

Curriculum

To be reviewed by <i>February 2023</i>	Activity number 11.B	In-Mission Course on Security Sector Reform	ECTS 1.5
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<p><u>Target audience</u></p> <p>Participants should preferably be EU senior staff deployed in a CSDP mission or EU Delegation with a mandate to support Security Sector Reform in a host country or region. The course is given in-theatre. The course is recommended for those involved in planning processes, programme management, advisory positions and/or in political/policy dialogue.</p> <p>Priority is given to personnel from the EU Member States and EU institutions</p>	<p><u>Aim</u></p> <p>This course provides a thorough understanding of the “how” to implement SSR. It addresses the importance of the political dimension of SSR and provides methods of strategic change through planning and implementation processes, as well as mentoring and advising. It also enables the participants to use their specific expertise to promote the approach laid down in the EU-wide strategic framework on support for SSR, with a particular focus on improving advising skills, mandate implementation and coordination mechanisms, both internally and with other relevant organisations, to fulfil the EU mandate.</p>
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> Understand and practice the “how” to implement the EU SSR principles taking into account the specific country/region context, conflict dynamics and stakeholders analysis Demonstrate that SSR is political and not only technical and understand how to use both dimension in a mission and/or programme Categorise the range of actors (state and non-state) involved in the security sector Analyse the specific role of strategic and ministerial advising on a reform process and how to function as advisor Illustrate how to cooperate and coordinate at field level in an integrated manner to promote coherence in EU SSR support
	Skills	<ul style="list-style-type: none"> Use key lessons learnt and innovation from practical SSR experiences Apply cross-cutting issues in SSR programming and/or advice, such as national ownership, gender aspects and multi-actor coordination Adopt key qualities of an effective advisor Install confidence in counterparts, taking into account cultural differences and context
	Contextual	<ul style="list-style-type: none"> Analyse local influences/motivations /processes and state/non state systems and core drivers of conflict Discuss host nation National Security Strategies Coordinate EU coordination vis a vis other bi-lateral/international actors Translate the mission mandate to meet host country needs/requirements Identify the role of civil society actors/NGOs in theatre
	Competences	<ul style="list-style-type: none"> Apply key EU SSR principles when providing support to host nation and counterparts Promote coordination with other EU and international actors on the ground when analysing, planning, implementing and assessing EU SSR support Advocate for the importance of gender-responsive SSR and applying a gender perspective when analysing and conducting SSR Apply tools and methods designed for SSR assessments and analyses, design, implementation, monitoring and evaluation of the specific mission or project Promote attitudes and behavioural changes necessary for better governance of the security sector

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participants' satisfaction with the course)*.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution in the residential module, including the syndicate session and practical activities, as well as on their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs). Active

observation by the course director/lead instructor and a feedback questionnaire filled in by course participants at the end of the course are also used. **However, no formal verification of learning outcomes is foreseen; the proposed ECTS score is based on participants' workload only.**

Course structure		
Main Topic	Recommended Working Hours (of which eLearning)	Contents
Fundamentals of SSR: definitions, characteristics and cross-cutting issues	1 (1)	<ul style="list-style-type: none"> Governance of the security sector and principles of the rule of law General principles, objectives and processes of SSR The political and technical dimensions of SSR EU policy framework on SSR and the Integrated Approach
SSR analysis and assessment of the mission context	10 (3)	<ul style="list-style-type: none"> Local sources and core drivers of conflict, international and regional context relevant to mandate implementation Local influences and motivations of state and non-state systems Change agents and entry points for reform Translation of mission mandate to meet host country needs/requirements Methods for identifying and sequencing actors, priorities and activities Case study/exercise [highly recommended]
Effective advising and communication	8 (2)	<ul style="list-style-type: none"> Key qualities of an effective advisor Building and sustaining constructive relationships with counterparts Fostering political commitment Strategies for mitigating consequences Trust-building Case study/exercise [highly recommended]
Strategic coordination of EU SSR support	8 (2)	<ul style="list-style-type: none"> Lessons learnt from EU SSR implementation Coordination of EU SSR support between various EU instruments and synergies with other international actors The role of the EU mission, Delegation and other tools/funds in the field Joint mapping, analyses and evaluation Case study/exercise [highly recommended]
Implementation of SSR	9 (2)	<ul style="list-style-type: none"> The role of the EU SSR framework in mission mandate/project implementation Other relevant EU political frameworks and strategies for mission/project implementation Host nation National Security Strategies and other strategies relevant to mission/project implementation Methods and tools for identifying concrete actions Case study/exercise [highly recommended]
TOTAL	36 (10)	Virtual (on.-line) or hybrid course formats are permissible

<u>Materials</u>	<u>Additional information</u>
<p><i>Essential e-learning:</i> AKU 2: The European Global Strategy; AKU 3 Role of EU institutions in the field of CFSP/CSDP; AKU 4: CSDP crisis management structures and the chain of command; AKU 6 EU Decision Shaping/Making; AKU 10 EU Mediation and Dialogue Capacities AKU 11A Gender and the UNSCR 1325 <i>Introduction to SSR [DCAF-ISSAT module]</i></p> <p><i>Reading material:</i> - <i>Elements for a EU-wide strategic framework to support Security Sector Reform (5.7.2016)</i></p>	<p>A pre-course questionnaire on learning expectations and reading materials can be sent to the participants before the beginning of the course.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKUs included in the e-learning module is decided by the course director, but should not be fewer than two.. The materials proposed for supplemental (eLearning) study will reflect current developments in the field of SSR in general and EU policies in particular. Mandates of CSDP mission and operations and/or EU Commission programmes should be included where</p>

<p>- <i>Council Conclusions on the Integrated Approach to External Conflicts and Crises</i> (01.22.2018, doc. 5413/18)</p> <p>- Relevant mission supporting documents</p>	<p>relevant, as well as other documents from the EEAS, the EU Council Secretariat and the EU Commission</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module.</p>
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