

### Curriculum

To be reviewed by <i>February 2025</i>	Activity number <b>11.B</b>	<b>In-Country Course on Security Sector Reform</b>	<b>ECTS 1.3</b>
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CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian Training Area n. 18: Security Sector Reform	N/A

<p><u>Target audience</u></p> <p>This course is designed for staff of EU institutions, funds and offices and member states providing support to SSR in a given partner country or region. To facilitate an integrated approach, the course will seek to include participation from all or most EU actors in country, at a range of different levels and may also include participants from HQ. The course is given in-country and may use online/hybrid formats.</p>	<p><u>Aim</u></p> <p>This course will be tailor-made to the specific needs and requests from EU-actors in-country. It aims to establish a shared understanding of SSR and the EU-wide strategic framework on support for SSR amongst participants and delve deeper into the specific context of the partner country including opportunities and challenges in supporting SSR in-country. The course will also build individual skills relevant to supporting SSR, such as effective advising or change management. Representatives from national authorities and civil society and international experts may be invited to provide context and training providers will ensure a highly interactive format.</p>
<p><u>Open to:</u></p> <ul style="list-style-type: none"> <li>EU Member States and institutions</li> </ul>	

Learning Outcomes	
Knowledge	LO.01 Describe how the EU-wide strategic framework on support for SSR is relevant in support to the host country. LO.02 Discuss key security threats in the country and which groups are more affected, vulnerable or marginalised in relation to those. LO.03 Identify the range of security actors in country. LO.04 Describe the role of non-state and hybrid security actors in the country. LO.05 Identify strengths and weaknesses of management and oversight actors in the country. LO.06 Discuss drivers of conflict and insecurity. LO.07 Describe the status of the SSR process in the country and the role and mandate of EU-actors in supporting this process.
Skills	LO.08 Use relevant and effective tools for support to SSR processes in the country, such as effective advising, leadership skills, change management, risk management, planning or results-based management. Specific focus on skills will be selected upon demand and according to needs.

Responsibility and Autonomy	<p>LO.09 Apply the integrated approach to external conflicts and crises in support to SSR.</p> <p>LO.10 Identify political processes at the local, national, regional or international level which have an impact on SSR in the host country.</p> <p>LO.11 Discuss the nature of inclusive national ownership of the SSR process in country</p> <p>LO.12 List challenges and opportunities for a more gender-responsive SSR process</p>	
<p><u>Evaluation and verification of learning outcomes</u></p> <p>The course is evaluated according to the Kirkpatrick model: it makes use of <i>level-1 evaluation (based on the participant's satisfaction with the course)</i>.</p> <p>In order to complete the course, participants have to accomplish all learning objectives, which are evaluated on the basis of active contribution in the residential module, including their syndicate session/practical activities, as well as on the basis of their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs) and pass the tests (<i>mandatory</i>), scoring at least 80% in the incorporated out-test/quiz. Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course is used.</p> <p>No formal verification of learning outcome is in place; proposed ECTS is based on participants' workload only.</p>		
<p><b>Course Structure</b></p>		
Main Topics	Suggested working hours (required for individual learning)	Suggested contents
1. Establishing a joint understanding of SSR	2 (1)	<p>1.1 Setting the stage – brief recap on core concept of SSR, including</p> <ul style="list-style-type: none"> <li>- Definitions – it's political and not just technical</li> <li>- Human security – a people-centred approach</li> <li>- Human rights-based SSR</li> <li>- Gender-responsive SSR</li> <li>- Inclusive national ownership</li> <li>- Security sector governance</li> <li>- Objectives of reform</li> </ul> <p>1.2 The EU-wide strategic framework on support for SSR (this could be self-study, followed by discussion in pairs)</p>
2. Analysis of security, rightsholders and duty bearers	4 (2)	<p>2.1 Key security challenges in the country – presentation, group work and discussion to achieve enhanced and joint understanding.</p> <p>2.2 Discussion on rights-holders: who may be more affected, vulnerable or marginalised in the county or a specific area. This can be expanded into a more focused presentation/exercise on gender-responsive SSR in the country.</p> <p>2.3 Actor mapping of the security sector, interactive format with discussion on strengths and weaknesses and particular focus on identifying in understanding oversight actors as well as non-state actors and hybrid governance.</p> <p>2.4 Overview of national strategies, plans and processes with discussion on opportunities to strengthen inclusive national ownership as well as anchoring EU-support on local/national planning processes.</p>

3. Working together – the integrated approach to external conflicts and crisis	<b>6 (3)</b>	<p>3.1 EU engagement in-country: presentations on the range of operational, financial support and diplomatic engagement to the country.</p> <p>3.2 Exercise to discuss synergies between EU-engagement and cooperation between CSDP-mission, Delegation and any other fund/instrument.</p> <p>3.3 Dialogue, coordination and information sharing – how to work efficiently with national authorities, international and regional organisations and civil society.</p>
4. Building skills	<b>6 (2)</b>	<p>4.1 Optional topics depending on request and needs of EU in-country:</p> <ul style="list-style-type: none"> <li>• Effective advising and communication</li> <li>• Building and sustaining partnerships – the role of trust</li> <li>• Change management, organisational development and leadership.</li> <li>• Risk mitigation and human rights due diligence</li> <li>• Results-based management in SSR.</li> <li>• Building integrity, shared culture of service and anti-corruption.</li> <li>• Disarmament, Demobilisation and Reintegration (DDR)</li> </ul>
TOTAL	<b>20 (6)</b>	The course is in person but virtual (online) or hybrid course formats are permissible if special circumstances require it. The course may be sequenced into several segments, for example online learning, online meeting to discuss, in-person workshop, remote coaching, online or in-person follow-up workshop and online closure.

<p style="text-align: center;"><u>Materials</u></p> <p><b>ELearning:</b>  AKU 3: Role of EU institutions in the field of CFSP/CSD  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</p> <p><i>Introduction to SSR [DCAF-ISSAT module] or Introduction to SSR (FBA module)</i></p> <p><i>Reading material:</i></p> <ul style="list-style-type: none"> <li>- <i>The Strategic Compass</i></li> <li>- <a href="https://data.consilium.europa.eu/doc/document/ST-7371-2022-INIT/en/pdf">https://data.consilium.europa.eu/doc/document/ST-7371-2022-INIT/en/pdf</a></li> <li>- <i>Elements for a EU-wide strategic framework to support Security Sector Reform (5.7.2016)</i></li> <li>- <i>Council Conclusions on the Integrated Approach to External Conflicts and Crises (01.22.2018, doc. 5413/18)</i></li> <li>- Relevant mission supporting documents</li> </ul>	<p style="text-align: center;"><u>Methodology</u></p> <p>The course is based on the following methodology: lectures and panels, group works, exercises.</p> <p style="text-align: center;"><u>Additional information</u></p> <p>EU actors in a mission setting are welcome to contact training providers to request an SSR in-country course. The course will be most effective with strong leadership and commitment from participating institutions.</p> <p>A pre-course questionnaire on learning expectations and pre-existing knowledge may be sent to participants prior to the course to design ideal content.</p> <p>The number and selection of at least two e-learning unit will be determined by the course director. All course participants have to complete the e-learning selected by the course director prior the deadline provided by the course team.</p> <p>Six months after the course, the training provider may send out a questionnaire to assess retention and applicability of learning.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the <b>Chatham House Rule</b> is used during the residential module: <i>'participants in the course are free to use the information received, but neither the</i></p>
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	<p><i>identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.</i></p>
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