

## Curriculum

To be reviewed by <b>Feb. 2024</b>	Activity number <b>72</b>	<b>Integrated Border Management (IBM) in CSDP</b>	<b>ECTS 2</b>
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CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian training area n 19: Support to Border Management Military Training Discipline n 6: Military Role in Integrated Border Management	<b>SQF-MILOF: Level 2 Focus: Pol Civ-Mil</b>

Target audience	Aim
<p>Participants would normally be mid- to high-level personnel (civilian, police and military) from Member States and EU institutions and agencies who are assigned to or are interested in participating in CSDP missions and operations.</p> <p>The course can be open to participants from Third Countries, IGOs and NGOs</p>	<p>This Course aims to prepare military/law-enforcement officers and civil servants from EU institutions - relevant agencies and Member States, to familiarize with the IBM Concept and its implementation within both CSDP missions and EU-MSs national level. Also, through the case studies, participants will have a holistic view regarding the level of integration in each Country and in EU. Moreover, they will have the opportunity to be aware about the planning process and the risk, which come up from the integration process. Finally, specific benefits and difficulties will be analysed, providing them guidance towards this effort.</p>

Learning Outcomes	
Knowledge	LO1. Describe the legal basis of border management in EU and explain why is important LO2. Identify and consider lessons learned from EU-MS LO3. Define IBM Concept and role as part of CSDP policy LO4. Recognise possible risks LO5. Identify the implications of the security environment on IBM LO6. Recognise Building Integrity as part of IBM Function LO7. Describe Border Agencies organization structure LO8. Explain Border Agencies roles and responsibilities LO9. Use of technology in Integrated Border Management
Skills	LO10. Describe border legislation and apply this knowledge on an IBM Plan LO11. Perform IBM Plans of the CSDP mission or operation and understand how civilian and military methods can help in crisis management LO12. Manage border agencies successfully LO13. Communicate effectively among border agencies LO14. Apply lessons learned on IBM plans during CSDP Missions and Operations LO15. Explain and apply Risk analysis methods of IBM in CSDP Missions and Operations LO16. Analyse the Border management structure and explore ways of achieving the IBM using best practices. LO17. Propose technology solutions for IBM

Responsibility and Autonomy	LO18. Assess the influence and role of IBM in CSDP missions and operations LO19. Practise strategies for IBM LO20. Compare and demonstrate lessons identified and successes in the IBM for the purpose of missions and operations LO21. Discuss how Military can contribute to an IBM concept LO22. Apply the knowledge and skills gained to specific situations in everyday work
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### 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)* and *level 3 evaluation (assessment of participants' long-term change in behaviour after the end of the course)*. *Evaluation feed-back* is given in the level 1 evaluation on the residential modules.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution to the residential modules, including their syndicate sessions and practical activities as well as on their completion of the eLearning phases: course participants must finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. **However, no formal verification of the learning outcomes is foreseen; proposed ECTS is based on participants' workload only.**

The Executive Academic Board takes these factors into account when considering the award of *Certificates* to participants. Module leaders provide an evaluation report for each residential module. The Course Director is responsible for overall coordination, with the support of the ESDC Secretariat, and drafts the *final evaluation report* which is presented to the Executive Academic Board.

### Course structure

*The residential module is held over five days (one week) and gives an overview of the EU IBM Concept, Border Agencies roles and responsibilities, the IBM as part of CSDP missions and operations and the future security environment of IBM for CSDP.*

Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. Introduction to Integrated Border Management (IBM)	6 (2)	1.1. EU legislation regarding Border Control and management 1.2. Schengen Area and border control measures 1.3. EU IBM Concept 1.4. Population movements and its effects to EU Borders
2. Operationalisation of IBM	14 (6)	2.1 Risk analysis methods regarding IBM 2.2 Border Agencies roles and responsibilities 2.3 Organizational structure of Border Agencies 2.4 Military role in IBM 2.5 Integrity as part of IBM
3. IBM for CSDP	16 (8)	3.1 IBM as part of CSDP missions and operations 3.2 Interagency cooperation 3.3 Technology solutions for IBM 3.4 Hybrid threats and IBM
4. Good practices and lessons learned	8 (4)	4.1 Good practices of IBM 4.2 Applying lessons learned 4.3 Case studies and contemporary issues regarding IBM
5. Future of IBM and its role for CSDP	6 (2)	5.1 The virtual domain, training, cyber warfare and IBM 5.2 The future security environment and IBM for CSDP
<b>TOTAL</b>	<b>50 (22)</b>	

<p style="text-align: center;"><u>Materials</u></p> <p><b>Required: TBD</b></p> <p><b>Recommended:</b></p> <p>Syndicate materials, scenarios and other documents provided by Course director</p> <p>Recommended study on voluntary basis: Learning materials (reading, video and audio) and other online training courses (computer-assisted simulations, role play, case studies and virtual interactions), as decided by the Course director / training provider.</p> <p>EU documents, i.e Generic Standards of Behaviour/Code of Conduct</p>	<p style="text-align: center;"><u>Methodology</u></p> <p>The course is based on the following methodology: lectures, panels, workshops etc.</p> <p style="text-align: center;"><u>Additional information</u></p> <p>The Chatham House Rule is applied during the residential module: "participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed".</p> <p>All course participants must prepare for the residential module by going through the relevant eLearning preparatory phase; this is mandatory.</p> <p>The materials proposed for supplementary eLearning will reflect current developments in the field of cross-cultural competence for CSDP in general and relevant EU policies in particular.</p>
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