



ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Concept*
for the

CORE COURSE

Non-Mission-Specific Training For EU Civilian Crisis Operations

* This Course Concept is based on a proposal drafted by the ASPR – Austrian Study Centre for Peace and Conflict Resolution (ASPR) and the German Center for International Peace Operations (ZIF), has been approved by the ENTRi partners in February 2012.

ENTRi is an initiative funded by the European Commission - European Union's Instrument for Stability (80%) - and co-funded by its 13 implementing partners. Each implementing partner is from a different Member State of the European Union, see www.entriforccm.eu.

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I.

I. INTRODUCTION

For the past decade, comprehensive training standards have been developed and implemented with the aim of preparing civilian, police and military staff for the work in crisis management operations. It has been recognized that the existence of a pool of well-trained civilian experts ready to be deployed at short notice enables International Organizations such as the EU, UN and OSCE to undertake the full range of conflict prevention and crisis management tasks set out in its mandates.

Today, core courses are an integral part of national training programmes of several staff-contributing countries. However, while the majority of police and military staff generally have access to pre-deployment training, only a minority of civilian experts receives preparatory training prior to their assignment. While personnel recruited for field operations are normally highly competent professionals in their domain of expertise, they nevertheless require substantive training on general issues related to the work in a field operation.

Recruitment and deployment cycles in civilian crisis management are hard to predict and the attempts to link just-in-time training programmes to deployment schedules proved to be very challenging. The past ten years have seen the evolution of mission-specific pre-deployment trainings, that are best suited to prepare its participants for their immediate field assignments. These initiatives are complemented by induction trainings offered to new arrivals on the ground by the respective organization. However, the tight timeframe does not allow for additional training on generic subjects and soft skills that are as relevant to the experts' future work in crisis management as country briefings and security updates.

Thus, generic, introductory training to working in peacekeeping and civilian crisis management environments is ideally provided well in advance of any assignment. Core courses or basic courses address this need and seek to provide participants with a realistic insight into the daily work in peace operations and prepare them for the numerous challenges they might encounter in the field. For some experts, core training is the first of several trainings before deployment, for others it is the only training they will ever receive before going on a mission.

Working in crisis environments is very demanding and requires a high level of commitment and stress management skills. This specific course type seeks to make participants aware of these challenges in order to avoid or minimize frustration during their future assignments. Moreover, the training encourages participants to reflect on their personal mission readiness and provides them with a set of general skills required for working in a crisis management environment. Ideally, core courses contribute to the creation of a sense of common identity among future mission members who have different professional, organizational and cultural backgrounds, and encourages cooperation during future field assignments.

Core courses provide participants with general knowledge and soft skills required in their line of duty. Soft skills include inter-cultural communication, negotiation and mediation techniques,

working with interpreters, stress management, and gender awareness. The course also provides participants with insights into the structure and specific functional units in peace operations, their mandates and lessons learned from previous mission experiences.

II. TARGET GROUP

The core course is an essential pre-requisite for anyone being deployed to a civilian crisis management operation. Hence, its target group comprises of individuals with a civilian, police and military background planning to work in civilian crisis management operations as well as those experts already working in the field.

Due to its generic content, experts of all professional backgrounds benefit from the curriculum, which seeks to contribute to the creation of a similar working culture among future mission members and a sense of common identity and purpose for these types of operations. Since this training entails a high degree of group work, discussions and role plays, the participation of experts with heterogeneous backgrounds is highly beneficial.

Skills related to managing complex situations within pluralistic cultures and deeply divided societies are needed in addition to function-specific knowledge. A "normal" professional background is not sufficient. The multidimensional characteristics of conflicts, applicable conflict transformation strategies and practices and the professional and personal challenges civilian experts will face require a broader non-mission-specific knowledge and a multitude of skills for all mission personnel. These go far beyond traditional diplomatic and professional skills used in democracies. Hence, regardless of which mission civilian personnel will be seconded to, all civilians willing to serve in international operations and who are fulfilling certain requirements should receive basic preparation.

III. OVERALL OBJECTIVES

The overall objective of the core course is to provide participants with the basic knowledge and skills required for working in an international peace mission or civilian crisis management operation, independent of the specific function they will fulfill as experts in their own fields.

The course modules are designed so as to enhance desirable personal attitudes, stress the importance of active involvement of a host society (local ownership), and promote a reflective and critical approach to the complex issues of civilian crisis prevention and management. These are skills that will be required in direct interaction with people when implementing concrete projects and mandate components in the field. Participants will also be provided with an overall picture of the setup and components of peace operations, while focussing on internal and external cooperation challenges.

Participants will gain a solid understanding of international institutions and actors on the ground, knowledge of main crisis regions, human rights concepts and civil society building, gender and peace, management skills, intercultural communication and negotiation/conflict resolution skills, practical field skills such as security awareness and stress management.

Due to the large number of training subjects and depending on the availability of resource persons/trainers, not all learning objectives can be adequately addressed. Therefore, the learning objectives of each subject are marked as either essential or desirable. Essential learning objectives will be used as basis for the certification process.

The methodology is participatory, based on the concept of adult learning, and will include group work, role plays, interactive exercises, and group discussions as well as preparatory pre-reading. Ideally, staff from existing field mission will be available as resource persons to share their experience with the participants. Moreover, the methodology encourages the creation of new knowledge and skills through the interaction that takes place among participants with diverse experience, professional skills, and national backgrounds.

IV. GENERAL BACKGROUND

The European Union has committed itself to develop appropriate common standards and modules for training in the different target areas identified as part of civilian crisis prevention and management by the Feira European Council. Based on existing training standards of the OSCE and the UN, the European Group on Training (EGT) in 2002 developed a curriculum for a Core Course and conducted numerous courses between 2002-2009. Based on the lessons learned of these trainings, the concept was revised in 2006 upon consultation with European and international training institutions in the civilian, police and military sector.

One of EGT's main activities in the late phase of the project was the active promotion of the core course standards and support of new training institutions seeking to incorporate core courses into their national training programmes. A certification mechanism was introduced as a means of quality control and to assure that these agreed upon standards will be applied for future training. Moreover, the network of training institutions agreed to regularly evaluate the changing needs of civilian crisis management operations and – if required – update the standards accordingly.

In this context, the current curricula revision in the frame of ENTRi needs to be seen a continuation of these activities, with the overall objective of ensuring that future core courses fully comply with and cater for the needs of ongoing and upcoming crisis management operations of the EU and other international actors.

V. MODULES AND SUBJECT AREAS

I. Introduction to Crisis Prevention and Crisis Management

Today, civilian crisis prevention and management need a comprehensive approach which takes into account the different phases of the conflict life cycle and which is able to link short-term assistance to long-term initiatives. Short-term as well as long-term initiatives need not only be related to the needs of the population in the crisis area but also has to be compatible with the local civil society. The module should give a short overview of the major mandate components which include civilian administration, media development, reintegration, rule of law, human rights, empowerment for political participation, elections, humanitarian assistance and post conflict reconstruction.

Working areas such as elections, media development, rule of law, civil administration, and human rights are central components of democratization. In addition, it includes the promotion of transparent and accountable governance (“good governance”), the establishment of an effective public administration, the promotion of a pluralist multi-party system and pluralist parliamentary structures as well as the strengthening of civil society.

Sustainable crisis prevention, crisis management, and particularly post-conflict rehabilitation must be accompanied by the strengthening of rule of law in the host society. This requires strengthening local initiatives through advice, training, monitoring, mentoring or even taking over executive functions. Most activities carried out in this subject relate directly to creating and developing democratic structures and ideals in transitional societies.

Subject Areas and Contents

Subject 1: Concepts and Strategies for Crisis Prevention and Crisis Management

- Understand the variety of possible root causes of a conflict (essential)
- Be aware of tools used to analyse a conflict according to its causes, actors involved, stages of escalation, etc. (desired)
- Understand the importance of civilian crisis prevention and management in the context of international crisis intervention (essential)
- Know the Legal Framework of peace-support operations (essential)
- Know about the major approaches and instruments of crisis prevention and management and their use in the various phases of a conflict cycle (pre-conflict/conflict/post conflict) (desired)

Subject 2: Overview of Field Activities

- Be familiar with the development of peace operations and the different types of mandates (executive, strengthening/support, monitoring) (essential)

- Get an overview of the different field activities of the main actors (EU, UN, OSCE), understand their inter-linkages and the need for coherence (essential)
- Be familiar with the different fields of expertise required in multi-dimensional field operations (essential)
- Understand the principles of local ownership, sustainability and “Do No Harm” (essential)

Subject 3: Democratization, Good Governance and Civilian Administration

- Understand the importance of strengthening both national/local/regional government institutions as well as non-governmental organizations (NGOs) and other civil society actors (essential)
- Understand the meaning and scope of Civil Society Development (desired)
- Know about support activities of reform and democratization processes within political parties (desired)
- Get an overview of training and capacity building activities for civil servants & political parties (desired)
- Be familiar with the different civilian administration functions (desired)
- Understand the importance of governance, rule of law and human rights for a successful civilian administration and their inter-linkages (essential)

Subject 4: Rule of Law & Human Rights

- Be familiar with the principles of international humanitarian law (essential)
- Be familiar with international standards for rule of law (essential)
- Be familiar with the origins and purposes of the international norms on human rights as well as minority rights, in particular the rights of children in armed conflicts (desired)
- Be able to monitor and identify shortcomings in the field of rule of law and human rights violations (essential)

2. The Role of Various Actors in Crisis Prevention and Management

Most of today's crisis management operations have complex mandates and require the close co-ordination of the various actors on the ground. Hence, the success of a mission will be determined to a large extent by its ability to co-operate with both local and international actors. The role of the main intergovernmental actors (EU, UN, OSCE) has to be understood in order to facilitate effective inter-agency co-operation on the ground and at HQ level.

Mandates of key players may differ in objectives, timelines and desired end states which do not necessarily correspond with each other, while often omitting the question of an exit strategy. The number of hybrid peace support operations comprising multiple actors such as international organisations (UN, EU and OSCE), military alliances (NATO) and regional organisations (i.e. the African Union, ECOWAS) has been growing in recent years. Participants need to be aware of the comprehensive approaches to peacekeeping and crisis management and the linkages between civilian, police and military components.

Non-governmental organisations representing civil society play a crucial role in peace building efforts. One can identify a broad spectrum of tasks which are carried out by a variety of organisations dealing with human rights, disarmament, gender issues, development, humanitarian aid, ecology, democracy building, conflict resolution, etc. In order to cover the variety of root causes of conflicts in all relevant spheres of society, co-operation between (inter)-governmental and non-governmental actors needs to be fostered. NGOs can contribute to crisis prevention and management efforts of intergovernmental organisations such as the EU by participating in the elaboration of international instruments, by monitoring of the implementation of the agreements, by co-operating with regard to specific mission tasks and by influencing the public opinion. In addition, sustainable long-term peace building efforts depend not only on knowing how to transfer to national governments, but also to non-governmental actors in order to empower individuals for political participation and thus strengthening democratisation processes.

Subject Areas and Contents

Subject 1: The Role of the EU

- Get an overview of the development and functioning of EU external policy, in particular the development of the Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (CSDP); (essential)
- Be aware of the priority areas in civilian crisis management - police, rule of law, civilian administration, civil protection (essential)
- Be familiar with the role of the European External Action Services (EEAS) and its institutions (CMPD, CPCC, EUMS) with regard to civilian crisis management mechanisms (essential)
- Be familiar with EU institutions in external policy and civilian crisis management (European Commission, EC RELEX, CIVCOM, Special Representatives, PSC, European Council, European Parliament) (essential)
- Be aware of other EU peace-support activities, i.e. humanitarian activities, election observation and disaster management (desired)

Subject 2: The Role of the UN and OSCE

- Be familiar with the basic approaches and structures of the UN and OSCE (essential)
- Understand the differences between the UN, OSCE and the EU in civilian crisis management (essential)
- Be familiar with their decision making processes (desired)
- Be familiar with their activities in crisis prevention and management and their focuses and priorities (desired)
- Be familiar with existing examples of intergovernmental co-operation (desired)

Subject 3: Comprehensive Approaches to Multi-functional Peace Operations

- Understand the role of international forces and police components in peace operations and its mandated tasks (essential)
- Be aware of the different organizational 'culture' of the military and police staff in field operations and the need for close co-operation in achieving the mission goals (essential)

- Get an overview of the existing concepts of the various actors: NATO Comprehensive Approach, the UN Integrated Approach, the EU Coherent Approach to Crisis Situations (essential)
- Be aware of the different concepts and purposes of civil-military co-operation (humanitarian assistance, reconstruction, intelligence gathering, force protection, etc.) (desired)
- Know the contact and liaison points within the military structure (desired)

Subject 4: Co-operation with the Civilian Police

- Understand the role of international civilian police in peace operations and its mandated tasks; (essential)
- Be aware of the different organizational 'culture' of the police staff in field operations and the need for co-operation and co-dependence in achieving the mission goals; (desired)
- Be aware of possible problems with national police forces (corruption, war criminals, non-trained police) (desired)
- Know the contact and liaison points within the police structure. (desired)

Subject 5: Co-operation with NGOs

- Understand the role of international and national NGOs in peace/crisis operations and its objectives and tasks; (essential)
- Be aware of the different organizational 'culture' of the NGO staff in field operations and the need for co-operation and co-dependence in achieving the mission goals; (desired)
- Be familiar with the different types of NGOs and understand the differences between GOs, IGOs and NGOs; (essential)
- Know the contact and liaison points within the NGO community. (desired)

3. Mission Working Environment & Cross Cultural Communication

The ability of Mission staff to operate effectively in their designated area of responsibility depends greatly on their capacity to project a professional image and adapt to the environment. Hence respect for the host society and cultural sensitivity is needed.

Mission Members represent the organisation they are working for via the host society not only during working hours, but also during their free time. Keeping to the Code of Conduct is therefore essential. It is very difficult to define what being "ready" for mission service really means. But there are, however, some basic ways in which one can assess whether or not one is the kind of person able to meet the challenges of the field, and benefit from the experience both personally and professionally.

In many occasions the efficiency of field activities is determined by the capacity of Mission Members to mediate between the parties and to streamline their actions. Mission Members have to be able to apply basic notions and models for peaceful transformation of conflicts

Project management skills have become a key requirement for staff working in these operations. Efficient project management skills using modern tools, which were originally developed for private enterprises, have been adapted and improved by the non-profit sector, and are meanwhile also standard in international organisations.

Subject Areas and Contents

Subject 1: Cultural Awareness

- Be aware of possible causes of conflict or tension between your/your organisation's activities and the host society (essential)
- Understand the possible sources of tension amongst international and national staff due to different working culture backgrounds (civilian, military, police, NGO, civil servant) and possible strategies for avoidance and/or remedy (essential)
- Be familiar with basic techniques to identify and overcome culture-related barriers and "cultural shock" (essential)
- Understand how culture impacts work styles, teamwork and communication (essential)
- Be able to use strategies for building more productive teams (essential)
- Understand basic concepts of leadership in a mission environment (essential)
- Be able to communicate clearly and understand the importance of a functioning chain of command and information flow (essential)
- Be familiar with techniques to de-escalate interpersonal conflict (essential)

Subject 2: Gender and Peace Building

- Understand the concept of gender and gender roles as opposed to sexual differences and be able to introduce a gender dimension in conflict analysis and resolution, i.e. give practical examples for the empowerment of women in post-conflict societies (essential)
- Be aware of potential gender-related problem areas in conflict or post-conflict societies, i.e. trafficking, prostitution, female combatants, Women and DDR; (essential)
- Understand the implications of conflict for gender roles and potential risks in the light of human and civil rights protection and participation in society;(desired)

Subject 3: Code of Conduct

- Understand the implications of a "diplomatic" status for standards of behaviour (essential)
- Be able to identify common rules to preserve a professional image(desired)
- Be aware of guidelines on dealing with the media (desired)
- Be informed about the legal status (desired)
- Self-assess the mission readiness considering very carefully the questions raised before making the decision to serve in a mission. (essential)

4. Field Work Techniques

Monitoring and collecting information are tasks Mission Members are often called upon to perform. Their capacity to stay informed about events and developments in the host society, to analyse the information gathered, to propose actions for capacity and institution building and to evaluate the impact, directly influences the effectiveness and results of Mission.

Effective communication of Mission Members in the field with the local population is vital in order to fulfil tasks successfully. Most missions provide interpretation services to overcome communication difficulties. Interpreters are commonly recruited from the local population and Mission members have to co-operate with them effectively.

The nature of missions requires staff to operate in unstable and insecure environments. In many countries risks for the personal safety of Mission Members may also include organised crime, theft and hijacking. The nature of work in the field imposes/recommends certain patterns of behaviour for the safety of Mission Members.

Due to the limited time frame, core courses cannot provide in-depth knowledge on the working techniques and skills listed in this category. The modules seek to raise awareness amongst the participants and may help to identify knowledge gaps that each participants may want to address prior to his/her deployment to a crisis operation, i.e. by participating in a specialized training.

Subject Areas and Contents

Subject 1: Conflict Transformation Techniques

- Be able to analyse conflicts (causes, parties involved, prevailing situation) (essential)
- Be aware of most common negotiation and mediation models as well as means of reconciliation and facilitation (desired)
- Know the basic procedure to plan and run a negotiation or mediation (desired)
- Be familiar with techniques to deal with hostile situations, including how to calm, pacify, encourage or cajole without adverse reaction (essential)

Subject 2: Project Management

- Gain an understanding of how to develop a project's objective with regard to a needs and impact assessment (essential)
- Be familiar with the Project Life Cycle (Planning, Budgeting, Implementation, Monitoring & Evaluation) (essential)
- Understand the importance of performance indicators/benchmarks (qualitative and quantitative) (essential)
- Be able to draft terms of references and progress/evaluation reports(desired)

Subject 3: Monitoring and Reporting

- Be familiar with basic interview techniques (desired)

- Understand the importance of building trust and confidence with information sources while sticking to the principles of confidentiality and impartiality (essential)
- Be able to propose actions, e.g. for capacity & institution building, based on the assessment and analysis of your data (desired)
- Be aware of the types and purposes of reports required in field operations (daily/weekly reports, spot reports, incident reports, etc.) for sharing information between headquarter and field (essential)
- Know the basic skills for preparing a professional report according to the standards of the respective international organization (desired)
- Be familiar with basic techniques to prepare and lead meetings and interviews (desired)

Subject 4: Communication via Interpreters

- Be aware of the most basic requirements when recruiting interpreters on your own, i.e. in specific cultural, ethnic or conflict-related context (essential)
- Know the basic forms of whispered, consecutive and simultaneous interpretation (essential)
- Know how to provide guidance, protection and support to your interpreters, in particular the non-professional interpreters ('language assistants') before, during and after official meetings; (essential)
- Understand the difficulties in maintaining indirect conversations and be familiar with basic behavioural rules when communicating through a third person (essential)

4. Safety and Security

Crisis management missions' personnel are exposed to a variety of risks and occupational hazards in their fieldwork. All large international organisations, be it the UN, the OSCE or the EU, face a common challenge in the field: the safety and security of their staff. The security and safety of personnel is an area essential to crisis management regardless of a particular mission's mandate. Equipping civilian personnel with the basic awareness tools on how to deal with such challenges and reduce therefore risk is part of the duty of care of both sending Organisations and recruiting States.

These modules seek to improve participants knowledge on multiple threats present in hostile environment and how to deal with them in an effective manner by rehearsing and practicing safety and security procedures accordingly with the specific threat. While the security components of the Core Course raise some awareness amongst participants, it is strongly recommended that each future mission member will be provided with the opportunity to participate in a security training based on the HEAT standards (Hostile Environment Awareness Training).

Subject Areas and Contents

Subject 1: Personal Safety

- Be able to identify most common threats in pre-conflict/conflict/post-conflict areas to one's personal safety; (essential)
- Understand the implications of individual behaviour patterns for the safety of all mission staff; (desired)
- Be able to outline general measures to enhance personal safety with regard to travel in the mission area, accommodation, pre-deployment preparation etc.; (essential)
- Know how to behave/react in case of robbery, car-jacking, sniper fire, hijack/hostage situations etc.; (essential)
- Be able to perform an initial risk/threat assessment when arriving in an unknown area; (essential)
- Know how to behave in emergency situations with/without an evacuation plan in place. (desired)

Subject 2: Mine Awareness

- Be familiar with the different types of mines and their distribution in potential mission areas; (essential)
- Know where to expect mines, booby traps and unexploded ammunition (UXOS); (essential)
- Be familiar with signs indicating mined/trapped areas (both intended and unintended); (essential)
- Know how to react when encountering a mine/suspected mine field and be familiar with the technique to exit a mined area (in case no outside help is available). (essential)

Subject 3: Radio Communication

- Be familiar with the standard operational radio language used by all international organizations and the military; (essential)
- Be able to spell using the NATO alphabet; (desired)
- Be able to handle basic radio transmissions, both on the sending and receiving ends; (essential)
- Understand the importance of movement control and radio communication discipline. (essential)

Subject 4: Road Safety & Driving in Hazardous Environment

- Be aware of the risks arising from driving in unfamiliar environments and under difficult road and security conditions; (essential)
- Be familiar with the peculiarities of using 4x4 vehicles and get a first-hand experience in steering 4x4 vehicles; (essential)
- Understand the different transmission types in 4x4 vehicles, know their purpose and how to engage them; (desired)
- Know preventive measures to maintain vehicles in extreme climates and how to implement basic trouble shooting (change of wheels, chains etc.) as well as emergency procedures; (desirable)

Subject 5: Map Reading and Field Orientation

- Know how to read maps and provide/use grid references; (essential)
- Be able to navigate with a map; (essential)
- Know the basic functions of GPS. (desired)

5. Personal Health and Stress Management

Both physical and mental health are preconditions for serving in a crisis environment operation. Personal hygiene and preventive measures to secure personal health are therefore essential. As emergency medical treatment may be difficult to obtain in these circumstances, mission staff must be prepared to rely on their own skills to overcome eventual health risk situations. Since this module cannot substitute a full first aid course (i.e. offered by the national red cross), it is highly recommended that all future field staff take such a course prior to their deployment.

In field conditions, prolonged pressure leading to stress symptoms is not only the result of challenging and emotionally demanding tasks, but also the result of difficult working and living conditions in unfamiliar locations.

Working in post-conflict societies may involve dealing with traumatized people on a daily base. Having experienced a traumatic event can have effects which may strongly influence people's reactions in various situations. Individual trauma, as it appears in a large number in post-conflict societies, affects the society as a whole and can be transmitted to the next generations. Therefore it is an important issue to consider when dealing with rehabilitation of post-conflict societies.

Subject Areas and Contents

Subject 1: Personal Hygiene and Basic First Aid Abroad

- Be aware of the importance of personal hygiene and the most common health risks in field operations; (essential)
- Know about preventive medicine against the most common infectious diseases; (essential)
- Be able to assess the need for First Aid assistance and prioritise actions; (essential)
- Be familiar with basic first aid measures such as blocking external bleeding, applying bandages, evacuating injured people from damaged vehicles, dealing with people in shock; (essential)
- Recognise and use alternative tools to provide first aid when pure medical care materials are not available (i.e., improvising bandages). (essential)

Subject 2: Stress Management

- Be aware of the potential sources of stress in a mission environment; (essential)
- Be able to recognise basic, cumulative and traumatic stress symptoms; (essential)

- Know techniques to avoid and /or remedy basic and cumulative stress (burn out, mission creep); (essential)
- Understand the concept of post-mission stress (re-integration) and how to react to this situation. (essential)

Subject 3: Dealing With Trauma

- Be familiar with the concept of psychotrauma and psychotraumatic situations and its influence on the individual or group/society; (essential)
- Be able to identify psychotraumatic symptoms and behaviour patterns and know where to find guidance in handling traumatized persons; (essential)
- Be aware of the specific effects of psychotrauma on various groups (torture/war victims, refugees, children, women, etc).(desirable)