

# ***EUROPEAN SECURITY AND DEFENCE COLLEGE***



## **Advanced Course for Political Advisers in EU Missions and Operations**

Activity number 18

**Standard Curriculum**

***19 February 2013***

## **Course Aim:**

### **1. The course aims to:**

- Give participants an understanding of the tasks and challenges likely to face political advisors in an EU Mission or Operation – both at the operational and strategic levels;
- Provide a detailed overview of the core principles of the EU's External Action as well as the framework, skills and working techniques for political advisors both in capitals and in the field;
- Enhance participants' existing skills through practical training exercises;
- Encourage the formation of networks among individuals working in advisory positions.

## **General description and Organisation**

### **2. Target audience and starting situation**

Personnel working in, or preparing for, a political advisory position in national capitals as well as in EU institutions, agencies and in active EU Missions and Operations.

### **3. Cognitive Objectives**

At the end of the course the participant will be able to:

- Fulfil the role of political advisor in headquarters or in the field of EU Missions and Operations;
- Harmonize the daily work of a political advisor with both guidelines and principles of EU Foreign and Security Policy as expressed in the ESS and Regional Strategies and bring them in line with ongoing decision making processes;
- Integrate the strategic objectives of the EU in the field of CSDP into the political advice rendered to Heads of Mission resp. Force Commanders;
- Apply tools for political and conflict analysis;
- Write effective reports, briefs and speeches;
- Employ various negotiation and mediation techniques;
- Communicate effectively and interact productively with the media;
- Put into practice advising, communication and presentation skills.
- Organise or support the coordination process between the mission/operation and other actors in the field;
- Harmonize and improve the interaction between various actors in the direct mission environment of a political advisor

### **4. Duration.**

The complete duration of the course is 6 months, consisting of 3 preparatory IDL-modules and three residential modules of one week each.

## 5. Methodology.

This course addresses the full spectrum of tasks with which a Political Advisor is faced in EU missions and operations. The course uses lectures, panel discussions, group work, exercises, feedback and Q&A-periods. Participants with relevant practical experience are invited to share their knowledge with course colleagues.

Module 1 gives the background to the strategic context of the European Union, the institutional setting including the decision making/shaping procedures and partnerships.

Module 2 focuses on the core skills and tasks of political advisers in theatre. It includes political and conflict analysis; writing of reports, briefs and speeches; interaction with media; effective communication; negotiation; and discussions with political advisors and their superiors about the role of PolAds.

The core of Module 3 is an immersion exercise into the work environment of political advisors in which the course participants are requested to use their theoretical and practical knowledge gained so far in the course and in their daily life experience. In this exercise, the "future PolAds" will have to work in a real mission environment, hence in a team with Legal, Gender and Human Rights Advisor. Additionally, specialised topics encountered in the Operation/Mission are covered and the interaction to other international players in the field is improved.

## 6. Evaluation.

This course will be evaluated according to the Kirkpatrick model<sup>1</sup>. An evaluation feed back form should be given to participants at the beginning of the module. Module leaders will provide an evaluation report (according to the pattern established by the ESDC Secretariat). The Course Directors will be responsible for presenting the final evaluation report to the Steering Committee, including recommendations on how to further develop and improve the course.

## Overall structure

### 7. Internet-based Distance Learning (IDL) - mandatory

#### *Preparation for Module 1:*

- AKU 1: History
- AKU 2: European Security Strategy
- AKU 3: EU Institutions

#### *Preparation for Module 2:*

- AKU 6: Decision Making
- AKU 7: Treaty of Lisbon
- AKU 10: Negotiation and Mediation

#### *Preparation for Module 3:*

- AKU 8: Non-Proliferation
- AKU 9: Climate Change
- AKU 11: Gender Aspects

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<sup>1</sup> In 1959, Dr Donald L Kirkpatrick developed a four-level evaluation model. The four levels address the following aspects: student reaction, learning, (long term) influence on behaviour and organisational results. Since then, this model has arguably become most used evaluation model in the world. For more information, you can i.a. consult: <http://www.businessballs.com/kirkpatricklearningevaluationmodel.htm>.

## 7. Module Program

The residential modules have the following theme sequence

Module 1 (1 week)	Module 2 (1 week)	Module 3 (1 week)
<p><b><i>Framework for Political Advisors</i></b></p> <ul style="list-style-type: none"> <li>▪ New geopolitics and European grand strategy</li> <li>▪ Overall priorities of CSDP – an emerging strategy</li> <li>▪ Regional strategies : southern and eastern neighbourhood, Africa, maritime security</li> </ul> <p><b><i>The institutional context:</i></b></p> <ul style="list-style-type: none"> <li>▪ The post-Lisbon apparatus for external action</li> <li>▪ From political decision-making to operational plan</li> <li>▪ Views from permanent representations and from within the institutions</li> </ul> <p><b><i>Partnerships:</i></b></p> <ul style="list-style-type: none"> <li>▪ NATO</li> <li>▪ the UN</li> <li>▪ the AU</li> <li>▪ the BRICS</li> </ul>	<p><b><i>Skills for Political Advisors</i></b></p> <ul style="list-style-type: none"> <li>▪ Advising: Challenges, Expectations &amp; Perspectives</li> <li>▪ Political and Conflict Analysis</li> <li>▪ Political reporting, brief writing and speechwriting</li> <li>▪ Use of Information and Intelligence</li> <li>▪ Media Training</li> <li>▪ Negotiation</li> <li>▪ Mediation</li> </ul>	<p><b><i>Practical Work Environment and Simulation</i></b></p> <ul style="list-style-type: none"> <li>▪ Current and Future Deployment of PolAds in various Missions and Operations</li> <li>▪ Practical Implementation of Contents Module 1 and 2</li> <li>▪ Training Exercise: Immersion into the Mission field environment of a PolAd through coordination with Head of Mission/Operations Commander, LegAd, Gender Advisor, HR Advisor, PR/Spokesperson, Chief of Staff etc</li> <li>▪ Specialised topics (HR, Gender, Corruption etc.)</li> <li>▪ Interaction with other International Organisations present in the Mission/Operation field (UN, NATO, OSCE, NGOs etc)</li> </ul>

## 8. Materials

- CSDP Handbook, 2nd edition
- CSDP background on [www.iss.europa.eu/](http://www.iss.europa.eu/)
- ESDC Knowledge Base
- CSDP newsletter
- Publications of relevant Think Tanks (e.g. Egmont Institute)