# Curriculum

<table>
<thead>
<tr>
<th>Activity number</th>
<th>Pre-deployment training for CSDP Missions and Operations</th>
<th>ECTS</th>
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<tr>
<td>33</td>
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<td>1.5</td>
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**Target audience**
Seconded and international contracted staff which has been selected to be deployed to a CSDP Mission/Operation.

**Aim**
The Pre-Deployment Training - complemented by the Mission’s induction training - aims to increase the effectiveness of the mission/operation. PDT is to uniform the management culture of the CSDP missions and to ensure that participants are prepared to be operational at an early stage.

The course shall enhance participants’ common understanding of CSDP Missions functioning principles as well as the environment in which it is placed and a sense of common identity and purpose for the civilian crisis management mission.

### Knowledge
- List EU values and symbols
- explain organisational structure and decision-making processes in the EU: relevant European Union bodies
- explain the elements of EU comprehensive approach to external conflict and crisis
- identify EU actors on the ground; explain the role of EU delegation in mission area
- explain local ownership and the concept of “sustainability”
- list mission objectives; explain exit/transition strategies
- apply the use of mission-planning documents (OPLAN, MIP and SOP)
- describe other relevant IOs (UN inter-operability) roles and relationships to respective CSDP mission
- describe link between the EU political objectives and mission mandate
- describe how gender and Human Rights are mainstreamed in the mission
- describe historical and political development in the geopolitical context
- describe ethnic and religious composition of the country and regional influences
- describe gender/human rights situation and specificities in the host country
- describe social and economic, including corruption issues of the country
- explain legislative, executive, judiciary institutions of the host country
- describe Information flow and reporting in the CSDP mission
- explain project management in the mission and asset management of the mission
- explain duty of care principles

### Skills
- devise threat/risk assessment
- draft actor mapping of the mission area entities and stakeholders
- apply benchmarking and programmatic approach
- apply Lessons learned and best practices processes
- apply stress management techniques
- apply main principles/approaches of inter-cultural communication in the multicultural working environment
- apply mentoring and advising tools and the reporting guidelines (CPCC)
**Evaluation and verification of learning outcomes**

The course is evaluated according to the Kirkpatrick model: it makes use of level 1 evaluation (based on participant’s satisfaction with the course).

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on the active contribution in the residential Module, including their syndicate session and practical activities as well as on their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated out-test/quiz. Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course is used.

However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants’ workload only.

**Course Structure**

<table>
<thead>
<tr>
<th>Main Topics</th>
<th>Recommended Working Hours (of that eLearning)</th>
<th>Contents</th>
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</table>
| EU Global Strategy and core values                                          | 3 (2)                                         | • Civilian instruments for EU crises management  
Joint Communication on The EU’s comprehensive approach to external conflict and crises/JOIN (2013) 30 |
| EU structures relevant to CSDP                                              | 3 (2)                                         | • CSDP Missions and Operations as a foreign policy tool  
• EU structures and CSDP mission decision making process  
Suggestions for crisis management procedures for CSDP crisis management operations (2013) |
| CSDP Missions and Operations planning process                              | 3                                             | • Political Framework for Crisis Approach (PFCA)  
• CSDP mission planning and management documents (SOMA, SOFA, SOP, OPLAN, MIP)  
• co-ordination of EU instruments in the field |
| EU actors, partnerships and other international co-operation               | 4                                             | • role and functions of EU Delegations including presence of Commission (DEVCO, NEAR, ECHO)  
• partnerships NATO, AU, OSCE  
• UN and its agencies (UNDP, UNHCR, OCHA, WFP, UNICEF); UN Peacekeeping Operations (HIPPO Report)  
• actors on the ground: ICRC, NGOs  
• principles of International Humanitarian Law  
• Oslo Guidelines |
| Conduct and discipline                                                     | 2                                             | • mechanisms of dealing with disciplinary offences  
• duty of care; duty of care at national level  
Code of Conduct and Discipline for EU Civilian CSDP Missions (12076/16) |
| Safety and security                                                        | 9 (8)                                         | • security structures within CSDP  
• risk mitigation; duty of care at national level |
| Working in a multi-cultural environment                                     | 2 (1)                                         | • culture, stereotypes, prejudices  
• relations with national/local stakeholders  
• working in international organisations in the field; organisational cultures (Mil, Pol, IO, NGO)  
• challenges at individual level |
| Human rights and gender mainstreaming in CSDP Missions and Operations      | 4(2)                                          | • UNSCR 1325 and subsequent resolutions in a peacekeeping context  
EU Guidelines on Human Rights and International Humanitarian Law |
| Reporting and information flow                                              | 1                                             | • reporting and information flow in CSDP Missions and Operations; reporting guidelines |
Security Sector Reform (SSR) in CSDP missions

<table>
<thead>
<tr>
<th>Topics</th>
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<tbody>
<tr>
<td>• different fields of activities in SSR in CSDP missions</td>
<td></td>
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<tr>
<td>• be aware of lessons learnt</td>
<td></td>
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<tr>
<td>Joint Communication on “Elements for an EU-wide strategic framework to support security sector reform; JOIN (2016)31</td>
<td></td>
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Capacity development approach: monitoring, mentoring & advising

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<tr>
<th>Topics</th>
<th>2</th>
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<tr>
<td>• monitoring, mentoring, advising</td>
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<tr>
<td>• local ownership &amp; sustainability</td>
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<tr>
<td>• working with interpreters</td>
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<tr>
<td>• factors affecting mentoring</td>
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<tr>
<td>CivOpsCdr Operational Guidelines for Monitoring, Mentoring and Advising in civilian CSDP Missions</td>
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Mission Support

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<tr>
<td>• mission support functions, processes and organisation</td>
<td></td>
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<tr>
<td>• Foreign Policy Instruments (FPI)</td>
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<td>• recruitment: seconded vs contracted staff</td>
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Mission specific Briefing

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<th>Topics</th>
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<tr>
<td>• Mission/operation specific briefings by PoC</td>
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**TOTAL 40 (15)**

### Materials

**Essential eLearning:**
- AKU 2 on European Global Strategy
- AKU 4 CSDP crisis management structures and chain of command
- AKU 6 CSDP decision shaping/making

**eHEST: Mission Safety and Security**

**Recommended study on voluntary basis:**
- AKU 1 History and context of ESDP/CSDP development
- ESDC Handbook for Missions and Operations
- In Control: ENTRi Handbook for Personnel
- Generic CSDP topics: www.iss.europa.eu

### Additional information

Pre-course questionnaire on learning expectations and possible briefing topic from the specific area of expertise may be used.

All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory.

The materials proposed for supplemental study (i.e. compilation of relevant publications relating to topics in the course) reflect current developments in the field of CSDP policies in general and CSDP Missions and Operations in particular. Mandates of CSDP mission/operations and/or Commission programmes should be included where relevant, as well as other documents from the EEAS, the Council Secretariat and the Commission.

In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential Module: “participants to the CSDP HLC are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed”.

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EU/UN: Partnering for Peace: Moving towards Partnership Peacekeeping, EU UN Strategic Partnership: Priorities 2015-2018


Gender: Gender Mainstreaming Tools Training Series (EU), Gender in SSR Training Series (DCAF)


Other: Political Advisers Handbook (FBA), Working with Interpreters (OSCE), How to write clearly (EU), World Map Peace Operations (ZIF)