



27th June 2024

Invitation

Course on "Monitoring, Mentoring and Advising in EU Crisis Management (MMA)"

7 to 11 October 2024, Brussels

(Activity Number 23-24/1/43)

The **German Federal Police Academy (Lübeck)** and the **Center for International Peace Operations (Berlin)** have the pleasure to offer, in co-operation with the European Security and Defence College (ESDC), their "Monitoring, Mentoring and Advising in EU Crisis Management" course which will be held in Brussels from 7th to 11th October 2024.

Mentoring and advising are well-known approaches applied by peace operations to support and strengthen capacities in civilian crisis management, especially in the areas of rule of law, security sector reform and police. This course provides a comprehensive understanding of mentoring and advising in the context of peace operations and moreover deals with the current challenges of these approaches in the field. Lessons learned from various peace operations will be presented, and the participants will develop strategies to support and consolidate local ownership. Furthermore, the course draws attention to the importance of intercultural competences and sensitivity. Especially with regard to understanding local traditions and enhance knowledge in the implementation of international standards.

The **aim of the course** is to enhance the skills of mentors and advisers when working in UN, EU and OSCE peace operations. The course focuses on how to build a respectful working relationship with partners by developing and improving intercultural competence and applying strategies to encourage participation of local partners and local ownership. Participants learn about the process and tasks in mentoring, as well as the challenges involved and how to address them.

The ESDC is committed to an inclusive, gender-sensitive and discrimination-free environment. Only in an inclusive environment can all people, and therefore the ESDC

and its partners, realise their true potential. We therefore particularly encourage those applicants who are likely to be underrepresented to apply.

Please find below details concerning the registration process and the aim and learning outcomes for the course. It is a great pleasure in inviting you to nominate participants for this course.



Fergal O'Regan

*The Acting Head of the
European Security and
Defence College*



Markus Feilke

*Department of Police
Training and Advanced
Training Section Foreign
Police Missions. German
Federal Police Academy*



Dr. Astrid Irrgang

*Director of Center for
International Peace
Operations (ZIF)*



With the generous support of the Representation of the State of Hessen to the EU

Annexes

- 1. Administrative Information**
- 2. Course Aim and Learning Outcomes**
- 3. Course Programme**

1. Administrative Information

- **Target Audience:** Participants should be senior level civilian, police and military experts working or expected to serve in civilian or military CSDP missions and operations or in CSDP related positions at HQ level. Preferably participants have mentoring and advising components in their line of work (including but not limited to rule of law, justice reform, democratization, corrections, police reform and security sector reform) and co-operation with local counterparts. Priority is given to participants from EU Member States. However non-EU citizens as well as NATO staff are welcome.
- **How to apply:** Applications are to be filed via the ESDC secure internet system ENLIST, by designated nominators, under <https://esdc.europa.eu/enlist/login>, no later than **5th September 2024**. A list with relevant ENLIST nominators can be retrieved from the ESDC website at <https://esdc.europa.eu/nominators/>.
- **Registration:** Registration will not be final until confirmed by the ESDC Secretariat. When the participants' list is finalised, the designated course director/point of contact will be in contact with selected participants and provide more detailed information on the course.
- **Seats:** A maximum of 16 participants is envisaged.
- **Location:** The course will be held at the Representation of the State of Hessen to the EU, Rue Montoyer, 21 in 1000 Brussels.
- **Language:** Working language is English, without translation.
- **Course Dates:** The course starts on Monday 7th October 2024 at 08:30 hours and ends on Friday 11th October 2024 at 12:00 hours.
- **Arrival:** Sunday, 6th October 2024
- **Cost:** The sending authorities will cover all costs for travel, accommodation and catering.
- **E-learning:** The residential part of the course will be preceded by mandatory e-learning modules which needs to be finalised before the residential part of the course start, detailed information will be shared with selected participants.
- **Attendance:** The participant's attendance during the course is mandatory on all days. A certificate will be awarded on the last day to those course participants who have completed the full course, including the mandatory e-Learning modules.

- **Points of contact:**

Ms Irene-Maria EICH

Course Director, ZIF

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Mr Markus FEILKE

Course Director, German Federal Police Academy

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2. Course Aim and Learning Outcomes

<p style="text-align: center;"><u>Target audience</u></p> <p><i>Participants should be senior level civilian, police and military experts working or expected to serve in civilian or military CSDP missions and operations or in CSDP related positions at HQ level.</i></p> <p><i>Preferably participants have mentoring and advising components in their line of work (including but not limited to rule of law, justice reform, democratization, corrections, police reform and security sector reform) and co-operation with local counterparts.</i></p> <p><i>Priority is given to participants from EU Member States. However non-EU citizens as well as NATO staff are welcome.</i></p> <p><u>Open to:</u></p> <ul style="list-style-type: none"> ▪ EU member States / Institutions ▪ Third countries ▪ International Organisations 	<p style="text-align: center;"><u>Aim</u></p> <p>The course aims to provide future mission members with the necessary skills to successfully build a working relationship with their local counterparts and to contribute to the achievement of the mission mandate.</p> <p>Furthermore, the training provides the unique opportunity for experts to exchange not only in their area of expertise – military, police, civilian, but to exchange as mentors and advisers on successes they experienced, challenges they faced, and obstacles they overcame.</p>
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Learning Outcomes	
Knowledge	LO1. Describe the EU structure and functions, and how MMA mandates are implemented in civilian CSDP missions LO2. Explain the key aspects of monitoring / mentoring/ (strategic) advising (capacity building) in the context of international missions and operations
	LO3. Describe the EU policy and concept on MMA LO4. Define the different MMA tasks and the roles of mentors/advisors LO5. Identify symptoms of resistance
Skills	LO6. Assess local capacity to determine effective knowledge transfer approaches LO7. Apply tools how to plan, organize and implement programmes and projects in the framework of a MMA mandate LO8. Develop strategies on how to build a working relationship with a counterpart and how to cope with resistance LO9. Demonstrate the use motivation techniques LO10. Establish work in a cross-cultural environment
Responsibility and Autonomy	LO11. Adhere to Basic Principles according the CivOpsCdr Guidelines for MMA LO12. Apply methods how to build trust and a relationship with the counterpart LO13. Assess reasons of resistance and apply motivation strategies LO14. Communicate, negotiate and mediate with local and international partners LO15. Apply main principles of inter-cultural communication in working in a multi-cultural environment

3. Course Programme



Mentoring and Advising and civilian Crisis Management / MMA

	Monday 07 10 2024	Tuesday 08 10 2024	Wednesday 09 10 2024	Thursday 10 10 2024	Friday 11 10 2024
08.30 – 09.00	Check-in	Daily Recap	Daily Recap	Daily Recap	Daily Recap
09.00 – 10.30	Welcome, Introductions & Expectations	General Aspects & Challenges	MMA Basic Principles	Experiences from the Field	Handover and Evaluation
	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
11.00 – 12.30	Definitions	Communication in cross-cultural Context	Motivation I	Bringing it all together: Mentoring in Practice	Course Evaluation & Closing Ceremony
	Lunch	Lunch	Lunch	Lunch	Lunch
14.00 – 15.30	Mentoring in Peace Operations	Communication with Interpreters	Motivation II	Bringing it all together: Mentoring in Practice	
	Coffee Break	Coffee Break	Coffee Break	Coffee Break	
16.00 – 18.00	Mandate and Mission Implementation	Introduction to Negotiation	Coping with Resistance	Bringing it all together: Mentoring in Practice	
18.30 – 20.00	Welcome Reception			Farewell Dinner	