Curriculum

To be reviewed by Feb. 2026	Activity number 72	**Integrated Border Management (IBM) in CSDP**	ECTS **2**

CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian training area 19: Support to Border Management Military Training Discipline 6: Military Role in Integrated Border Management	**SQF-MILOF: Level 2** **Focus: Pol Civ-Mil**

Target audience	Aim
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. The course can be open to participants from Third Countries, IGOs and NGOs	The Integrated Border Management 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. In addition, 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.

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 LO18. Describe and Implement Gender Perspective into IBM

	LO19. Assess the influence and role of IBM in CSDP missions and operations
Responsibility and Autonomy	LO20. Practise strategies for IBM LO21. Compare and demonstrate lessons identified and successes in the IBM for the purpose of missions and operations LO22. Discuss how Military can contribute to an IBM concept LO23. Apply the knowledge and skills gained to specific situations in everyday work

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model, particularly 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 feedback is given in the level 1 evaluation of the residential modules.

In order to complete the course, participants have to accomplish all the learning objectives, and are evaluated on the basis of their active contribution to the residential modules, including their teamwork sessions and practical activities, and on their completion of the eLearning phases. Course participants must complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated test/quiz. However, no formal verification of the learning outcomes is provided for; the proposed ECTS is based solely on participants' coursework.

The Executive Academic Board takes these factors into account when considering whether to award 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)	**8 (3)**	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, the effect of Climate Change and and their effects to EU Borders**
2. Operationalisation of IBM	**16 (7)**	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 **2.6 Gender Integration in 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
TOTAL	**54 (24)**	

Materials	Methodology
Required: 001: History and context of ESDP/CSDP development 002: European Union Global Strategy (EUGS) 003: Role of EU institutions in the field of CSDP/ CFSP **Recommended:** 055: Strategic Compass Syndicate materials, scenarios and other documents provided by Course director 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. EU documents, i.e. Generic Standards of Behaviour/Code of Conduct CSDP Handbook	The course is based on the following methodology: lectures, panels, workshops etc. All course participants must prepare for the residential module by completing the relevant eLearning preparatory phase, which is mandatory. Additional information The Chatham House Rule is applied during all residential modules of the course, i.e., "participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s) or any other participant(s), should be revealed". Course participants must be available for the whole course, which includes the eLearning phases and residential modules, and must be willing to contribute with their specific expertise and experience throughout the course. The nominations of participants are submitted via the ESDC channels by the designated national ENLIST nominators. The Member States will be encouraged to nominate 2-3 candidates from different domains, but only one seat per Member State will be allocated. The ESDC network may also forward proposals from academia and industry to the Secretariat. Based on the applications, the Head of the ESDC will decide on the final list of participants and will forward this list to the co-organisers.