



ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Concept*
for the

PRE-DEPLOYMENT COURSE

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I. INTRODUCTION

All large international organisations, be it the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE) or the European Union (EU), have experienced their share of problems in attempting to properly prepare and train their personnel prior to their deployment to the civilian crisis management missions, also with regard to different approaches by member states towards training. Mission personnel that cannot be effectively trained within a very short time before the arrival in theatre will find it difficult to carry out their tasks effectively and to adapt to the new environment efficiently. Moreover, sustainable training patterns in member states are the key to improving the performance and effectiveness of all staff.

The EU has faced several challenges with addressing training needs for personnel to be deployed to civilian crisis management missions and has not reached a consensus on the issue yet. Some civilian mission members therefore arrive to the scene with no proper knowledge about the mission and the environment they are entering. For this reason, a consolidated ENTRi¹ approach for pre-deployment trainings is of great importance. Document 17506/09 (Enhancing civilian crisis management pre-deployment training) agreed by the PSC² in December 2009 has identified the need to boost delivery of pre-deployment training of personnel seconded to civilian crisis management missions, which remains the primary responsibility of Member States. PSC conclusions of 14 September 2010 recalled the crucial importance of training for the effectiveness of civilian crisis management missions and underlined the need for harmonisation and standardisation of pre-deployment training activities. Developing Pre-deployment Course Concept and implementing the training on its basis is ENTRi's contribution to this end.³

The concept of the Pre-Deployment Course is based on the curriculum of a 4 - 5 days training programme developed within the ENTRi framework. It took into account the Needs Assessment done by European Group on Training (EGT) in April and May 2007 and EU guidelines such as CIVCOM⁴ advice 16849/06, 10825/06 and CIVCOM advice on the Report from the training workshop "Future training needs for personnel in civilian crisis management operations" held in Brussels on 19-20 October 2006 (doc. 14798/06). Each pre-deployment training programme related to the specific civilian crisis management mission

¹ Europe's New Training Initiative for Civilian Crisis Management (ENTRi) is a unique capacity-building programme that was initiated in early 2011. ENTRi is a 2.5 million Euro initiative funded by the European Commission (80%) and co-funded by its 12 implementing partners (led by the Center for International Peace Operations (ZIF) in Berlin). Each implementing partner is from a different Member State of the European Union. ENTRi was created by the European Union's Instrument for Stability and is guided by The Foreign Policy Instruments Service, a service of the European Commission co-located with the European External Action Service.

² The Political and Security Committee (PSC) is a permanent body within the European Union dealing with Common Foreign and Security Policy issues, including Common Security and Defence Policy.

³ Report on the outcomes of the civilian crisis management pre-deployment survey (10976/11) conducted in 2011 stated that training for seconded national experts is compulsory only in 18 EU Member States, in some of them only for certain categories of personnel, usually police and gendarmerie, while in 9 Member States it is only recommended.

⁴ The Committee for Civilian Aspects of Crisis Management, or CIVCOM, is an advisory body within the European Union dealing with civilian aspects of crisis management. The activities of CIVCOM therefore forms part of the Common Foreign and Security Policy (CFSP) of EU, and the civilian side of the Common Security and Defence Policy (CSDP). CIVCOM is composed of representatives of the EU member states.

should always be shared with the mission itself in order to assure minimum overlapping with their induction training and to make sure it is in line with requirements and needs of the mission. It should also avoid duplicating topics from the generic core course.⁵

II. TARGET GROUP

The Pre-Deployment Training is pre-requisite for anyone being deployed to the specific civilian crisis management mission. The course provides a mission-specific training for a heterogeneous group of qualified staff with diverse professional backgrounds. Taking into account the different categories of mission personnel, the course aims to address every single future mission representative at the time of their deployment to the mission. Hence, its target group comprises of individuals with a civilian and civilian/police background, i.e. experts already working in the field in their home countries.

Training curriculum is based on the assumption that trainees have received a generic core course beforehand and seeks to contribute to the creation of a common identity and purpose for the mission specific country and specific civilian crisis management mission among the future mission personnel. Since the training should encourage a high degree of group work, discussions and role plays, the participation of experts with heterogeneous backgrounds is highly beneficial in order that trainees gain objective knowledge about the situation in the mission specific country as well as the mandate and strategic objectives of the mission itself despite the fact that they will be engaged in different working areas.

III. OVERALL OBJECTIVES

The overall objective of the Pre-deployment Course is to enhance the effectiveness of the civilian crisis management mission and its future mission members and to ensure that they are equipped with knowledge and skills necessary to be maximally operational. The course also prepares the future mission members to make the most of the field induction training in order to adapt to the new working environment as quickly as possible.

The Pre-Deployment Course provides its trainees with an overview of the EU civilian crisis management, specific local situation and detailed insight into the mission management and potential elements relevant for certain mission operations. The course shall enhance trainees' common understanding of the mission as well as the environment in which it is placed and a sense of common identity and purpose for the civilian crisis management mission support.

The course will consist of three main modules divided into different subject areas, aiming at increasing future mission personnel's understanding and knowledge of:

⁵ Council doc. 10976/11 stresses that although more than 15 EU Member States conduct pre-deployment trainings gaps remain in the quality and extent of the training delivered to the personnel deploying to civilian CSDP mission. Furthermore, feedback from civilian CSDP Mission indicates that the proportion of Mission personnel having received pre-deployment training is still not satisfactory (practically all of contracted staff do not receive it) and of uneven quality.

- a) EU Civilian Crisis Management
- b) Country Specific Profile
- c) Mission Specific Profile

The methodology of the pre-deployment training should be participatory and should include case studies, scenarios, role plays, interactive games, group discussions and exercises as well as preparatory pre-reading. It is foreseen that current or recent mission personnel from specific civilian mission are available as resource persons and trainers. Moreover, the methodology encourages the creation of new knowledge and skills through the interaction that takes place between trainees with diverse experience, professional skills, and national backgrounds and on different positions/functions within the mission.

The key learning objectives of the modules are:

- Be familiar with key aspects of the EU civilian crisis management system;
- Know the specific local and regional situation, together with historic and political reasons that led to the explicit civilian crisis management mission;
- Understand the overall mandate of the specific civilian crisis management mission and its management;
- Understand interlinks between units and components within the mission and the need for integrated approach;
- Know about mandates and activities of other actors on the ground and how they interlink.

Due to different structures and mandates of civilian crisis management missions as well as more or less complicated and diverse local situation, the general pre-deployment training concept may not cover all necessary elements of each particular mission. Therefore, based on specific training needs, adding other necessary elements will be at the discretion of the organiser. Nevertheless, some learning objectives are essential and will be used as basis for the certification process.

Beside the topics listed in the subject areas, particular attention should be given to mainstreaming of gender/human rights/child protection, medical/first aid issues, anti-corruption issues, programmatic approach, project management and donors' coordination. Each training organiser should find a way to mainstream these topics in the training activities of the course.

IV. GENERAL BACKGROUND

Contemporary peace operations are primarily concerned with intra-state conflict. As nations move beyond a state of violent conflict, there are unique opportunities to transform their social structures to support sustainable peace. The international community can contribute to this outcome at many levels, from stabilisation, security, and humanitarian relief operations to assistance in rebuilding the fabric of society. The effectiveness of these operations is dependent on close cooperation between all international military and civilian actors cooperating successfully with the representatives of the host nation.

Working under these conditions presents a high degree of complexity and rather different challenges and way of work from the work done in their home country. It often presents a high degree of security risk since violence may still be present on the ground. This fact highlights the importance of education and training in order to achieve a high standard of competence and integrity for the mission personnel, who must be provided with the training and support necessary to do their jobs well and stay safe. International organisations require competent and well-trained staff from many professional disciplines. However, the knowledge and skills required are different than the ones they would receive in their traditional professional training since they respond to the demands of complex and potentially dangerous environments.

The underlying concept of the pre-deployment training course concept is to equip future mission personnel with specific knowledge and skills needed prior to their deployment.

Due to very broad scope of topics vital for the future mission personnel, the variety of positions to which they are appointed as well as diversity of their professional and cultural backgrounds, the course programme has to find proper balance at addressing the mission working areas in order to assure common understanding of all its operations for each future mission member, be it the police officer, judge, political advisor or customs officer. Considering other non-mission topics course trainees also display utterly different levels of pre-knowledge. The pre-reading materials play an important role in this area to assure each trainee enters a course with some minimum knowledge of the specific country and its historic developments.

In the organisation of the training, a lot of emphasis needs to be put on training methodology since trainees can benefit greatly from all interactive activities of the course. Role plays and simulations conducted during the training situate trainees in real mission situations, highlighting mission's cross – cutting, integrated nature.

V. MODULES AND SUBJECT AREAS

I. Introduction to EU Civilian Crisis Management

The Common Security and Defence Policy (CSDP), formerly known as the European Security and Defence Policy (ESDP), is a major element of the Common Foreign and Security Policy of the European Union (EU) and is the domain of EU policy covering defence and military aspects. CSDP is the domain of the European Council, whereby the heads of member states meet.

The European Security Strategy titled "A Secure Europe In A Better World" is the policy document that guides the European Union's international security strategy. The document was approved by the European Council in December 2003 and drafted under the responsibilities of the EU High Representative for Common Foreign and Security Policy CFSP Javier Solana. With the emergence of the ESDP, it is the first time that Europe has formulated a joint security strategy. Security strategy lists terrorism, proliferation of

weapons of mass destruction, regional conflicts, failed states and organised crime as main threats facing European security. None of these challenges can be addressed by purely military means.

The introductory module focuses on the role and activities of the EU in the field of international crisis management. It elaborates on the roles, mandates, tasks and capabilities of the principal players within the CSDP context.

Subject Areas and Contents

Subject 1: Development of International Crisis Management – An Overview

- Concepts and strategies for conflict prevention and peace-keeping (**essential**)
- Civilian crisis management in the context of international crisis intervention (**essential**)
- Exit strategies and the concept of “sustainability” (**desireable**)

Subject 2: Civilian Crisis Management of the EU

- EU approach towards conflict prevention and crisis management (**essential**)
- Priority areas in civilian crisis management: police, rule of law, civilian administration and civil protection (**essential**)
- Organisational structure and decision-making processes in the EU: relevant Council of the European Union bodies (**essential**)
- Legal frame: establishing a mission mandate (**essential**)

Subject 3: How EU and the Specific Mission interlink

- Specific link between the EU political objectives and mission mandate (**essential**)
- Benchmarking and programmatic approach (**essential**)
- Lessons learned and best practices (**desirable**)
- Evaluation of outcomes and lessons learned (**desirable**)

2. Country Specific Profile

In line with the changing situation on the ground and according to the past events that led to the establishment of the country specific mission, all historic and political developments relevant for the current state of affair on the ground have to be clear to all future mission personnel. Most commonly the mission is either result of intra-state conflicts or long-running political and/or territorial disputes between two nations. The historical overview presents an important aspect of understanding the ongoing democratisation process.

Each country’s ethnic and religious composition most commonly influences work processes. During democratisation process, the existence of inter ethnic or religious tensions contributes to human rights violations and these special circumstances have to be taken into consideration at daily work in the mission. In a post-conflict area, civilian crisis management mission can only be effective at fulfilling its mandate with a strong coherence among all

involved actors who are familiar with the situation on the ground as well as the causes that led to it.

A minimum level of cultural and conflict sensitivity is required by all personnel that engage with local actors in order to assure the necessary cooperation in achieving the mutual goal of security, stability, rule of law, democracy, human rights and economic development in the respective country. Topics of gender, human rights, child protection and anti-corruption issues are therefore to be mainstreamed into training activities.

Subject Areas and Contents

Subject 1: Historical & Political Overview

- Historical overview relevant to the establishment of the civilian crisis management mission **(essential)**
- Historical and political development in the geopolitical context **(essential)**
- Ethnic and religious composition of the country and regional influences **(essential)**
- Current threat assessment **(essential)**
- Cultural features and traditions of the country **(essential)**
- Gender/human rights situation and specificities **(essential)**
- Current political situation and anti-corruption issues in the country **(essential)**
- Child protection issues **(essential)**
- Civil society's role and participation in political life in the country **(desireable)**
- Current social and economic context of the country **(desireable)**

Subject 2: Country's Legal Framework

- Legislative, Executive, Judiciary institutions **(essential)**
- National and local government **(essential)**
- Working relationship with local authorities **(essential)**

Subject 3: Living and Working in Country's Multicultural Environment

- Different management cultures and perspectives **(essential)**
- Establishing working relationship with local authorities **(essential)**
- Social competences and the challenges of working with international & national personnel **(essential)**
- Main principles/approaches of intercultural communication in the multicultural environment **(essential)**

3. Mission Specific Profile

International civilian crisis management missions are often launched on the basis of ambitious mandates. Mission leadership therefore has limited time to translate the broad aspirations into actions that demonstrate results. It is therefore of immense importance to familiarise all future mission personnel with the scope of the mandate but also with the structures, composition, planning documents, approach, chain of command and main principles of the specific mission in order for them to adapt to the new working environment as quickly and efficiently as possible.

Subject Areas and Contents

Subject 1: Introduction of the Civilian Crisis Management Mission

- Legal mandate and composition of the specific mission (**essential**)
- Mission-planning documents (e.g. Conops and Oplan) (**essential**)
- Mission approach (**essential**)
- Principle of local ownership (**essential**)
- Chain of command (**essential**)
- Reporting in the mission (**desirable**)
- Standard operational procedures and information flow (**desirable**)
- Project management issues (**desirable**)

Subject 2: Working in the Mission (Experience of a Mission Member)

- Real life situations of working for the mission (**essential**)
- Practical cases related to working for the mission (**essential**)
- Decision making and communication the multicultural environment within the mission (**essential**)
- Family policy of the mission and maternity leave (infrastructure in terms of schools, kinder gardens) (**desirable**)
- Questions related to healthcare (**essential**)
- Leisure time (**essential**)
- Leave days (**desirable**)
- Renting an apartment (**essential**)
- Staff motivation(**desirable**)
- Infrastructure (**essential**)

Subject 3: Introduction to the Work of the Mission

- Content of work of mission units/components and its role (**essential**)
- Executive functions versus strengthening functions (such as Monitoring, Mentoring and Advising) (**essential**)
- **Practical cases and demonstration of different functions in the Mission (essential)**
- Current issues/challenges of the mission aims (**desirable**)

Subject 4: Actors on the Ground and How They Interlink

- EU actors and EU family on the ground (**essential**)
- EU political dialogue and diplomatic activity in the crisis area (e.g. Stabilisation and Association Process for Western Balkans) (**essential**)
- Other relevant IOs (governmental and non-governmental) in the country, especially the UN and OSCE (**essential**)
- Governmental and non-governmental organisations (**essential**)
- Civil-military coordination, cooperation and collaboration (**essential**)
- Donors' coordination (**desirable**)