EUROPEAN SECURITY AND DEFENCE COLLEGE

Civil Military Coordination
in CSDP Operations

Activity Nr 9

- Curriculum -

February 2012

General Introduction

Conflicts today are often characterized by both a complexity of causes and a complexity of consequences. Although traditional military peacekeeping symbolised by UN blue helmets is still a central tool in the toolbox of international support provided to conflict stricken communities, it is commonly agreed that that alone will not "do the trick". Peace-making and peace-keeping is followed by peace-building. Some of the international community's main actors today have a plethora of mechanisms and roles (military, police, civilian) to deploy to support peace. Yet, no single actor is alone capable of dealing with all the consequences that need to be addressed to achieve peace, stability and democracy.

The EU, with its panoply of instruments, is well placed to try and tackle multifaceted crises. The Lisbon Treaty has opened up additional possibilities for significantly strengthening the Institutional Framework of the EU's external action, including in the area of CFSP/CSDP.

Thus the need to strengthen a Common Security and Defence Policy identity among EU crisis management experts is combined with the need to understand and be able to cooperate with the other actors in the field (UN, NATO, OSCE, CoE, AU, Arab League and other regional or local actors as well as international NGOs). Moreover, the EU is drawing on the experience of other international actors and looking at the lessons from its own missions and operations to improve its performance in the field.

Based on examples from the past, where coordination was less than perfect, the CMCO course starts off with the assumption that better coordination and a comprehensive approach to crisis management will have a more relevant, effective, efficient and sustainable impact on the peace process. With a multitude of actors contributing to peace with their own specific mandates, coordination and cooperation among them is of paramount importance and remains a permanent challenge.

Aims

1. The main aim of the course is to improve understanding of the complexities any fragile society, including post-conflict situations, and to see how the many international actors' contributions are intertwined.

2. Another important aim is to increase knowledge about the EU as a crisis management actor and for those representing the EU, thereby strengthening the European security culture. The specific nature of the EU's CMCO, emphasising a culture of coordination, will be addressed in detail.

3. The course aims at illustrating areas where effective coordination and information sharing between various actors is useful in achieving an effective end result.

4. Finally, the course provides participants with the opportunity to network with others working in or aiming to work in the field.

General description and organisation

5. **Starting point.**
    The course is suitable for both civilians and military CSDP personnel, particularly for those holding or seeking positions at middle or senior management level in CSDP missions, in which they might be responsible for coordination or cooperation with other CSDP functions and EU external actors. The course may be useful for any potential mission members, but is designed for participants who already have mission experience or basic training in international crisis management.

6. **Cognitive Objectives.** At the end of the course the participant will be able to**:**
    - ✓ List the main threats to the EU's security as stated in the ESS (2003) and the implementation report (2008), identify the link with the EU Internal Security Strategy, and other more recent documents
    - ✓ Discuss the EU's role as an international security actor in a multilateral environment
    - ✓ Describe the planning and conduct structures for CSDP missions and operations
    - ✓ Differentiate, define and discuss CMCO, CIMIC and the EU's Comprehensive Approach
    - ✓ Choose the appropriate EU instrument's based on their specific characteristics
    - ✓ Describe the need for and limitations on sharing information

7. **Affective objectives.** At the end of the course the participants:
    - ✓ Recognise and accept why different actors may want to collect the same information in order to attain their own objectives
    - ✓ Show commitment to improving overall EU cooperation with International Community actors and display a willingness to share information both in the field and at Headquarters
    - ✓ Identify themselves as agents implementing EU's CFSP through the EU's CSDP

8. **Psychomotor objectives.** At the end of the course the participants will be able to:
    - ✓ Adapt their communication to the recipient
    - ✓ Demonstrate effective checking of mutual understanding
    - ✓ Advocate effective information sharing

9. **Duration.**

    The residential part of course lasts 3 to 5 working days. The course includes a mandatory Internet-based Distance Learning (IDL) preparatory study.

10. **Methodology**.

    The course uses blended learning and -during the residential module - highly interactive learning methods with a great deal of role play with extensive feedback. External resource persons with particular knowhow are also used as facilitators in small group discussions to ensure that all participants have a real chance to take an active part during every discussion.

Overall structure

11. **Internet-based Distance Learning (IDL) (approximately 6 to 10 hours)**
    a. Mandatory
       AKU 2 (European Security Strategy)
       AKU 3 (Role of the EU Institutions in the field of CFSP/CSDP)
       AKU 6 (Planning for CSDP missions/operations)
    b. Voluntary
       AKU 1 (History and Context of CSDP)

12. **Module Program (indicative)**.

Day 1	Day 2	Day 3	Day 4	Day 5
ESDC Introduction CSDP background CMCO: Bosnia & Org. Crime	Comprehensive Approach: Case - Horn of Africa and the fight against piracy Possible alternative example: Kosovo	Information sharing Cultural Awareness: EUMM Georgia	CSDP Today& Tomorrow; Challenges and Achievements CIMIC CA: Election support	Understanding Ranks and Job Descriptions of Military, Police & Civilian

The Course Programme can be adapted according to the training needs of the selected participants.

13. **Course content**.

The course has four main themes:
a. CSDP orientation,
b. Comprehensive Approach,
c. Information Sharing and
d. Cultural Awareness.

The course further illustrates different case studies covering specific aspects of the EU's engagement, each taken from a different geographical context
e. Aspects covered include:
f. the fight against organised crime
g. Border Management
h. Support for Election Processes
i. Individual Interaction (EU civilians, EU police and EU military personnel)

Each of these cases will be dealt with via role play, as will CIMIC but to a lesser extent.

Possible examples of the central contents of the four modules are given in annex:

14. **Materials.**

   – CSDP Handbook.

- A few central documents will be introduced, such as the European Security Strategy and EU doc 14457/03: Civil Military Coordination (CMCO). The IDL module will be considered an integral part of the course.

Central content of the main themes

CSDP orientation

The content in the CSDP subject area is centered around explaining the relations between CSDP and the Common Foreign and Security Policy and giving a basic understanding of the most central features of the formulation of the ESDP. Emphasis is put on explaining strategic objectives of the EU with its security and defence policy.

The subject area also covers central CSDP structures in Brussels and how they interact with CSDP missions and operations, with the emphasis on those elements which mission members have contact with.

The subject area takes a close look at the challenges and lessons identified/best practices from CSDP missions/operations, and opens a critical debate on topics the EU earlier missions have been criticized for (e.g. lack of strategy in the mandates, limited results, lack of coordination…) and how these issues have been addressed later on.

The CSDP orientation will put significant emphasis on showing success stories and the development that has taken place within the CSDP since it was launched.

Comprehensive Approach

The content of the subject area of comprehensiveness in crisis management will be addressed by a detailed case study/role play. Focus is put on understanding the consequences for the local population as a result of lack of coordination, and a subsequent discussion on what can be done to ensure effective coordination and cooperation when applicable.

The subject also defines the meaning of different comprehensive approaches. It illustrates briefly how the EU Comprehensive Approach, CMCO and CIMIC relate to each other. Finally, the Comprehensive Approach subject area also highlights the question of whether coordination is always good for all, or whether it can be unnecessary and even detrimental sometimes.

The case study can be chosen from good examples of the EU Comprehensive Approach, as in the Horn of Africa, where different missions and operations, as well as other EU instruments, are being put to work in a coordinated way or by using an example where a Comprehensive Approach was lacking and overlap of and gaps between mandates of different organizations existed. In this respect Kosovo could be considered, where different organisations were deployed with different mandates.

Information sharing

The subject area of information sharing covers the types of information needs various actors have, to what extent IC actors need the same or different information. It looks at official EU documents and to what extent they are available and to whom and explains the reasoning behind the classification.

This subject area discusses characteristics of both formal and informal information exchange and how to make the best of each of them. The course thus looks at what constitutes effective communication between strangers in the first place and covers simple techniques on how to check for understanding in order to avoid misunderstandings. The essence of the subject area is to understand what the implications are of sharing or not sharing information for the individual mission member, for the mission, and for the local society.

This subject area also briefly covers the level of openness EU has in its reporting on mission successes or failures.

Cultural awareness
In order to effectively communicate with people representing "otherness", be it that they are from the host society, members of the international community, colleagues of other nationality or professional background other than oneself, one needs to have a high degree of cultural awareness. This subject area examines how one's own "ethnocentrism" affects or limits the way one views the world and how messages may be perceived differently depending on the messenger him/herself. Knowing how the message sent and the message received changes due to the interpretation given to it, in this subject area training is given in how to communicate a mission mandate effectively to counterparts representing different backgrounds.

This subject area also looks at experiences from daily cooperation and communication within EUMM Georgia where the mission is composed of members with civilian, police and military backgrounds.