



ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Programme*
for the
SPECIALISATION COURSE ON:

MISSION MANAGEMENT, ADMINISTRATION & SUPPORT (MAS)

* This Course Programme, based on the proposal drafted by ZIF - Center for International Peace Operations, has been approved by the ENTRi partners in December 2011.

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.

DAY 1 (all participants) (start in the afternoon)				
SUBJECT	LECTURER	METHOD	MODULE	LEARNING OBJECTIVES
Welcome & Introduction of Participants and Training Staff		Presentation		<ul style="list-style-type: none"> - Official Course Opening incl. course outline - Welcome address and Information about ZIF - Introduction of course participants
Development of International Crisis Management		Pre-Reading Discussion	Introduction to Peace Operations:	<ul style="list-style-type: none"> - Participants are well prepared and informed about the developments and ongoing discussions of international crisis management
Decision Making Processes of Civilian Crisis Management at Strategic Level – Chain of Command the EU's approach towards conflict prevention and crisis management		Presentation and discussion	Civilian Crisis Management of the EU	<p>Participants will know about</p> <ul style="list-style-type: none"> - Priority areas in civilian crisis management: police, rule of law, civilian administration and civil protection - Counterparts in interaction (Working relations between the key actors: CPCC, CMPD, Field Mission)
DAY 2 (all participants)				
General Introduction to the role of administration and support in CSDP Missions: services, responsibilities, challenges		Presentation and discussion	Mission Administration	<p>Participants will have a general idea of</p> <ul style="list-style-type: none"> - Funding of CSDP Missions, Financial management - Procurement - Human resources - General Support Services - All other administrative functions necessary for efficient mission administration (CSDP warehouse)
Intercultural Management & Behaviour and Gender issues		Presentation, role plays, case studies	Mission Administration	<p>Participants are aware of</p> <ul style="list-style-type: none"> - Different management cultures and perspectives - Know about social competences and the challenges of working with international & national Staff

				<p>will have developed an understanding for interaction with</p> <ul style="list-style-type: none"> - Governmental and non-governmental organisations, - Civil-military co-operation <p>Will be well informed about decision-making processes on senior and mid management level,</p> <ul style="list-style-type: none"> - Establishing and enforcing a Chain of Command, - Standard Operational Procedures and information flow - Leadership skills and staff motivation.
Planning and fact finding		Presentation	Setting-up a Field Mission	<ul style="list-style-type: none"> - Participants will know about the tasks and responsibilities of the Generic Planning Unit, Mission Development Unit and Standby Arrangements Management Unit - Executive and non-executive/monitoring functions, - Concepts of Organisational Development for Field Missions, - Establishment of suitable Field Structure - Know how security situations will be assessed - Know about Institutional Limitations and Obstacles of Fact Finding & Assessment Missions, (Logistics, Staffing and CFSP Budget) - Know how to identify mission premises and setting-up the infrastructure
Lessons Learnt –Develop the outline of a mission plan		Case study + Presentation of results	Setting-up a Field Mission	And be prepared to develop a mission plan
The deployment phase		Presentation and Exercises	Setting-up a Field Mission	<p>The participants will be prepared for</p> <ul style="list-style-type: none"> - EU inter-pillar cooperation in the field - Know how to establish working relationship with local authorities - Know how to identify partners on the ground and the different actors/partners in the field and know which - Lessons learnt from previous mission deployments of the EU, UN and OSCE they can refer to

Day 3

Group A: Logistics and Mission Support

Public Procurement in CSDP Missions		Presentation and discussion	MissionSupport	<p>Participants know about:</p> <ul style="list-style-type: none"> - the Legal Framework - Working Tools (PRAG :Practical Guide to financial and contractual procedures for EU external actions) - Warehouse & Inventory Management - Planning, co-ordination and control of the procurement process for goods and services - Drafting of legally binding contracts for purchase orders, leases or other procurement agreements - Solicitation of bids or quotations - Negotiation with vendors and contractors - Supervision of purchase cases
Fleet Management and Vehicle Maintenance		Presentation and roleplay	MissionSupport	<p>Participants will be familiar with the main items of logistic control, maintenance and transport management:</p> <ul style="list-style-type: none"> - fleet management and vehicle maintenance - Temporary loan, transfer or replacement of vehicles - Control of maintenance costs of vehicle fleet - Insurance of compliance with maintenance contracts and quality control of maintenance works - Preparation of technical reports, log sheets etc. - Organisation of transportation services
Communications and Information Technology		Presentation and discussion	MissionSupport	<p>Participants will know how to address issues like</p> <ul style="list-style-type: none"> - Installation, operation and maintenance of communications equipment including wired and wireless networks, satellite communications, private branch exchanges and international leased lines - Frequency management and clearance of frequency use - Emergency communications capabilities - Maintenance of disaster recovery plans - Installation, operation and maintenance of IT equipment - Set-up of networks both at HQ and field level - Provision of electronic communication services
Applying Lessons learnt		Cont. case study	MissionSupport	

Day 4

Group A: Logistics and Mission Support

Building Management		Presentation	MissionSupport	<p>Participants know the key instruments of</p> <ul style="list-style-type: none"> - Identification of suitable buildings and office space in post-conflict environments - Establishment and maintenance of EU premises and mechanical systems installed in buildings - Identification and supervision of suitable contractors - Building Security and maintenance of infrastructure (power & water supply)
Security		Presentation and discussion	MissionSupport	<p>The participants shall be well informed about</p> <ul style="list-style-type: none"> - Establishment, implementation and enforcement of security procedures, - Risk assessment and regular security briefings, - Personal Security (including Guidelines for Women), - Residential & Office Security, - Road Safety (Travel and Driving), - Relocation and Evacuation Plans and Cash Transfers
Applying lesson learnt		Cont. case study	MissionSupport	and are able to apply them

Day 3

Group B: Human Resources Management

Human Resources Recruitment and Staffing of Missions		Presentation, Case studies, Discussion	Mission Administration	<p>Participants will be familiar with</p> <ul style="list-style-type: none"> - the implementation of recruitment policies and procedures - The recruitment procedures based on secondment, - Set-up and maintenance of staffing tables, - Contracting international and national staff in form of short-term contracts and hiring consultants - Supplying Human Resources – Recruitment through Secondment and Contracting
Management of international and National staff Human Resources		Presentation, Case studies, Discussion	Mission Administration	<p>Participants will know the key aspects of</p> <ul style="list-style-type: none"> - Management and supervision of staff, - The development of internal Mission procedures related to human resource management, - The administration of staff performance evaluation system - Disciplinary Cases and Mediation tools and mechanisms - Team Development and Management Staff - Recruitment & Requirements for EU Field Operations
Human Resources Staff Training		Presentation & Discussion	Mission Administration	<p>Participants will know about</p> <ul style="list-style-type: none"> - the development of programmes, training seminars/workshops aimed at improving the performance of mission staff, - will know about the key aspects of how to prepare training materials, - will know about the delivery of training courses both at HQ and field level - will know how to identify and collaborate with partner organisations and training institutions and - are aware of /know how to do a training needs assessment

Day 4

Group B: Human Resources Management

Applying Lessons learnt		Case study	Mission Administration	Participants apply what they have learnt in the previous lesson: Develop a recruitment plan considering the political, national and mission perspective making the process more efficient and allowing time for appropriate preparation
Applying Lessons learnt		Case study	Mission Administration	Participants apply what they have learnt in the previous lesson: Develop a training concept for mission staff

Day 3

Group C: Finance and Budgeting

Financial Management and Budgeting Legal references General rules for financing of CSDP missions		Presentation	Mission Administration	Participants know about the - Implementation of EU financial regulations and procedures, - Management of financial mission resources - planning and working within procedures and guidelines - implementation of mission financial regulations and procedures Management of financial mission resources
Budget procedures Structure of mission budget		Presentation + exercises	Mission Administration	- Preparation, review and implementation of budgets - Per diems/Daily Allowances and Preparation of Payrolls - Contracting and Auditing Working in countries with no functioning banking systems
Budget procedures Structure of mission budget cont.		Presentation + exercises		
Establishing of budget proposal &		Presentation	Mission Administration	- Budget cycle (Preparation of the budget or budget proposal, - Implementation of the budget, Auditing and/or evaluation of the budget) - Structure of the budget - Integrated resource management system

Day 4

Group C: Finance and Budgeting

Establishing of budget proposal &		Presentation/ Exercise	Mission Administration	Participants will know the different budget lines for Funding of projects
Implementation of budget		Simulation exercise/Case study		
Budget audits		Simulation exercise		

Day 4 - late afternoon (all participants)

Press and Public Information		Presentation	Mission Administration	<p>Participants know about the rules of</p> <ul style="list-style-type: none"> - Public Information in Peace-keeping Missions - Relations with the International and National Media - The Role of the Spokesperson
Physical and Psychological Health Care		Presentation and discussion	Mission Support	<p>Participants will know about</p> <ul style="list-style-type: none"> - Medical Support of Mission Staff - Establishment of a medical support unit

Day 5 (all participants)

Stress Management Mission Preparedness		Presentation/ Exercise		<p>Participants are aware of</p> <ul style="list-style-type: none"> - the Medical Support of Mission Staff in Peace Operations - Burn-out and Mission Creep: Challenges of Working in Post-Conflict Scenarios - and know tools how to deal with it. - Preventive Measures & Stress Relief Techniques
Security Mission Preparedness		Presentation/ Exercise		<p>Participants are aware of</p> <ul style="list-style-type: none"> - Personal Security - Living Conditions in Field Missions - Checkpoints & Carjacking - And are prepared to apply the Code of Conduct
How to get into a mission		Presentation		<p>Participants will have learnt about jobs in field operations of the EU and other international organisations</p>
Closing Session				<ul style="list-style-type: none"> - Evaluation and Feedback - Assessment & Opportunity for Individual Debriefings <p>Hand-over of Certificates</p>