

## Course Curriculum

To be reviewed by <i>February 2023</i>	Activity Number <b>33</b>	<b>Pre-deployment Training for CSDP Missions and Operations</b>	ECTS <b>2</b>
---	------------------------------	---	------------------

<p><u>Target Audience</u></p> <p>Seconded and international contracted staff who has been selected to be deployed to a CSDP Mission/Operation.</p> <p>This includes staff from non-EU Member States and NATO contributing to CSDP missions and operations.</p>	<p><u>Aim</u></p> <p>The Pre-Deployment Training - <i>complemented by the Mission's induction training</i> upon arrival in the field - aims to increase the effectiveness of the mission/operation. PDT is designed to uniform the management culture of the CSDP missions and to ensure that participants are adequately prepared so that they can be integrate into mission life and be operational as soon as possible upon deployment.</p> <p>The course enhances participants' overall understanding of CSDP missions' functioning principles, provide an insight into the latest policies, instruments and tools available to fulfil the mandate, depict the mission environment and provide a sense of common EU identity and purpose.</p>
--	---

<b>Learning Outcomes</b>	<p>Knowledge</p> <ul style="list-style-type: none"> <li>Identify EU values and symbols</li> <li>Identify new threats presented in the EU Global Strategy in relation to crisis management and response to security threats</li> <li>Explain organisational structures and decision-making processes in the EU in relation to CSDP</li> <li>Explain the role and functions of CPCC or MPCC (as appropriate) within CSDP</li> <li>Describe the concept and list the main actors of the EU-integrated approach to external conflict and crisis</li> <li>Explain the role of EU delegation and relevant partners on the ground</li> <li>Explain the principles of local ownership and the concept of sustainability</li> <li>Describe your mission's mandate – core functions – advisory, mentoring, monitoring tasks and be able to put the mission into a global context and required reporting from missions</li> <li>Describe gender/human rights situation and specificities in the host country</li> <li>Define the WPS-agenda, the YPS-agenda and the concept of Human Rights- and Gender mainstreaming</li> <li>Recognize that the integration of a gender perspective in Mission activities is the responsibility of all staff</li> <li>Describe the information flow between HQ and the field as well as the purpose of different types of reports in CSDP missions</li> <li>Describe the roles and functions of mission support at HQ level and in the field</li> <li>Explain command and control principles of duty of care</li> <li>Review the key guidance documents for mission implementation</li> </ul>
--------------------------	--

	Skills	<ul style="list-style-type: none"> <li>· Apply the main principles of intercultural communication</li> <li>· Apply a gender analysis and youth-sensitive conflict analysis</li> <li>· Apply the basics of mentoring and advising according to the CivOpsCdr guidelines</li> </ul>
	Competences	<ul style="list-style-type: none"> <li>· Analyse and formulate independent and well-informed opinions on why CSDP missions/operations are needed</li> <li>· Perform in an international and multi-cultural working environment</li> <li>· Integrate a gender perspective into all daily tasks and responsibilities</li> <li>· Implement the missions mandate in line with the integrated approach, addressing nexus internal/external security (CSDP, JHA)</li> <li>· Make use of the mission-planning documents (CONOPS, OPLAN, MIP and SOP)</li> <li>· Comply with the safety and security regulations</li> <li>· Perform within a command and control structure and comply with the Standards of behaviour and Code of Conduct and Discipline</li> </ul>

#### Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it uses *level 1 evaluation (based on a participant's satisfaction with the course)*. To complete the course, participants need to accomplish all learning objectives. The evaluation of these objectives is based on active contribution in the residential module - including the syndicate session/practical activities - and on completion of the eLearning phases. Course participants need to complete the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. There will be active observation by the course director/lead instructor. Participants will be asked to complete a feedback questionnaire at the end of the course. **No formal verification of learning outcome is in place; proposed ECTS is based on participants' workload only.**

#### Course Structure

Main Topics	Recommended Working Hours (of that e-Learning)	Content
<u>Conflict and Crisis Management:</u> The EU as a global player	4 (2)	<ul style="list-style-type: none"> <li>· The EU as a major actor in foreign and security policy (EU Global Strategy) and how to address new threats such as terrorism, organised crime, hybrid and cyber</li> </ul>
<u>Crisis Management Procedures:</u> Political strategic planning	4 (2)	<ul style="list-style-type: none"> <li>· EU co-ordination policies and instruments</li> <li>· CSDP Missions and Operations as a foreign policy tool</li> <li>· EU structures (EEAS, PMG, CIVCOM) and CSDP mission decision-making process (CMPD, CPCC, EUMS, MPCC) up to and including PFCA, CMC and Strategic Reviews</li> </ul>
<u>CSDP Missions and Operations:</u> Operational planning process, documents and finance	2	<ul style="list-style-type: none"> <li>· Operational mission planning and management documents (SOMA, CONOPS, OPLAN, SOP, MIPS)</li> </ul>
<u>The Mission Cycle:</u> Mandate delivery, command and control mechanisms, review	1,5	<ul style="list-style-type: none"> <li>· Principle of strategic and operational advice</li> <li>· Local ownership and sustainability</li> <li>· Multi-layered and scalable approach</li> <li>· Mandate delivery (MIP) and refocusing of mission mandates</li> <li>· Reporting, information flow and strategic reviews</li> <li>· Role and functions of CivOpsCdr and CPCC in the chain of command</li> </ul>
Role and function of the EU delegation	1	<ul style="list-style-type: none"> <li>· The role of the EU Delegation</li> <li>· Co-operation with CSDP missions and operations</li> <li>· The special relationship with the UN family (UNDP, UNHCR, OCHA, WFP, UNICEF) and the concept of inter-operability</li> <li>· Partnerships on the ground (UN, AU, NATO, OSCE)</li> </ul>

EU Development aid and EU humanitarian action (ECHO) as major actors in the field	1,5	<ul style="list-style-type: none"> <li>· Role and functions of DG DEVCO and ECHO</li> <li>· Practical incompatibilities and possible ways of co-operation</li> </ul>
EU Commission financial instruments in support of CSDP	1	<ul style="list-style-type: none"> <li>· IcSP, FPI, CBSD, Article 28 activities</li> </ul>
Growing co-operation with DG HOME	1	<ul style="list-style-type: none"> <li>· Role and function of DG Justice and Home Affairs</li> <li>· The link between EU internal and external security (nexus)</li> <li>· Closer co-operation with FRONTEX and Europol</li> </ul>
Working in an international and multi-cultural mission environment	3 (1)	<ul style="list-style-type: none"> <li>· Contextualising the multitude of actors in the field (IOs, NGOs, GOs, etc.)</li> <li>· Different organisational and man</li> <li>· Challenges at individual level when working in an international environment</li> <li>· Basic principles of inter-cultural communication and competence</li> </ul>
Capability development approaches: monitoring, mentoring and advising	2	<ul style="list-style-type: none"> <li>· Definitions of strategic, operational and tactical advice, monitoring and mentoring</li> <li>· The principles of local ownership &amp; sustainability</li> <li>· Factors affecting mentoring</li> <li>· Recognise resistance and stimulate motivation</li> <li>· Basic principles of negotiation</li> </ul>
Mission Support	2	<ul style="list-style-type: none"> <li>· Mission support functions, processes and organisation</li> <li>· Financial and procurement procedures</li> <li>· Recruitment: seconded versus contracted staff</li> <li>· The mission support platform (MSP)</li> </ul>
Reporting and information flow	1	<ul style="list-style-type: none"> <li>· Information flow and stakeholders in relation to reporting in CSDP Missions and Operations</li> <li>· Reporting guidelines</li> <li>· Different types and purposes of mission reports such as SMR, MIP evaluation</li> </ul>
Security Sector Reform (SSR) in CSDP missions	1	<ul style="list-style-type: none"> <li>· The role of SSR in CSDP missions and operations</li> <li>· Different fields of activities of SSR</li> <li>· Analysis tools in planning and implementing SSR activities</li> </ul>
Role and Function of EU Military Staff (EUMS) within CSDP	1,5	<ul style="list-style-type: none"> <li>· EUMS within CSDP</li> <li>· Command and control (2C) structure</li> <li>· The ATHENA financing mechanism</li> <li>· Differences between NATO and the EU</li> <li>· Current EU military operations</li> <li>· Co-operation with civilian CSDP missions</li> </ul>
Role and Function of Military Planning and Conduct Capability (MPCC) within CSDP	1,5	<ul style="list-style-type: none"> <li>· MPCC function and tasks and the way ahead</li> <li>· Command and control (C2) structure</li> <li>· Current non-executive missions</li> <li>· Cooperation with civilian CSDP missions</li> </ul>
Strengthening Human rights and gender mainstreaming in CSDP Missions and Operations	4 (2)	<ul style="list-style-type: none"> <li>· The key EU/CSDP policy commitments on Gender Equality and WPS-agenda and their relevance to the mandate of CSDP missions</li> <li>· The concept of Human Rights, including IHL, intersectionality and Gender mainstreaming in the CSDP context</li> <li>· Integration of a Gender Perspective in Mission activities</li> </ul>
Safety and security and health	10 (8)	<ul style="list-style-type: none"> <li>· Security structures and provisions within EEAS and CSDP</li> <li>· The shared concept of Duty of Care at national level and Brussels HQ</li> </ul>

		<ul style="list-style-type: none"> <li>Basics of personal security awareness culture and personal health provisions</li> </ul>
Code of conduct and generic standards of behaviour	2	<ul style="list-style-type: none"> <li>The Code of Conduct and implications of non-respect and misbehaviour</li> <li>How to deal with integrity and non-compliance issues</li> </ul>
Mission specific briefings by PoCs	3	<ul style="list-style-type: none"> <li>Missions specific briefing in terms of mandate, individual function and administrative issues to allow future staff for better preparation (OPS, MSD, Planning etc.)</li> </ul>
<b>TOTAL</b>	<b>48 (15)</b>	

<p style="text-align: center;"><u><b>Materials</b></u></p> <p><u><i>Essential e-Learning for CPCC</i></u></p> <p>SAFE = Security Awareness in fragile Environments MISSIONWISE = General Security Module COC = Code of Conduct</p> <p><u><i>Mandatory E-Learning:</i></u></p> <p>AKU 3 - Role of the EU institutions in the field of CSDP AKU 4 - CSDP crisis management structures and chain of command AKU 6 - CSDP decision shaping/making AKU 11A - Gender aspects of missions and operations</p> <p><u><i>Recommended E-Learning on voluntary basis:</i></u></p> <p>AKU 23 - Introduction to Security Sector Reform AKU 200 - EU as a global player AKU 300 - Inter-cultural Competence in Civilian Crisis Management (ENTRi) AKU 301 - Stress Management (ENTRi)</p> <p><u><i>In addition:</i></u></p> <p>ESDC Handbook for Missions and Operations ENTRi Handbook FBA Training Manual: A Gender perspective in CSDP EUMS Crisis Management Manual EU Military Concept for Personnel Recovery</p> <p>Specific up-dated reading material relating to different modules</p>	<p style="text-align: center;"><u><b>Additional information</b></u></p> <p>In order to facilitate discussion between course participants and senior EU personnel, the <b>Chatham House Rule</b> is used during all residential modules: <i>"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"</i>.</p> <p>A pre-course questionnaire on learning expectations and a possible briefing topic from the specific area of expertise may be used.</p> <p>All course participants have to prepare for the residential module by going through the relevant e-Learning preparatory phase, which is mandatory.</p> <p>The materials proposed for supplemental study (i.e. <i>compilation of relevant publications relating to topics in the course</i>) reflect current developments in the field of CSDP policies in general and CSDP Missions and Operations in particular. Mandates of CSDP mission/operations and/or Commission programmes should be included where relevant, as well as other documents from the EEAS, the Council Secretariat and the Commission.</p>
---	--