



**ENTRi**  
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Programme \*  
for the

# CORE COURSE

## Non-Mission-Specific Training For EU Civilian Crisis Operations

\* This Course Programme 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.

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SUBJECT	LECTURER	METHODOLOGY	MODULE	LEARNING OBJECTIVES
Day I				
Opening: Welcome, Introduction to Programme, Venue & Participants			<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Learn about the venue</li> <li>• Know about ENTRi and its approach</li> <li>• Understand the purpose, approach and the methodology of the Specialization Course</li> <li>• Get to know the group</li> <li>• Learn what to expect</li> </ul>
Concepts and Strategies for Crisis Prevention and Crisis Management		Presentation	<b>MODULE I</b>  <b>Introduction to Crisis Prevention and Crisis Management</b>	<ul style="list-style-type: none"> <li>• Understand the variety of possible root causes of a conflict; (essential)</li> <li>• Be aware of tools to analyse a conflict according to its causes, actors involved, stages of escalation, etc. (desired)</li> <li>• Understand the importance of civilian crisis prevention and management in the context of international crisis intervention; (essential)</li> <li>• Know the Legal Framework of peace-support operations (essential)</li> <li>• 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)</li> </ul>
Overview of Field Activities	Expert with Field Mission Background (EU, OSCE, UN)	Presentation Case Study		<ul style="list-style-type: none"> <li>• Be familiar with the development of peace operations and the different types of mandates (executive, strengthening/support, monitoring) (essential)</li> <li>• Get an overview of the different field activities of the main actors (EU,</li> </ul>

Overview of Field Activities	Expert with Field Mission Background (EU, OSCE, UN)	Presentation Case Study		<p>UN, OSCE), understand their inter-linkages and the need for coherence; (essential)</p> <ul style="list-style-type: none"> <li>• Be familiar with the different fields of expertise required in multi-dimensional field operations; (essential)</li> <li>• Understand the principles of local ownership, sustainability and “Do No Harm”. (essential)</li> </ul>
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Day 2				
Democratization, Good Governance and Civilian Administration	Expert with Field Mission Background (EU, OSCE, UN)	Presentation & Case Study	<b>MODULE I</b> <b>Introduction to Crisis Prevention and Crisis Management</b>	<ul style="list-style-type: none"> <li>• Understand the importance of strengthening both national/local/regional government institutions as well as non-governmental organizations (NGOs) and other civil society actors; (essential)</li> <li>• Understand the meaning and scope of Civil Society Development; (desired)</li> <li>• Know about support activities of reform and democratization processes within political parties; (desired)</li> <li>• Get an overview of training and capacity building activities for civil servants &amp; political parties; (desired)</li> <li>• Be familiar with the different civilian administration functions; (desired)</li> <li>• Understand the importance of governance, rule of law and human rights for a successful civilian administration and their inter-linkages. (essential)</li> </ul>
Democratization, Good Governance and Civilian Administration	Expert with Field Mission Background (EU, OSCE, UN)	Presentation & Case Study		

Rule of Law & Human Rights	Human Rights Expert with Field Mission Background (EU, OSCE, UN)	Presentation & Exercises		<ul style="list-style-type: none"> <li>• Be familiar with the principles of international humanitarian law; (essential)</li> <li>• Be familiar with international standards for rule of law; (essential)</li> <li>• 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)</li> <li>• Be able to monitor and identify shortcomings in the field of rule of law and human rights violations. (essential)</li> </ul>
Rule of Law & Human Rights	Human Rights Expert with Field Mission Background (EU, OSCE, UN)	Presentation & Exercises		

Day 3				
The Role of the EU	Expert with Field Mission Background (EU)	Presentation & Case Study	<b>MODULE II</b> <b>The Role of Various Actors in Crisis Prevention and Management</b>	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Be aware of the priority areas in civilian crisis management - police, rule of law, civilian administration, civil protection (essential)</li> <li>• 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)</li> <li>• 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)</li> <li>• Be aware of other EU peace-support activities, i.e. humanitarian activities, election observation and disaster management (desired)</li> </ul>

The Role of the UN	Expert with UN Field Mission Background	Presentation & Case Study		<ul style="list-style-type: none"> <li>• Be familiar with the basic approaches and structures of the UN and OSCE; (essential)</li> <li>• Understand the differences between the UN, OSCE and the EU in civilian crisis management; (essential)</li> <li>• Be familiar with their decision making processes; (desired)</li> <li>• Be familiar with their activities in crisis prevention and management and their focuses and priorities; (desired)</li> <li>• Be familiar with existing examples of intergovernmental co-operation. (desired)</li> </ul>
The Role of the OSCE	Expert with OSCE Field Mission Background	Presentation & Case Study		

Day 4				
Comprehensive Approaches to Multi-functional Peace Operations	Expert with Field Mission Background (EU, OSCE, UN, CoE)	Presentation & Workshop		<ul style="list-style-type: none"> <li>• Understand the role of international forces and police components in peace operations and its mandated tasks;</li> <li>• 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)</li> <li>• 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)</li> <li>• Be aware of the different concepts and purposes of civil-military co-operation (humanitarian assistance, reconstruction, intelligence gathering, force protection, etc.) (desired)</li> <li>• Know the contact and liaison points within the military structure. (desired)</li> </ul>

Co-operation with the Civilian Police	Expert with Field Mission Background (EU, OSCE, UN, CoE)	Presentation & Case Study		<ul style="list-style-type: none"> <li>• Understand the role of international civilian police in peace operations and its mandated tasks; (essential)</li> <li>• 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)</li> <li>• Be aware of possible problems with national police forces (corruption, war criminals, non-trained police) (desired)</li> <li>• Know the contact and liaison points within the police structure. (desired)</li> </ul>
Co-operation with NGOs	Expert with Field Mission Background (NGO, EU, OSCE, UN, CoE)	Presentation & Case Study		<ul style="list-style-type: none"> <li>• Understand the role of international and national NGOs in peace/crisis operations and its objectives and tasks; (essential)</li> <li>• 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)</li> </ul>
Co-operation with NGOs		Presentation & Case Study		<ul style="list-style-type: none"> <li>• Be familiar with the different types of NGOs and understand the differences between GOs, IGOs and NGOs; (essential)</li> <li>• Know the contact and liaison points within the NGO community. (desired)</li> </ul>

Day 5				
Cultural Awareness	Expert with Field Mission Background (EU, OSCE, UN)	Presentation Workshop Exercises	<b>MODULE III</b>  <b>Mission Working</b>	<ul style="list-style-type: none"> <li>• Be aware of possible causes of conflict or tension between your/your organisation's activities and the host society; (essential)</li> <li>• Understand the possible sources of tension amongst international and</li> </ul>

Cultural Awareness	Expert with Field Mission Background (EU, OSCE, UN)	Presentation Workshop Exercises	<b>Environment &amp; Cross Cultural Communication</b>	<p>national staff due to different working culture backgrounds (civilian, military, police, NGO, civil servant) and possible strategies for avoidance and/or remedy; (essential)</p> <ul style="list-style-type: none"> <li>• Be familiar with basic techniques to identify and overcome culture-related barriers and “cultural shock” (essential)</li> <li>• Understand how culture impacts work styles, teamwork and communication; (essential)</li> <li>• Be able to use strategies for building more productive teams; (essential)</li> <li>• Understand basic concepts of leadership in a mission environment; (essential)</li> <li>• Be able to communicate clearly and understand the importance of a functioning chain of command and information flow; (essential)</li> <li>• Be familiar with techniques to de-escalate interpersonal conflict. (essential)</li> </ul>
Gender and Peace Building	Expert with Field Mission Background (EU, OSCE, UN, CoE) Gender Adviser	Presentation & Case Study		<ul style="list-style-type: none"> <li>• 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)</li> <li>• Be aware of potential gender-related problem areas in conflict or post-conflict societies, i.e. trafficking, prostitution, female combatants, Women and DDR; (essential)</li> <li>• 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)</li> </ul>

Day 6				
Code of Conduct	Expert with Field Mission Background (EU, OSCE, UN, CoE)		<b>MODULE III</b>  <b>Mission Working Environment &amp; Cross Cultural Communication</b>	<ul style="list-style-type: none"> <li>• Understand the implications of a “diplomatic” status for standards of behaviour; (essential)</li> <li>• Be able to identify common rules to preserve a professional image;(desired)</li> <li>• Be aware of guidelines on dealing with the media; (desired)</li> <li>• Be informed about the legal status; (desired)</li> <li>• Self-assess the mission readiness considering very carefully the questions raised before making the decision to serve in a mission. (essential)</li> </ul>
Conflict Transformation Techniques	Expert with Field Mission Background (EU, OSCE, UN, CoE)		<b>MODULE IV</b>  <b>Field Work Techniques</b>	<ul style="list-style-type: none"> <li>• Be able to analyse conflicts (causes, parties involved, prevailing situation); (essential)</li> <li>• Be aware of most common negotiation and mediation models as well as means of reconciliation and facilitation; (desired)</li> <li>• Know the basic procedure to plan and run a negotiation or mediation; (desired)</li> <li>• Be familiar with techniques to deal with hostile situations, including how to calm, pacify, encourage or cajole without adverse reaction. (essential)</li> </ul>
Conflict Transformation Techniques	Expert with Field Mission Background (EU, OSCE, UN, CoE)			
Conflict Transformation Techniques	Expert with Field Mission Background (EU, OSCE, UN, CoE)			



Day 7				
Project Management	Trainer with Field Mission Background (EU, OSCE, UN)	Exercises & Feedback	<b>MODULE IV</b>  <b>Field Work Techniques</b>	<ul style="list-style-type: none"> <li>Gain an understanding of how to develop a project's objective with regard to a needs and impact assessment; (essential)</li> <li>Be familiar with the Project Life Cycle (Planning, Budgeting, Implementation, Monitoring &amp; Evaluation); (essential)</li> <li>Understand the importance of performance indicators/benchmarks (qualitative and quantitative); (desired)</li> <li>Be able to draft terms of references and progress/evaluation reports.(desired)</li> </ul>
Project Management	Trainer with Field Mission Background (EU, OSCE, UN)			
Monitoring and Reporting	Trainer with Field Mission Background (EU, OSCE, UN) & Camera Man	Exercises & Feedback		<ul style="list-style-type: none"> <li>Be familiar with basic interview techniques; (desired)</li> <li>Understand the importance of building trust and confidence with information sources while sticking to the principles of confidentiality and impartiality (essential)</li> </ul>
Monitoring and Reporting	Trainer with Field Mission Background (EU, OSCE, UN)			<ul style="list-style-type: none"> <li>Be able to propose actions, e.g. for capacity &amp; institution building, based on the assessment and analysis of your data; (desired)</li> <li>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)</li> <li>Know the basic skills for preparing a professional report according to the standards of the respective international organization; (desired)</li> <li>Be familiar with basic techniques to prepare and lead meetings and interviews. (desired)</li> </ul>

Communication via Interpreters	Trainer with Mission Experience (national or international staff)	Presentation Group Exercise		<ul style="list-style-type: none"> <li>• Be aware of the most basic requirements when recruiting interpreters on your own, i.e. in specific cultural, ethnic or conflict-related context (essential)</li> <li>• Know the basic forms of whispered, consecutive and simultaneous interpretation (essential)</li> <li>• 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)</li> <li>• Understand the difficulties in maintaining indirect conversations and be familiar with basic behavioural rules when communicating through a third person (essential)</li> </ul>
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Day 8				
Personal Safety	Expert with Field Mission Background  Trainers of police and military training centers	Exercises & Feedback	<b>MODULE V</b>  <b>Safety and Security</b>	<ul style="list-style-type: none"> <li>• Be able to identify most common threats in pre-conflict/conflict/post-conflict areas to one's personal safety; (essential)</li> <li>• Understand the implications of individual behaviour patterns for the safety of all mission staff; (desired)</li> <li>• Be able to outline general measures to enhance personal safety with regard to travel in the mission area, accommodation, pre-deployment preparation etc.; (essential)</li> <li>• Be able to perform an initial risk/threat assessment when arriving in an unknown area; (essential)</li> <li>• Know how to behave in emergency situations with/without an evacuation plan in place. (desired)</li> </ul>
Personal Safety	Expert with Field Mission Background  Trainers of police and military training centers	Indoor and Outdoor Exercises & Feedback		

Behaviour in Complex Risk Situations	Expert with Field Mission Background  Trainers of police and military training centers	Indoor and Outdoor Exercises & Feedback		<ul style="list-style-type: none"> <li>• Know how to behave/react in case of robbery, car-jacking, sniper fire, hijack/hostage situations etc.; (essential)</li> <li>• Be familiar with and practise appropriate behaviour at legal &amp; illegal checkpoints (essential)</li> </ul>
Road Safety & Driving in Hazardous Environment	4x4/Road Safety Instructors  Trainers of police and military training centers	Presentation Outdoor Exercises on Driving Range		<ul style="list-style-type: none"> <li>• Be aware of the risks arising from driving in unfamiliar environments and under difficult road and security conditions; (essential)</li> <li>• Be familiar with the peculiarities of using 4x4 vehicles and get a first-hand experience in steering 4x4 vehicles; (essential)</li> <li>• Understand the different transmission types in 4x4 vehicles, know their purpose and how to engage them; (desired)</li> <li>• 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)</li> </ul>

Day 9				
Mine Awareness	Expert with Field Mission Background  Trainers of police and military training centers	Exercises & Feedback	<b>MODULE V</b>  <b>Safety and Security</b>	<ul style="list-style-type: none"> <li>• Be familiar with the different types of mines and their distribution in potential mission areas; (essential)</li> <li>• Know where to expect mines, booby traps and unexploded ammunition (UXOS); (essential)</li> <li>• Be familiar with signs indicating mined/trapped areas (both intended and</li> </ul>

Mine Awareness	Expert with Field Mission Background  Trainers of police and military training centers			unintended); (essential) <ul style="list-style-type: none"> <li>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)</li> </ul>
Radio Communication	Expert with Field Mission Background  Trainers of police and military training centers	Presentation and combined Practical Exercise		<ul style="list-style-type: none"> <li>Be familiar with the standard operational radio language used by all international organizations and the military; (essential)</li> <li>Be able to spell using the NATO alphabet; (desired)</li> <li>Be able to handle basic radio transmissions, both on the sending and receiving ends; (essential)</li> <li>Understand the importance of movement control and radio communication discipline. (essential)</li> </ul>
Map Reading and Field Orientation	Expert with Field Mission Background  Trainers of police and military training centers	Presentation and combined Practical Exercise		<ul style="list-style-type: none"> <li>Know how to read maps and provide/use grid references; (essential)</li> <li>Be able to navigate with a map; (essential)</li> <li>Know the basic functions of GPS. (desired)</li> </ul>

Day 10				
Personal Hygiene and Basic First Aid Abroad	Medical Expert with Field Mission Background (Red Cross, MSF)	Presentation and combined Practical Exercise	<b>MODULE VI</b> <b>Personal Health and Stress Management</b>	<ul style="list-style-type: none"> <li>• Be aware of the importance of personal hygiene and the most common health risks in field operations; (essential)</li> <li>• Know about preventive medicine against the most common infectious diseases; (essential)</li> <li>• Be able to assess the need for First Aid assistance and prioritise actions; (essential)</li> <li>• 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)</li> <li>• Recognise and use alternative tools to provide first aid when pure medical care materials are not available (i.e., improvising bandages). (essential)</li> </ul>
Dealing With Trauma	Expert with Field Mission Background  Counsellor/ Psychologist	Presentation		<ul style="list-style-type: none"> <li>• Be familiar with the concept of psychotrauma and psychotraumatic situations and its influence on the individual or group/society; (essential)</li> <li>• Be able to identify psychotraumatic symptoms and behaviour patterns and know where to find guidance in handling traumatized persons; (essential)</li> <li>• Be aware of the specific effects of psychotrauma on various groups (torture/war victims, refugees, children, women, etc).(desirable)</li> </ul>
Stress Management	Expert with Field Mission Background  Counsellor/ Psychologist	Presentation Exercise		<ul style="list-style-type: none"> <li>• Be aware of the potential sources of stress in a mission environment; (essential)</li> <li>• Be able to recognise basic, cumulative and traumatic stress symptoms; (essential)</li> <li>• Know techniques to avoid and /or remedy basic and cumulative stress (burn out, mission creep); (essential)</li> </ul>

				<ul style="list-style-type: none"> <li>Understand the concept of post-mission stress (re-integration) and how to react to this situation. (essential)</li> </ul>
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Day II (optional – depending on available course facilities)				
Simulation	Trainers and Roleplayers with field experience	Indoor & Outdoor exercise	<b>MODULE I - VI</b>  <b>Complex Simulation:</b>  Introduction to Crisis Prevention and Crisis Management, The Role of Various Actors in Crisis Prevention and Crisis Management, Mission Working Environment, Field Work Techniques, Safety and Security	Combine and bring all subjects together dealt with so far and apply it “in the practice” through a simulation;