

Curriculum

To be reviewed by <i>February 2021</i>	Activity Number 33	Pre-deployment Training for CSDP Missions and Operations	ECTS 2
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<p style="text-align: center;"><u>Target Audience</u></p> <p>Seconded and international contracted staff who has been selected to be deployed to a CSDP Mission/Operation. This includes staff from non-EU Member States and NATO contributing to CSDP missions and operations.</p>	<p style="text-align: center;"><u>Aim</u></p> <p>The Pre-Deployment Training - <i>complemented by the Mission's induction training</i> - 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 and instruments available to fulfil the mandate, depict the mission environment and provide a sense of common EU identity and purpose.</p>
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Learning Outcomes	Knowledge	<ul style="list-style-type: none"> · Identify EU values and symbols · Identify new threats presented in the EU Global Strategy in relation to crisis management and response to security threats · Explain organisational structures and decision-making processes in the EU in relation to CSDP · Explain the role and functions of CPCC or MPCC (as appropriate) within CSDP · Describe the concept and list the main actors of the EU-integrated approach to external conflict and crisis · Explain the role of EU delegation and relevant partners on the ground · Explain the principles of local ownership and the concept of sustainability · 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 · Describe gender/human rights situation and specificities in the host country · Describe the information flow between HQ and the field as well as the purpose of different types of reports in CSDP missions · Describe the roles and functions of mission support at HQ level and in the field · Explain command and control principles of duty of care · Review the key guidance documents for mission implementation
	Skills	<ul style="list-style-type: none"> · Apply the main principles of intercultural communication · Apply the basics of mentoring and advising according to the CivOpsCdr guidelines

Competences	<ul style="list-style-type: none"> · Analyse and formulate independent and well-informed opinions on why CSDP missions/operations are needed · Perform in an international and multi-cultural working environment · Implement the missions mandate in line with the integrated approach, addressing nexus internal/external security (CSDP, JHA) · Make use of the mission-planning documents (CONOPS, OPLAN, MIP and SOP) · Comply with the safety and security regulations · Perform within a command and control structure and comply with the Standards of behaviour and Code of Conduct and Discipline · Apply the concept for personnel recovery in the field
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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"> · 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
<u>Crisis Management Procedures:</u> Political strategic planning	4 (2)	<ul style="list-style-type: none"> · EU co-ordination policies and instruments · CSDP Missions and Operations as a foreign policy tool · EU structures (EEAS, PMG, CIVCOM) and CSDP mission decision-making process (CMPD, CPCC, EUMS, MPCC) up to and including PFCA, CMC and Strategic Reviews
<u>CSDP Missions and Operations:</u> Operational planning process, documents and finance	2	<ul style="list-style-type: none"> · Operational mission planning and management documents (SOMA, CONOPS, OPLAN, SOP, BIS)
<u>The Mission Cycle:</u> Mandate delivery, command and control mechanisms, review	1,5	<ul style="list-style-type: none"> · Principle of strategic and operational advice · Local ownership and sustainability · Multi-layered and scalable approach · Mandate delivery (MIP) and refocusing of mission mandates · Reporting, information flow and strategic reviews · Role and functions of CivOpsCdr and CPCC in the chain of command
Role and function of the EU delegation	1	<ul style="list-style-type: none"> · The role of the EU Delegation · Co-operation with CSDP missions and operations · The special relationship with the UN family (UNDP, UNHCR, OCHA, WFP, UNICEF) and the concept of interoperability · Partnerships on the ground (UN, AU, NATO, OSCE)
EU Development aid and EU humanitarian action (ECHO) as major actors in the field	1,5	<ul style="list-style-type: none"> · Role and functions of DG DEVCO and ECHO · Practical incompatibilities and possible ways of co-operation
EU Commission financial instruments in support of CSDP	1	<ul style="list-style-type: none"> · IcSP, FPI, CBSD, Article 28 activities

Growing co-operation with DG HOME	1	<ul style="list-style-type: none"> Role and function of DG Justice and Home Affairs The link between EU internal and external security (nexus) Closer co-operation with FRONTEX and Europol
Working in an international and multi-cultural mission environment	3 (1)	<ul style="list-style-type: none"> Contextualising the multitude of actors in the field (IOs, NGOs, GOs, etc.) Different organisational and management cultures Challenges at individual level when working in an international environment Basic principles of inter-cultural communication and competence
Capability development approaches: monitoring, mentoring and advising	2	<ul style="list-style-type: none"> Definitions of strategic, operational and tactical advice, monitoring and mentoring The principles of local ownership & sustainability Factors affecting mentoring Recognise resistance and stimulate motivation Working with interpreters
Mission Support	2	<ul style="list-style-type: none"> Mission support functions, processes and organisation Financial and procurement procedures Recruitment: seconded versus contracted staff The mission support platform (MSP)
Reporting and information flow	1	<ul style="list-style-type: none"> Information flow and stakeholders in relation to reporting in CSDP Missions and Operations Reporting guidelines Different types and purposes of mission reports such as SMR, MIP evaluation
Security Sector Reform (SSR) in CSDP missions	1	<ul style="list-style-type: none"> The role of SSR in CSDP missions and operations Different fields of activities of SSR Analysis tools in planning and implementing SSR activities
Role and Function of EU Military Staff (EUMS) within CSDP	1,5	<ul style="list-style-type: none"> EUMS within CSDP Command and control (2C) structure The ATHENA financing mechanism Differences between NATO and the EU Current EU military operations Co-operation with civilian CSDP missions
Role and Function of Military Planning and Conduct Capability (MPCC) within CSDP	1,5	<ul style="list-style-type: none"> MPCC function and tasks and the way ahead Command and control (C2) structure Current non-executive missions Cooperation with civilian CSDP missions
EU Military Concept for personnel recovery	1	<ul style="list-style-type: none"> Aim and Principles Personnel Recovery Methods and Phases Personnel Recovery for non-executive CSDP military missions
Human rights and gender mainstreaming in CSDP Missions and Operations	4 (2)	<ul style="list-style-type: none"> The importance of UNSCR 1325 and subsequent resolutions in a peacekeeping context Human Rights, including IHL, and Gender mainstreaming in the CSDP context
Safety and security and health	10 (8)	<ul style="list-style-type: none"> Security structures and provisions within EEAS and CSDP The shared concept of Duty of Care at national level and Brussels HQ Basics of personal security awareness culture and personal health provisions
Code of conduct and generic standards of behaviour	2	<ul style="list-style-type: none"> The Code of Conduct and implications of non-respect and misbehaviour

		· How to deal with integrity and non-compliance issues
Mission specific briefings by PoCs	3	· Missions specific briefing in terms of mandate, individual function and administrative issues to allow future staff for better preparation (OPS, MSD, Planning etc.)
TOTAL	48 (15)	

<p style="text-align: center;"><u>Materials</u></p> <p><u>Essential e-Learning:</u> BASE = Basic Awareness in Security SAFE = Security Awareness in fragile Environments AKU 4: CSDP crisis management structures and chain of command AKU 6: CSDP decision shaping/making AKU 11A: Intercultural Competence in Civilian Crisis Management (ENTRi)</p> <p><u>Recommended study on voluntary basis:</u> AKU 1: History and context of ESDP/CSDP development</p> <p><u>In addition:</u> ESDC Handbook for Missions and Operations ENTRi Handbook EUMS Crisis Management Manual EU Military Concept for Personnel Recovery Specific reading material relating to different modules</p>	<p style="text-align: center;"><u>Additional information</u></p> <p>In order to facilitate discussion between course participants and senior EU personnel, the Chatham House Rule 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>
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