer accredited qualifications or to run accredited programmes itself (with the exception of the European Joint Master’s which is the only accredited higher education programme run by Frontex). Although many steps were done in this regard (development of the SQF, set standards for curriculum development etc.), a coherent set of policies and procedures describing the quality assurance principles that underpin Frontex training does not exist yet, also, Frontex does not have an institutional accreditation to run educational programmes. No internal or external quality assurance system is in place and no clear and transparent standards or performance indicators are set to measure and show accountability for the quality of the training and learning. Frontex for its courses only issues certificates of attendance that do not allow the recognition of the learning acquired by the border guards and ultimately it cannot be proved that the successful learners have met certain minimum standards that would enable them to claim credits towards a formal certification.

## **7. DESCRIPTION OF THE ASSIGNMENT**

### **Objectives**

The general objective is to enable Frontex to become an accredited provider of learner-centred, cost-effective vocational training courses, leading to internationally recognised European qualifications in border and coast guarding aligned to the European Qualifications Framework for Lifelong Learning (EQF) levels and in line with European Standards and Guidelines for Quality Assurance (ESG 2015) or equivalent applicable international standards.

By the end of 2018, Frontex TRU should be ready to start off a fully operating QA system enabling Frontex TRU, as a delegated authority, to quality assure training developed by the national border and coast guard academies based on Frontex QA standards and to run quality assured, accredited courses leading to qualifications recognized internationally. Thus, Frontex TRU will be operating in a three folded capacity:

- as a developer and provider of accredited training (running accredited courses based on its own internal QA system and the external institutional review and QA)



- as a delegated authority for educational quality assurance for its international qualifications and courses, based on internal and external QA
- as a delegated authority for educational quality assurance for the national border guard academies/training delivery in the member states/SAC, acting as an external peer reviewer towards the national border guard academies and training centres that may be facilitated to receive a European certification of compliance with Frontex training and QA standards, provided that they demonstrate implementation of the said standards (common core curricula and core learning standards, SQF, course design, QA) upon an external review process.

Frontex strives to continuously enhance the quality of its training processes and products, intending to apply relevant European standards for quality assurance<sup>[6]</sup> in vocational and higher education or equivalent applicable international standards. As well as facilitating the recognition of all types of learning and training delivered by Frontex in national recognition systems, this approach enables the accreditation of the courses developed at national level based on the Frontex training curricula and learning standards.

None of this is new to Frontex activities. The Schengen Evaluation Mechanism currently operated by Frontex on behalf of the EC is an excellent example of a quality assurance system ultimately aimed at both assuring stakeholders of the secure operation of the Schengen system within Europe and with a focus on improvement.

As the European Commission is noticing (CEDEFOP, EQAVET and EC, 2013), accreditation, as a quality assurance mechanism, needs to address several challenges, such as: the principle of real empowerment of students; promoting the institution's staff as authentic players for quality assurance; the relationship between quality assurance and excellence, accountability and improvement, and internal and external evaluation; the need to improve governance by sharing responsibilities for accreditation at national and EU levels.

From the very beginning, it is important to highlight the set of standards and criteria that Frontex must take as reference in order to create a quality assurance system. These standards are common to the higher education and vocational education programmes and to all types of accredited training providers. The challenge for Frontex is to address the quality assurance principles and standards set by the European policies by creating its own set of policies and procedures, suitable to Frontex business needs, responding to the needs of the stakeholders and reflecting the specifics of Frontex training. A successful similar experience has already been achieved in the past through the creation of the "mini-university" concept of the EJMSBM where a coherent common set of policies and procedures were created by the Consortium led by Frontex for the specific implementation of the programme, accredited internationally and leading to an internationally recognized qualification in strategic border management.

Frontex Training must undergo an institutional review that will look at how Frontex TRU internal business processes, policies and procedures promote, maintain and apply the policies, standards and criteria for programmes accreditation and validation of qualifications as listed in the Standards and guidelines for quality assurance in accordance with the European Standards and Guidelines for Quality Assurance (ESG 2015) or equivalent applicable international standards (Annex I), which the Contractor shall be required to observe:

1. Policy for quality assurance
2. Design and approval of programmes
3. Student-centred learning, teaching and assessment
4. Student admission, progression, recognition and certification
5. Teaching staff
6. Learning resources and student support
7. Information management
8. Public information
9. On-going monitoring and periodic review of programmes
10. Cyclical External Quality Assurance

## 8. REQUESTED SERVICES

The Contractor is expected to perform the following tasks (within the inter-related components):

- Support Frontex Training Unit in implementing a quality assurance system (framework, policies and procedures) enabling the development and implementation of courses, exchange-mobility programmes and common core curricula in border and coast guarding across EU, at EU and national levels, leading to internationally recognised qualifications; review the existing draft QA policies and procedures and recommend improvements in the view of implementation.
- Carry out an external independent institutional review of Frontex Training Unit with the main focus on identifying existing good practices and areas of necessary improvements in terms of training development and delivery, monitoring and evaluation, quality assurance and enhancement; subsequently recommend improvements and support Training Unit in the implementation of the recommendations in the view of obtaining institutional accreditation.
- Accredite and validate qualifications developed and run by Frontex, recognizing all types of learning, including the recognition of prior experiential learning (RPL, APEL) based on the SQF for Border Guarding
- Provide delegated authority for Frontex Training Unit to quality assure the training courses developed by the national Academies, training centers /Partnership Academies and other training partners based on Frontex training and QA standards (common core curricula and core learning standards, SQF or BG, course design, QA) and in accordance with the European Standards and Guidelines for Quality Assurance (ESG 2015) or equivalent applicable international standards.
- Support Frontex Training Unit in providing educational quality assurance to the MS/SAC, acting as a peer reviewer towards the national border & coast guard academies and training centres in order to provide them with a European certification of compliance with Frontex training and QA standards, provided that they request and demonstrate implementation of the stated standards upon an external review process.
- Make recommendations on creating and piloting an appropriate QA mechanism enabling Frontex to support the MS/SAC in implementing a harmonised approach to training design and quality assurance based on the Frontex QA system.
- Review and accredit a number of courses/qualifications currently delivered by Frontex as non-accredited / nonformal vocational courses, i.a.: Course Design in line with Bologna/Copenhagen standards using the Sectoral Qualifications Framework for Border Guarding (SQF), Mid-Level Management Course, Train the SQF Trainers, Educational Technology, European Course for NCC (Eurosir) Operators, European Course for CIRAM risk analysts, among others. Leading to an international recognition and validation of the respective qualifications, upon the necessary improvements.
- Support the review/redesign of the existing Frontex courses/qualifications or development of new courses in line with the Sectoral Qualifications Framework for Border Guarding and the external & internal QA standards, in the view of accreditation of the respective qualifications
- Support the courses and curricula development and review through i.a. access to knowledge resources, coaching, mentoring, provision of relevant training on the development/review of

courses in line with accreditation standards, including development of standards and most up to date and fit for purpose assessment strategies and methodologies, as well as quality assurance systems and their application in the design and delivery of accredited qualifications recognised internationally

- Support the sustainability and maintenance of the internal QA system through i.a.: access to knowledge resources, coaching, mentoring, provision of relevant training on the management the on-going delivery of the courses and quality assurance monitoring and enhancement process, including moderation/ verification where required and other as necessary, according to the QA standards
- Support the sustainability maintenance of the external QA system through i.a.: access to knowledge resources, coaching, mentoring, provision of relevant training for external assessors and peer reviews on the course evaluation methods and processes in the view of accreditation/re-accreditation
- Monitor the implementation and maintenance of the internal QA system and QA standards based on which the initial accreditation has been received and perform a re-evaluation exercise (cyclic external QA, standard 10) in ca 4 years from the implementation of the QA system in the view of institutional re-accreditation

The execution of some of the abovementioned tasks may entail travel. The Contractor shall be entitled to the reimbursement of the incurred travel and accommodation expenses based on the provisions of *Reimbursement Rules*.

#### **9. DELIVERABLES/EXPECTED RESULTS:**

- Institutional review with the main focus on the review of existing QA policies and procedures and development of quality mechanisms and processes that enable efficient and cost-effective qualifications development and ongoing monitoring of delivery of training / accredited qualifications for quality enhancement purposes; comprehensive evaluation report delivered including recommendations for improvement, improvements proposal plan and identified good practices
- Authorization (accreditation) for Frontex Training Unit to run accredited courses leading to qualifications recognised internationally, provided that Frontex Training Unit meets accreditation requirements of the accrediting authority
- Coaching and support for the implementation of the internal QA system and review of qualifications, course and curricula (minimum of 6 and up to 10 yearly)
- Training, coaching and support on internal and external quality assurance provided to Frontex Training Unit staff and external stakeholders involved in the internal and external QA processes (minimum 50 people trained in 2018)
- Frontex training courses/curricula reviewed in line with the accreditation requirements
- Accreditation/validation of a minimum of 6 and up to 10 courses/qualifications yearly
- Continuous monitoring of and support to the implementation of the internal QA system
- Institutional review and re-accreditation (cyclic external QA)
- Access to knowledge resources and technical input as necessary
- Recommendations for drawing up a QA mechanism enabling Frontex to perform education quality assurance for MS/SAC training, acting as a peer reviewer and certifier of compliance with Frontex training and QA standards of the MS/SAC border and coast guard academies and training centres

Options:

- Development and accreditation of additional qualification/s
- Additional training courses provided to Frontex Training Unit and external stakeholders based on the business needs at the discretion of Frontex
- Identification of qualifications gap based on EU & national stakeholders needs and proposal for developing new qualifications (if proven necessary) based on existing Frontex common core curricula / learning standards and within the scope of the SQF for Border Guarding and related coast-guarding reference learning outcomes

## 10. DEADLINES

- Finalized institutional review and recommendations for improvement/comprehensive report provided by the end of June 2018
- Accreditation of first 6 Frontex courses leading to internationally recognised qualifications following an implementation of recommended improvements by the end of December 2018
- Accreditation of a minimum 6 Frontex courses leading to internationally recognised qualifications during 2019
- Accreditation of a minimum 6 Frontex courses leading to internationally recognised qualifications during 2020
- Coaching and support for the implementation of the internal QA system - throughout the duration of the contract
- Continuous monitoring of the implementation of the internal QA system - throughout the duration of the contract
- Training courses provided on the internal and external QA systems and the development and review of courses/qualifications and curricula by the end of June of 2018, 2019 and 2020 (as the stakeholders involved will vary)
- Additional training courses provided throughout the duration of contract based on the business needs at the discretion of Frontex
- Finalized institutional re-evaluation, improvement and re-accreditation provided by the end of 2022

## 11. SERVICE REQUIREMENTS

- Registration of the EQF level on the qualifications certificate; additionally, ability to register a national/international equivalent level, that can be referenced to the EQF
- Ability to register Frontex logo as well the accrediting authority logo on the certificate; Frontex visual identity requirements must be observed in the production of all public and internal documents related to the contract and its outputs
- Ownership of all accredited qualifications and IPR belong exclusively to Frontex while the accrediting authority is recognised and identified within the scope of its role in a transparent and appropriate manner
- Use the Europass Diploma Supplement as an annex to the qualification certificate
- Affirms and applies European Standards and Guidelines for Quality Assurance (ESG 2015) or equivalent applicable international standards for vocational education and training
- Use the Sectoral Qualifications Framework for Border Guarding as a reference for learning requirements and occupational standards
- Empowered to delegate authority to quality assure and provide accreditation to training providers internationally (e.g. Frontex)

- Apply Frontex blended learning approach and support the review of courses structured - to the extent possible - using a 3 phases model: independent learning phase, contact learning phase and experiential learning phase, including the usage of e-learning tools and methods
- Provide training on internal and external quality assurance for Frontex staff and external stakeholders recommended by Frontex as peer reviewers
- Apply and integrate the guidelines for course design using the SQF for BG, based on Bologna/Copenhagen principles when designing and delivering training, as well as improving and validating qualifications in the framework of the contract
- Coordinate with Frontex ICT platform developments and e-learning developments
- Ability to cross-reference/provide comparability with the European Qualification Framework (EQF), the European Standards and Guidelines for Quality Assurance (ESG 2015), applicable standards and guidelines for quality assurance of vocational qualifications promoted by CEDEFOP
- Frontex reserves the right to recommend external examiners and members of evaluation panels, provided that they meet the profile requirements for performing their roles. The related fees shall be covered by Frontex (out of scope of this FWC).

## 12. LOCATION AND DURATION

- Starting period: ASAP (January 2018)
- Foreseen finishing period or duration: 5 years from the signature of the contract (based on the European standards for external review and QA cycle that recommends a minimum of 4 years external cyclic review after the initial accreditation)
- Location(s) of assignment: Warsaw HQ and at the location of the Partnership Academies for the planned project meetings or any cost-effective location proposed by the contractor; at the discretion of Frontex and the contractor for the independent work with view of enabling remote project meetings/training sessions with use of technology

**Resources and logistic arrangements** to be provided by Frontex/contractor: Frontex will provide the documentation within the agreed timeline; Contractors communicate with Frontex via phone, video conference, email and attend the meetings requested, subject to mutual agreement.

Frontex will facilitate access to all stakeholders if required for the purpose of quality reviews/ audits/ training of staff.

**Contract management:** For the implementation of this contract and performing the tasks to achieve the expected results, the Contractor will consult and communicate on a regular basis with:

- Frontex dedicated project manager allocated for the purpose of this project
- QA project manager and project team for the overall contract management;
- Regular contact will be established with the dedicated course and activity managers for each respective qualifications, courses and curricula review.
- SQF development manager and, if necessary with the Bologna / Copenhagen panel, as well as with the Training Unit management if / when necessary. The official communication is channelled via the project manager.

**Documents** to be provided by Frontex to the Contractor

- All curricula / training products as specified, in due time
- All documentation supplied in English and electronically
- Project milestones plan and Quality Assurance project fiche for reference - Project Plan and milestones to be jointly agreed between Frontex and the Contractor, and reviewed on quarterly basis, with the risk log attached to ensure timely delivery, allocation of responsibilities and remedial actions if necessary
- All details of stakeholders: courses delivered, QA procedures applied, staff available
- Process maps available

- SQF for Border Guarding (for reference)
- Course design internal guidelines (for reference)
- Self-Evaluation reports and reports produced as a result of the Mock Validation exercises
- List of eligible experts for taking part to the evaluation panels (as subject matter experts or educational QA experts, e.g. Bologna/Copenhagen experts, members of mock validation panels etc.)
- Frontex Training Portfolio 2017
- Frontex Training Strategy
- Frontex Training catalogue (when available)
- Glossary of terms
- Access to Moodle / ICT platform hosting the on line learning activities and resources
- Templates :
  - Course design single and multilevel
  - Check list for courses/curricula review
  - Template for course development and course presentation
  - Course handbook draft template
  - Pre-existing course materials (ppts, schedule etc.)
  - List of trainers selected
  - Draft QA policies and procedures when ready
  - Self evaluation report checklist (review standards and guidelines used internally based on NVAO/QQI and ESG 2015 standards)

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[1] Frontex (2013) SQF for Border Guarding, Publications Office of the EU, printed in Poland

[2] Frontex joint operations <http://frontex.europa.eu/operations/roles-and-responsibilities/>

[3] CEDEFOP (2009). The dynamics of qualifications, defining and reviewing occupational and educational standards, Office for Official Publications of the European Communities, Luxembourg

[4] CEDEFOP (2015) *European guidelines for validating non-formal and informal learning*. Luxembourg: Publications Office  
CEDEFOP reference series no 104

[5] [http://www.eua.be/Libraries/quality-assurance/esg\\_2015.pdf?sfvrsn=0](http://www.eua.be/Libraries/quality-assurance/esg_2015.pdf?sfvrsn=0)

[6] CEDEFOP (2013) *Accreditation and Quality Assurance in vocational Education and Training*, Publications Office of the EU, Luxembourg; and ENQUA, EURASHE et al (2015) ESG 2015