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CIVILIAN COORDINATOR FOR TRAINING in SECURITY SECTOR REFORM (CCT-SSR):

ESDC EAB SSR Report on Training Requirements Analysis for Civilian CSDP Missions



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1. Executive Summary

Security Sector Reform (SSR) interventions are now commonplace within the EU and EEAS CSDP civilian missions. Four of the current eleven Common Security Defence Policy (CSDP) missions have an SSR or security strengthening mandate and the remaining missions have elements directly related to the security sector. Effectiveness of the missions relies heavily on the knowledge, skills and experience of the Member State (MS) and EU personnel supporting and deploying to those areas and their ability to support national SSR processes, in what can be the most politically sensitive and challenging security environments.

The introduction of the EU Global Strategy in 2016 and Civilian Compact in 2018 has created a renewed momentum to improve civilian capabilities, available to CSDP missions. MS, who have prime responsibility for selecting, training and deploying personnel have been charged with, inter alia, establishing more coherent national structures and human resource planning, including staff training and development, to ensure existing and future civilian CSDP staffing needs are met. The EEAS, on its side, is responsible for the development of policies, tools, coordination, management and operational conduct of CSDP missions.

To further the commitments contained within the Civilian Compact, the EU Civilian Training Group (EUCTG), made up of representatives of Member States and established to support the implementation of the EU Policy on Training, initiated a programme of training requirements analysis (TRA). The objective of the TRA process being to identify existing CSDP civilian training requirements and gaps, as well as relevant target audiences and to provide the EUCTG with high level learning outcomes, aimed at improving the training activities currently offered to EU and Member States (MS) personnel.

The Executive Academic Board on SSR (EAB SSR), in its role as ‘overseer’ for EU SSR training, produced this SSR TRA report and recommendations, with the support and assistance of DCAF-ISSAT and the Folke Bernadotte Academy. This process, commenced in October 2019, consisted of several activities including an intensive desktop reading and research phase, involving the collection of information from personnel working within ten of the eleven civilian CSDP Missions, representatives of Member States, SSR experts working in EEAS and EU Directorates in Brussels, SSR training alumni and EU training providers. Findings were analysed and needs mapped against existing training provision. The final phase involved drafting this report and the development of recommendations and high-level civilian training and learning outcomes (CTALO) for SSR.

Key Findings

The TRA identified that overall CSDP missions are using SSR principles in the delivery of their SSR mandates, but with varying degrees of success. Some of the difficulties pertained to external security and political factors, but the overwhelming messages from personnel across the missions was the challenges of working at the political/ ministerial level and the understanding of implementation of SSR in practice. The lack of senior level expertise in CSDP missions linking the political elements to operational functions and driving the mandate forward, has resulted in what some described as a lack of coherence and technical activities being delivered in isolation. Furthermore, it was felt that those responsible for supporting the mission from Brussels, through either planning, mandate development

or supporting existing missions, lacked understanding of SSR implementation and were unable to provide the necessary strategic direction or oversight.

Strengthening SSR capabilities within missions through in-mission training workshops, provision of short-term specialist teams, or visiting experts may be necessary to fill current gaps in expertise and should be easily accessible for Heads of Mission. Furthermore, internal mission command structures should enable Ministerial Advisors to work closely with subject matter experts ensuring political decisions are aligned to technical activities.

The mapping of the existing SSR training provision showed only a small number of MS currently invest in SSR specific training, either through conducting their own programmes, or sending staff on international courses. SSR inputs are included in pre-deployment or mission induction courses and/or contextual in-mission briefings, however given the broad areas covered these were described to be “light touch” and contracted and national staff were not always included in this training.

Due for revision, the current ESDC SSR training curricula, used by the main training providers covers the main principles of SSR and meets the needs of many of the staff supporting and deploying to missions. However, gaps were exposed in terms of senior/political level SSR advisor training and on the actual implementation of SSR and what this means for individual subject matter experts working under an SSR mandate. Furthermore, it was suggested training would be more effective if providers reduced the theoretical elements of the courses and moved towards a more participative and experiential learning approach, including discussions on SSR implementation and good practices from the field.

With few exceptions there is no career development planning for staff deploying to CSDP missions and there is still a tendency for MS to default to police and military personnel rosters for SSR strategic advisory positions. Missions report that whilst technically competent many post applicants lack the skills and experience of advising at ministerial level. The absence of expertise, in what notably are critical roles of CSDP missions, requires MS to expand their recruitment processes beyond the usual uniform services and to build national human resource management structures aimed at continuous staff development for those critical positions.

Many of the gaps identified during this TRA are already on record, having been mentioned in previous assessments and evaluation reports. It is hoped that the momentum created through the recent introduction of the Compact and development of the MS National Implementation Plans, will drive investment and the work needed to further develop mission capabilities. The complexity of SSR implementation is such that the desired expertise and experience is unlikely to come from a single organisation or individual and will call for integration, flexibility of process, collaboration and in some instances a requirement or opportunity to pool resources.

Recommendations and High-Level Training and Learning Outcomes

Outlined below are a series of recommendations aimed at addressing the gaps identified during this TRA process. These include specific High-Level Civilian Training Area Learning Outcomes (CTALOs), proposing the introduction of specific training and development programmes and updated methodologies. To implement those recommendations, it is critical that both MS and EEAS work together and further strengthen missions through provision of flexible support options and longer term career development programmes.

Recommendation 1: Member States should re-affirm a commitment to the EU SSR principles and through their NIPs the commitment to identify, recruit and develop senior level expertise, with a focus on those with political and strategic level working experience for deployments in CSDP missions.

Recommendation 2: MS should develop individual career development programmes with reward incentives and continuous development and career enhancement opportunities for staff deployed in international missions.

Recommendation 3: MS/EEAS should develop an identifiable SSR Specialist Team capability, which provides a broad range of security, justice, defense and governance subject matter experts who can deploy as a team or individually to support senior management teams.

Recommendation 4: CPCC in conjunction with MS, should review mission staffing needs, structures and management processes to ensure maximum coherence and coordination between senior ministerial and political advisory elements and the related technical functions and activities of the mission.

Recommendation 5: CPCC in conjunction with MS should develop staff training and development policies for CSDP missions with a budget, agreed at the commencement of the mission and reviewed in line with mandate revisions and extensions.

Recommendation 6: CIVCOM delegates should receive annual briefings/workshops on EU policy and the concept of SSR covering the challenges of SSR implementation, updates, trends, challenges and good practices. (CTALO Requirement 1)

Recommendation 7: The EU/ESDC should introduce an SSR specific training programme for senior mission staff including the senior management team and those in strategic/political advisory roles. (CTALO Requirement 2)

Recommendation 8: CPCC in conjunction with MS should introduce an EU/EEAS mobile training capability to provide in-mission training, capable of working at SMT level, flexible to pull experienced facilitators, subject matter and local context experts and deploy to mission theatres.

Recommendation 9: The planned EAB SSR revision of the ESDC core curricula in 2020 should take cognisance of the findings in this report in relation to the high-level training outcomes, the additional SSR subject areas and training methodologies.

Recommendation 10: The EAS SSR Group in conjunction with the ESDC and EU training providers should develop additional specific courses or modules on implementing institutional reforms within the different elements of SSR mandates – such as police reform, justice reform, correction reform. (CTALO requirement 3)

Recommendation 11: MS should ensure that all staff deploying to CSDP Missions receive basic (and mandatory) awareness training on the concept of SSR and EU SSR policy and its principles. (CTALO Requirement 4)

Recommendation 12: EAB in SSR through the EU training providers should promote and support the development of SSR specific courses to be delivered in French Language.

Recommendation 13: CPCC and other EEAS Directorates (SECDEFPOL, ISP) should development improved joint coordinated structures that ensures routine collection of good practice and lessons from SSR missions, evaluations, programmes/projects and training courses.

Recommendation 14: EUMS training institutes should integrate SSG/R within academic graduate/post-graduated curricula. This will assist recognise the concept of SSG/R and educate/shape the future generation of advisors.

Summary of High-Level Civilian Training Area Learning Outcomes (CTALOs)

Requirement 1.
Task: Require to articulate EU Policy on SSR, SSR concepts and to provide expert advice and support nationally and to multilateral operations, including EU CSDP Missions
Target Audience: MS Delegates and EU Officials in international political/policy desks /CIVCOM Delegates
Recommendation: Provision of political/strategic level workshops/briefing
Requirement 2.
Task: Provide strategic /political advice and work with international hosts and other actors in the area of SSR mandate delivery. Translate the SSR mandate into functional activities and coordinate delivery within the mission.
Target Audience: EU/EEAS Institution staff involved in strategic level scoping/technical assessments/planning new missions and conducting reviews HoM/DHoM/ Heads of Enabling and Operational Elements, Senior Strategic SSR and Ministerial level Advisors/Coordinators National staff working in political/strategic advisory roles within CSDP Missions
Recommendations: <ul style="list-style-type: none"> • Development of strategic/political level SSR Course • Development of in-mission contextual training/workshops for SMT level- with continuous supporting mentoring capability • Further development of curriculum of existing mentoring/Advising Courses to meet political level advisory needs • CPCC induction programmes revised to include contextual learning module
Requirement 3.
Task: Require to understand SSR concept to work with hosts and other national/ international actors and to translate mission mandate functional activities into practice. Advise and support local counterparts in reforms/strengthening and building their capacities
Target Audience: Operational - to strategic level subject matter experts about to be deployed/deployed in CSDP Missions Operational - strategic level staff working within MS/EEAS international desks/ planning/support desks MS staff working within international coordination units responsible for staff deployments National staff working in middle management level advisory or coordinating roles
Recommendation: <ul style="list-style-type: none"> • Revision/Development of ESDC Course (No 11) to focus on specific subject -matter reforms delivering under an overarching SSR mandate.
Requirement 4.
Task: Require to have an awareness of the EU SSR policy, key SSR concepts and principles, and their implementation within a CSDP mission
Target Audience: All personnel working within or in support of EU/EEAS CSDP Missions
Recommendations: <ul style="list-style-type: none"> • SSR module is included on all pre-deployment courses and mandatory for all staff deploying to CSDP Missions

- SSR/conceptual understanding is covered during all induction courses within the mission

2. Introduction

This Training Requirements Report on Security Sector Reform (SSR) is presented by the ESDC Executive Academic Board on SSR (EAB-SSR)¹, the designated Civilian Coordinator for Training for SSR (CCT SSR), in accordance with the EU Civilian Training Group (EUCTG) Strategic Guidance on Common Security and Defence Policy (CSDP) Training. The CCT SSR is the designated expert consortium responsible to “advise EUCTG on managing civilian training environment by identifying, analysing, monitoring and assessing training requirements for SSR”².

The Training Requirements Analysis (TRA) is a deliverable on the Civilian CSDP Compact³ and overall effort to strengthen the civilian component of EU crisis management, as set out in the strategic priorities of the EU Global Strategy⁴. The EUCTG, a configuration of CIVCOM⁵, was established to support the implementation of the EU Policy on Training and to ensure that CSDP “have the right people with the right skill set in the right place at the right time”⁶. The EUCTG was tasked with identifying EU Civilian Coordinators for Training (CCTs) with a view to mobilising expert support to conduct area focused TRAs. Based on the EU Policy on Training for CSDP, the Generic Task list for Civilian CSDP⁷ and the Civilian CSDP Compact, the EUCTG determined over 25 priority training areas classified into six capability clusters. SSR is included in the “Engage and Implement” cluster.

The objective of the TRA process is to identify existing CSDP civilian training requirements and gaps, as well as relevant target audiences, and to provide the EUCTG with high level learning outcomes, aimed at improving the training activities currently offered to EU and Member States (MS) personnel. It is intended to link the civilian CSDP TRA results with the outcome from the EU Military Training Group, and collectively, contribute to an EU Comprehensive Assessment Report on Training (CART).

It is against this backdrop that as the designated CCT SSR, the ESDC Executive Academic Board mandated the DCAF’s⁸ International Security Sector Advisory Team (ISSAT) and the Folke Bernadotte Academy⁹ (FBA) to conduct the TRA on SSR.

2.1 Scope/Methodology

The methodology used for the SSR TRA is aligned to the guidance provided within the EUCTG Strategic Guidance on CSDP Civilian Training. An initial workplan was submitted and approved by the EUCTG in

¹ The EAB SSR was established in 2011 and brings together ESDC members who offer training and expertise in the area of SSR. The aim of the EAB SSR is to optimise the coordination and coherence of SSR training for the EU and Member State personnel. In this regard, the EAB SSR promotes the quality, complementarity and consistency of courses organised by its members through the use of the three ESDC SSR course curricula.

² Council of the EU, EU Civilian Training Group (EUCTG) Strategic Guidance on CSDP Civilian Training 10345/19, 2019, p. 15.

³ Council of the EU, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact 14305/18, 2018.

⁴ EU, Shared Vision, Common Action: A Stronger Europe – A Global Strategy for the European Union’s Foreign and Security Policy, 2016.

⁵ CIVCOM, Committee for Civilian Aspects of Crisis Management, Council of EU, advises the Political and Security Committee on civilian aspects of crisis management.

⁶ Council of the EU, EU Policy on Training for CSDP 7838/17, 2017.

⁷ EEAS, Draft list of Generic Civilian CSDP Tasks and Requirements 88 REV 1, 2017

⁸ DCAF: Geneva Centre for Security Sector Governance – ex: Democratic Control of Armed Forces. ISSAT is a department of DCAF. Further information on ISSAT’s Governing Board is available on issat.dcaf.ch.

⁹ FBA is the Swedish government agency for peace, security and development. Further information on FBA’s work is available on fba.se/en/.

October 2019 and the terms of reference developed in consultation with and validated by the CPCC¹⁰ in January 2020. It consisted of five key phases:

- identifying requirements,
- research including EU policies/guidelines/frameworks, questionnaires and interviews,
- mapping of existing SSR training,
- analysis and
- preparation of high-level training outcomes.

Commencing in March 2020, a team of ISSAT/FBA staff conducted face-to-face interviews with CIVCOM delegates and EU staff based in Brussels, including EEAS Security and Defence Policy (SecDefPol), Integrated Approach for Security and Peace Directorates (ISP), CPCC, DG NEAR,¹¹ and DG DEVCO¹². They subsequently drafted a series of questionnaires, aimed at mapping current SSR training provision, identifying the training needs of those supporting and working within CSDP Missions as well as capturing good practices.

In coordination with CPCC and the Chair of CIVCOM, online questionnaires were sent to the National Training Experts (NTEs) within the 27 Member States, CSDP Mission staff, EU Training Providers actively engaged in providing training for personnel deploying to CSDP Missions and ESDC Training Course Alumni. A total of 293 questionnaires were completed. The full question set used by the TRA Team has been reproduced for reference in Annex A.

The Coronavirus pandemic lockdown prevented the proposed follow up visits to mission areas and the Brussels based SSR expert workshops, however the latter was replaced by two online virtual expert discussions, involving members of the ESDC EAB SSR and EU SSR Task Force¹³. In addition, the SSR team conducted a series of over 30 follow-up calls with EU institutions, Member States NTEs, EU training providers, SSR Course Alumni and international and national personnel from CSDP missions. (Full list detailed in Annex B).

The breadth of information gathered during these activities has been analysed and the key elements used to inform the proposed high-level learning outcomes and next steps contained within this report.

2.2 Limitations and Challenges

As with any assessment there are limitations that should be noted. Whilst the questionnaires provide a good representative sample of staff deployed to CSDP missions there was only limited responses from EU Training Providers (11), NTEs of Member States (13) and Training Course Alumni (25). It is unclear if this was due to the Coronavirus lockdown measures impacting on the circulation of the request, or an indication of the limited SSR training provision.

¹⁰ CPCC, Civilian Planning and Conduct Capability, Directorate of the EEAS, serving as Headquarters for the civilian CSDP Missions

¹¹ DG NEAR, Directorate-General for Neighbourhood and Enlargement Negotiations, EU Commission, is responsible for EU policy on enlargement and the EU's eastern and southern neighbours.

¹² DG DEVCO, Directorate-General for International Cooperation and Development, EU Commission, is responsible for designing European international cooperation and development policy and delivering aid globally.

¹³ EU SSR Informal Task Force is made up of experts from throughout the COM and EEAS to “oversee EU SSR activities was actioned within the 2016 EU-wide Strategic Framework to support SSR. One of the main products of the Group has been the development of a Risk Management Framework for the military concept Capacity Building and Support to Development (CBSD) and SSR Coordination Matrices in several countries, to assist EU Delegation and MS in their overall strategic and coordinated approach to support SSR.

The information was gathered from staff of all the civilian CSDP Missions except for EUMM Georgia, as it has a clear monitoring mandate which falls outside the scope of SSR. The ten other civilian missions, however, are supporting to varying degrees SSR in the host countries. Mission respondents came from 24 of the 27 MS as well as from UK, Norway and Canada. Figures in this report reflect those findings and in some cases are further disaggregated to the four missions with SSR referenced in their mandate. (EUAM Iraq, EUAM Ukraine, EUCAP Sahel Mali and EUCAP Sahel, Niger).

Access to mission documentation including mission organigrammes, was limited because of EU restrictions. This has resulted in an inability to confirm SSR staffing numbers, examine some of the role requirements and consider how structures within the mission supports SSR internally.

Given the breadth of SSR, implementation in CSDP missions demands a broad spectrum of training and development, from SSR specific to related skill areas such as rule of law, policing, gender, human rights and governance. Many of these areas are being covered within other TRA terms of reference. Because of this, the SSR TRA limited its mapping exercise to only specific SSR training courses and those containing an actual SSR module or briefing (e.g. within pre-deployment training (PDT)).

3. The SSR Dimension within CSDP

3.1. SSR and EU Policies on SSR

In 2016, the EU adopted its EU-wide strategic framework to support SSR. In its first chapter, this policy explicitly mentions that it applies to all EU actors and instruments, including CSDP civilian missions and military operations. The definition of SSR is clarified as *“the process of transforming a country’s security system so that it gradually provides individuals and the state with more effective and accountable security in a manner consistent with respect for human rights, democracy, the rule of law and principles of good governance”*¹⁴.

In this document, a country’s security system is understood as including the law enforcement institutions (police, gendarmerie, customs, border guards, etc.), the criminal justice system (i.e. penal courts, prosecutor’s office, corrections), the armed forces, the intelligence services, the institutions that provide political, financial and judicial oversight (line ministries, parliamentary committees, court of auditors, the judiciary, etc.) and non-state security actors, including customary authorities, traditional courts, guerrillas and liberation armies, private military and security companies.

This policy also provides nine SSR principles to apply when the EU engages in supporting the improvement of the security sector in a partner country. They relate to trying to understand the security sector in its wider context (including formal and informal rules), identifying the specific needs and problems to solve in priority; enabling broad national ownership; including the security sector in wider reflections on governance; accompanying the support to SSR by political and policy dialogue; coordinating the support to SSR within all EU actors and other international actors; taking a flexible posture; measuring progress through M&E; managing the risk of engaging in the security sector; and making the best use of EU (including EUMS) SSR expertise.

¹⁴ EU Commission, Joint Communication to the European Parliament and the Council – Elements for an EU-wide strategic framework to support SSR JOIN (2016) 31 final, 2016., p. 2.

Most of the past and on-going CSDP missions are supporting the overall objectives of the policy and are trying to use some of the principles with various degrees of success. However, the answers to the questionnaires and interviews show that SSR remains overall an unclear concept for many staff deployed in SSR related missions. The concrete implementation of the principles remains difficult for most staff and not easily applied or always relevant in the execution of complex mandates such as the ones given to CSDP civilian missions. For example, the principle of enabling local ownership of the reform process is a very complex one for CSDP mission advisors not being able to meet regularly with their counterparts. It is also difficult to ensure holistic support to the improvement of the security sector when most advisors interviewed recognised the fact that they are working on their activities, without linking them to the other support provided by the mission, let alone the EU Delegation.

In 2016, the EU drafted the EU policy framework and are following its implementation. SSR Task Force members are supporting/leading the execution of the action plan (or actions detailed in the policy) and liaise with the EU Military Staff (EUMS) to promote the 2016 EU-wide SSR strategic framework.

The concept of SSR is not well understood and the use globally of different terminology adds to the confusion. There are sensitivities of the meaning and implications of the use of the word reform, including in Niger, where the term strengthening the security sector is used in the EUCAP Sahel Niger mandate. The terminology Security Sector Governance (SSG) is increasingly being adopted, however in alignment with current EU Policy, SSR is used throughout this report.

3.2. SSR within CSDP Missions

There are currently 11 CSDP missions¹⁵ with around 2,000 civilian personnel seconded or contracted from 27 Member States and Third Countries¹⁶. EUAM Iraq, EUAM Ukraine, EUCAP Sahel Niger and EUCAP Sahel Mali, have SSR or security strengthening mandates, but it could be strongly argued that all of the current (and many of the previous) CSDP Mission mandates and functions have a direct link to the host country security sector and are engaged in SSR related activities.

EUAM Iraq and EUAM Ukraine are the only missions with identified SSR Coordinator and SSR Advisor positions, (EUAM Ukraine has a specific civilian SSR Component compiled of 31 posts) however most of the mission command & control and enabling function roles¹⁷ including members of the senior management team (SMT) and advisors have core responsibilities directly linked to SSR¹⁸. It is therefore important that when considering SSR training and development to consider this breadth of responsibilities and not just the designated SSR Advisor or Coordinator positions. The CSDP Missions use the term senior strategic advisor and strategic advisor, but the TRA team were unable to confirm with either CPCC or through the CSDP Force Generation Handbook how those roles were differentiated.

The Civilian Planning and Conduct Capability (CPCC) is the EEAS Directorate serving as the Operational Headquarters for the civilian CSDP Missions. It has almost 80 members of staff located in Brussels, made up of EU officials, seconded national experts and support staff. A seconded senior

¹⁵ List of civilian CSDP Missions, EULEX Kosovo, EUPOL COPPS (Palestine), EUCAP Sahel Niger, EUCAP Sahel Mali, EUCAP Somalia, EUAM Ukraine, EUBAM Libya, EUBAM Rafah, EUMM Georgia, EUAM IRAQ and EUAM CAR.

¹⁶ EEAS, https://eeas.europa.eu/topics/military-and-civilian-missions-and-operations_en/5438

¹⁷ EEAS, Draft list of Generic Civilian CSDP Tasks and Requirements 88 REV 1, 2017

¹⁸ EEAS, CSDP Force Generation Handbook, 2017, interviews and Job Descriptions. The Handbook details 77 templates and general and specific functional profiles required by CSDP Missions. Generally, missions use these templates as the base for Job Descriptions during Calls for Contribution. Missions may add essential or desirable requirements and main tasks and responsibilities as necessary for their mandates.

prison/correctional services expert from Sweden who is located within the three-person Rule of Law Team holds the SSR portfolio.

The total cost of the civilian CSDP Missions is around €281 million per year. There is currently no defined budget line for training, however Missions and CPCC report they actively use the budget line “Duty Travel” to facilitate staff training courses, with the logic that participating in training is recognised as a ‘duty’. In principle, CPCC, which has recently appointed its first Training Coordinator position, tends to participate in ‘no-fee’ training.¹⁹

3.3 Training and Development

The EU Policy on Training for CSDP Missions from 2017 provides the framework for the training and development of personnel being deployed to EU CSDP Missions. This comprehensive and forward reaching policy replaced the 2004 EU Training Policy²⁰, recognising the evolution of EU missions and the need to adapt the training to meet changing demands, including the shift to more political and strategic objectives for CSDP missions. This document highlights a number of requirements and as evidenced in this report are particularly relevant for the area of SSR training and development. These include:

- the need for a culture of continuous learning and professional/career development;
- training to be “*driven by requirements, not events*”, and “*derived from the needs and shortfalls identified in the conduct of CSDP missions and operations*”, and consistent in “*turning these requirements into training for strategic, operational and tactical needs*”;
- the use of a learner-centered and “on-the-job experiential learning”
- strengthening the capabilities of potential missions’ leaders with managerial duties and include generic standards of behaviour and code of conduct, supporting the overall accountability and credibility of the EU;
- activities should be a shared responsibility between EU Member States and dedicated bodies, EU institutions and CSDP missions. Adequate resources should be made available for this, integrated into the planning phase and charged on the EU budget.

Member States, with strategic guidance from CIVCOM, have prime responsibility for the training of personnel for CSDP Missions. The EUCTG has responsibility for managing the CSDP civilian training requirements and in 14 June 2019 published the EUCTG Strategic Guidance on CSDP Civilian Training (EU Training Guidance) in support of this activity. The EU Training Guidance is drawn from inter alia; the direction provided in the EU Global Strategy, Concept of Strengthening Civilian CSDP,²¹ the 2018 Civilian Capability Development Plan²², the Civilian CSDP Compact, the EU Policy for Training on CSDP and the Handbook on CSDP Missions and Operations²³.

Following the introduction of the Global Strategy the EU introduced The Civilian CSDP Compact in 2018 primarily aimed at strengthening the civilian dimension of CSDP through reinforced commitments from Member States. The Compact outlines 22 political commitments aimed at enhancing MS contributions to civilian CSDP committing the EU Council and MS to inter alia, providing the full range of “*core*

¹⁹ Interviews with CPCC staff.

²⁰ Council of the EU, Draft EU Training Concept in ESDP, 2004.

²¹ EEAS, Strengthening Civilian CSDP –Concept Paper doc.8084/18, 2018.

²² EEAS, Civilian Capabilities Development Plan 11807/18, 2018.

²³ ESDC and Directorate for Security Policy of the Federal Ministry of Defence and Sports of the Republic of Austria, Handbook on CSDP Missions and Operations, 2017.

capabilities as originally defined in Feira in 2000 of police, rule of law, civilian administration as well as security sector reform and monitoring” and to “train their national experts pre-and-in mission in accordance with the CSDP Training Policy...”²⁴. Member States are currently in the process of developing National Implementation Plans (NIP) to take forward those commitments. In June 2020, 15 NIPs had already been submitted and the remaining are expected to be completed by October 2020.

Under the framework of the EU Policy on Training for CSDP Missions, the ESDC has the mandate to promote best practices in capacity building through training and education in the field of the EU CSDP, developing a common understanding of CSDP and Common Foreign Security Policy (CFSP), among civilian and military personnel and the dissemination of best practice. The ESDC does not deliver training, instead and as a primary task, ensures that courses are aligned with and fulfil the learning outcomes listed in the ESDC curricula, recognised by all 27 Member States and EU institutions.

The ESDC SSR Course curricula (attached in Annex C) developed by the EAB SSR, provides the guiding framework for most, though not all, of the EU SSR training programmes attended by personnel deploying to CSDP Missions. The role of the ESDC in supporting the delivery of courses is covered later in this report, but in brief the ESDC Courses are delivered through a range of EU MS training providers and institutions, many of whom have been consulted during this TRA.

4. Main Findings: SSR expertise and training provision within CSDP

In researching the existing SSR training and requirements, the TRA team considered the following questions:

- What is the EU aiming to achieve through civilian CSDP missions and SSR?
- What is the level of understanding of SSR?
- What training and development is undertaken by personnel deploying to and supporting civilian CSDP missions?
- What is being done within the MS/EEAS to ensure training is meeting missions’ needs?
- Is there sufficient SSR Doctrine and Guidance to support SSR?

A summary of the findings and illustrations are detailed below and in Annex E.

4.1. What is the EU aiming to achieve through civilian CSDP Missions and SSR?

Discussions with MS representatives and EU document research indicates that SSR in the area of CSDP is and will continue to be a priority for EU Member States. As previously noted ten of the eleven CSDP Missions have a specific SSR or related mandate. Several respondents suggested that the challenges and complexities of implementing SSR mandates had created a more cautious approach from some MS, however others foresaw a shift towards more strategic advisory SSR mandates, such as in EUAM Iraq, as a reason to develop more expertise in this area.

There is no clear understanding of the SSR definition within the EU, which many respondents argued is problematic for CSDP as it creates ambiguity. Whilst acknowledging the EU SSR Strategic Framework, they thought the EEAS/CSDP Missions were trying to do too much and were spreading themselves too thinly and whilst in theory the EU was adopting a more integrated approach, this was not always

²⁴ Council of the EU, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact 14305/18, 2018, p.6.

evident in practice. One senior mission staff member suggested the EEAS had “lost its way” in terms of SSR and that staff were unclear of the outcomes and the objectives it was wishing to achieve. Many thought the EU-wide Strategic Framework on SSR was a good first step, however, not sufficient to guide operations in the field and has not yet standardised SSR practices within the EU. They also reflected on the absence of any independent evaluation of effectiveness of SSR within the missions – arguing there was still an over emphasis on quantitative measures at activity and output level and insufficient value placed on qualitative outcomes and the actual impact of CSDP missions.

4.2 What is the level of understanding of SSR?

4.2.1 Member States

Individual MS level of interest, experience or understanding of SSR is uneven. Of the MS responding to the questionnaire only Germany has a specific SSR strategy however others including Sweden, Finland and the Netherlands are pro-active in the area of SSR development in CSDP. There is no specific role of SSR Advisor within EU MS, but when advice is called for it is generally drawn from different Ministerial Offices, international desks and subject matter experts from areas of policing, military and justice. The numbers were not confirmed, but it is evident that MS with an interest in SSR send officials from international desks within their Ministries on training courses.

The challenges of meeting MS ambitions for more strategic level SSR mandates in CSDP missions is felt strongly by those within the EEAS institutions in Brussels, engaged in planning and supporting CSDP civilian missions. They advised they have repeatedly raised concerns in CIVCOM and PSC of the lack of strategic advisory capabilities and the impact on the effectiveness of the mission, however it has done little to inform mandate decisions. Concerns regarding SSR understanding was underscored when one delegate described the level of SSR knowledge in CIVCOM as “none at all”. It was suggested CIVCOM’s focus on quantitative as opposed to qualitative SSR outcomes reflected the limited understanding of SSR implementation and caused missions to concentrate on technical activities such as number of training and meetings, as opposed to more strategic outcomes which are more difficult to measure. Whilst delegates undertake a programme of visits to CSDP Missions and have the ability and do reach back to MS Capitals for technical or specialist advice, all of the CIVCOM delegates interviewed said they would find value in regular briefings or updates on SSR implementation challenges and good practices.

As ascertained in the 2018 DCAF/ISSAT Mapping of EU Member States’ systems of secondment to Civilian CSDP²⁵ most MS have a dedicated Unit (or in some cases Units), tasked with coordinating international civilian deployments. These Units, are variously located within Ministries or in some instances directly linked to specific services such as the police, corrections, border management. Unit staffing numbers, backgrounds and expertise differs, but often consists of both civilian and uniformed personnel, responsible for inter alia, recruitment and management of deployable expert rosters, selection of applicants for mission posts and arranging and coordinating pre-deployment and specialist training.

Two of the three MS International Coordination Unit staff interviewed during the TRA stated they had no field experience but had attended basic SSR training, which helped them gain awareness of the concept and the SSR roles within a CSDP mission. The third had no experience or training in SSR. In nominating applicants for SSR Missions, all stated that they relied heavily on the Job Descriptions (JD)

²⁵ DCAF/ISSAT, Mapping of EU member States’ systems of secondment to Civilian CSDP, 2018.

and if necessary sought national expertise to assist the internal selection processes. The CSDP Force Generation Handbook details 77 templates for general and specific functional profiles required by CSDP missions. As a rule, missions use these templates as the base for job descriptions during recruitment processes, adding and particular essential or desirable requirements and responsibilities. For transparency and to assist MS better understand SSR roles and skill requirements, the currently absent Strategic SSR Advisor or Coordinator JD templates require to be added to the list of functional profiles.

The majority of MS have a national security policy or strategy which defines its priorities, approach and contribution to international operations and multilateral missions. In some MS the policy will identify preferred intervention interests, mission deployment options and specify targeted mission roles. Within this context CSDP Missions compete with other multidimensional and bilateral missions, including UN and OSCE and increasingly Justice and Home Affairs agencies for similar staff profiles. MS Unit staff were in agreement that whilst able to identify senior police advisors, they found it difficult to identify or attract personnel with the right levels of expertise and competencies to undertake the more senior and strategic SSR and Ministerial Advisor roles and also the newer specialist areas, including governance, cyber-security and terrorism. Good practices were identified in some Member States, including Finland and the Netherlands, who have broadened their search and are effectively 'head hunting' for senior level advisors, outside the normal police and military rosters, in areas including MFA and International Development.

4.2.2. EEAS Institutions including CPCC

The lack of SSR expertise and understanding was found to be similarly reflected within the EEAS institutions, including amongst the ISP Directorates and CPCC desk staff, many of whom are in mission planning or support roles. Whilst some have field or specialist expertise in areas including police and border management, they identified their limitations in understanding and conceptualising SSR in practice and of their ability to provide guidance in this area. This was also reflected in the interviews with senior level staff in missions, who opined that there is a lack of strategic SSR capabilities within EEAS/CPCC to provide guidance and they were at times forced to look externally for this support. Constant staff rotations, minimal operational expertise within CPCC and a lack of specialised training were all suggested as contributory factors.

The TRA team identified individual staff members from within different EU and EEAS directorates, who had SSR knowledge and field experience, some of whom are members of the informal EU SSR Task Force. They suggested that unless through informal networks mission staff seeking guidance on SSR may not be aware of their existence or have the ability²⁶ to reach them.

In 2018, the EU set up a facility to boost the availability of SSR expertise for EU services in Brussels and abroad. This EU Security Sector Governance Facility is funded by the Instrument Contributing to Stability and Peace (IcSP) and managed by Foreign Policy Instrument (FPI) and ISP. It is implemented by a consortium of organisations lead by DCAF in collaboration with FBA and Justice Coopération Internationale (JCI). They provide, on a need basis, SSR expertise to carry out short term missions for assessment, programme design, strategic thinking, coordination and facilitating the use of the EU SSR principles worldwide. The Facility is currently mostly used to support EU Delegations and national

²⁶ A senior mission member expressed frustration suggested during interview that he was not allowed to contact and seek advice from CPCC or Brussels directly as this was "stepping outside the mission chain of command".

partner institutions engaged in the improvement of their security sector, mainly on police reform, justice, border management, counter terrorism (CT), prevention of violent extremism (PVE), citizen security. They are also supporting the development of EU SSR Matrices in Mali, Burkina Faso, DRC, Gambia, Kirgizstan and Tajikistan.

4.2.3. CSDP Mission Staff

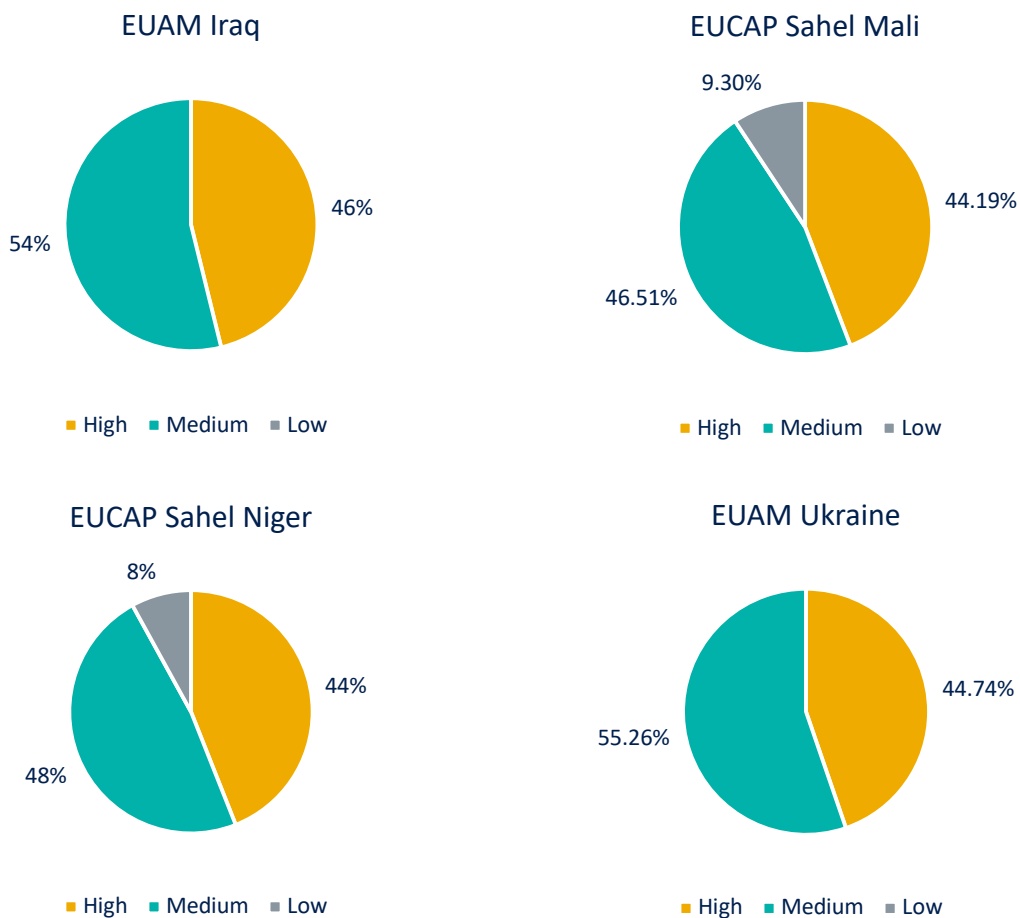
The TRA received responses from 9 of the 11 CSDP Missions and conducted follow up interviews with staff from EUAM Ukraine, EUAM Iraq, EUCAP Sahel Mali, EUCAP Sahel Niger, EULEX Kosovo and EUPOL COPPS (Palestine), selected because of their SSR or related mission mandates or to explore comments made on the questionnaire returns. The data contained within the Figures below reflect this full list of respondents, unless otherwise stated.

The question ***“How would you describe the overall understanding of SSR strategies/policies and implementation within the mission?”*** was asked of all international mission staff. Around 41.2% responded that there was a high knowledge of SSR within the mission, while 52.3% assessed the level to be medium. Only 6.5% of the respondents considered that there was a low understanding of SSR within the mission.

Of the 54 international staff who determined their role within the Mission as Senior Leadership and/or Strategic Advisory position, 57.4% identified themselves as experienced and 38.9% as very experienced in SSR. Of these respondents 70.4% had previously worked in mission with an SSR or related mandate.

The charts in Figure 1 disaggregate these findings for the understanding of SSR within missions with an SSR mandate.

Figure 1. Understanding of SSR within the Missions:



Many respondents provided positive comment on the work of experienced colleagues and in some missions, regular internal meetings and discussions on SSR. Concerns were raised in a number of areas including; the lack of holistic understanding of SSR, the disproportionate focus on “train and equip”, a lack of training for senior staff, poor internal communication, and that the mission SSR practices were inflexible and not always appropriate to the realities on the ground.

During the follow up interviews CPCC and Mission respondents reiterated the concerns expressed within MS of the lack of expertise at senior political/strategic level²⁷, amongst applicants for Ministerial advisory roles. They advised post applicants often have technical skills, but are found to be lacking in strategic level experience and in the political understanding of SSR. This situation was said to be more frequent in French speaking missions and more challenging operating environments such as in Iraq, where some posts attract only one or two applicants. If found to be unsuitable it can result in post vacancies for periods of 6 - 12 months, whilst there are further calls for contribution or the post is redrawn as a contracted option.

The self - assessed levels of expertise and experience recorded in the questionnaires were not reflected in the one to one interviews, where it was learned that whilst people recognise the importance of the concept there are significant gaps in understanding and the implementation of SSR principles across

²⁷ Further detailed in: EEAS, Draft list of Generic Civilian CSDP Tasks and Requirements 88 REV 1, 2017 and also ISSAT, Mapping of EU Member States’ Systems of secondment to Civilian CSDP, 2018.

all of the mission areas. Some questioned if there was a shared understanding of the aims and values of the EU policy on SSR, their SSR mandate outcomes and what this meant in the integrated theatres in which they were working. Other gaps identified were; the contextualisation of SSR, political nature of SSR, governance, oversight and accountability, civil society and women peace and security in the context of SSR, and the coordination of SSR externally and within the mission, including linking political/strategic elements with technical advisory activities.

Few felt there was a structured approach to enhance mission staff's understanding of the security sector context and functioning of the national institutions and that more could be achieved with improved coordination between mission elements and communication from senior managers, who should provide more guidance on required outcomes. Furthermore, a handover from their role predecessor was not always guaranteed and contextual briefings on the host country security sector during induction courses were lost amidst a series of administrative presentations. This resulted in fragmented working practices, with individual advisors focusing their activities on their professional experience and interests and not the wider SSR mandate.

Recipients of an in-mission initiative²⁸ in EUCAP Sahel Niger highlighted the value of tailored and conceptual training, which helped them understand the relationship between their specific activities (police training/advice) and the overall mandate of the mission. Using national staff to brief on the local security sector context was also considered helpful, but is not a regular practice within all missions.

4.3 What training and development is being undertaken by personnel deploying to and supporting civilian CSDP missions?

4.3.1. Training received by Mission Staff

Neither the EU Commission, EEAS institutions supporting CSDP nor the CPCC has a staff training policy or specific training budget line. Staff do attend training, but generally on no-fee training courses or authorised through line managers administrative or travel budgets. There is little or no transparency on who attends training or any structure for dissemination of course learning back into the workplace. Several of the MS and EEAS Institution staff reported that during their careers they had attended training courses or participated in desk-top exercises to develop their knowledge of SSR. These had generally been self-initiated or recommended by line managers to develop or further their understanding of SSR. None of the interviewed CIVCOM staff had attended SSR training. CPCC Expert Advisors and Desk staff who had attended SSR training said that they found the increased understanding invaluable for their work but was still insufficient to fully meet the requirements of their role.

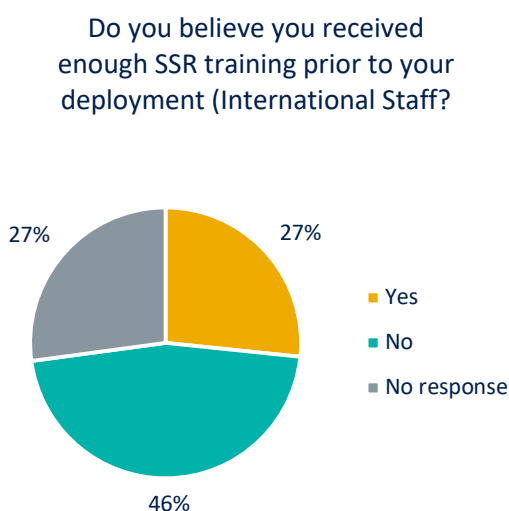
SSR training provision for personnel deploying to CSDP missions varies considerably between MS. Of the MS responding to the TRA, Sweden, also a provider of SSR programmes, sent the largest number of personnel, between 16-50 annually on specific SSR Courses. Seven of the MS sent between 1-15, whilst the remainder did not send anyone on specific SSR courses. According to the figures presented by the Training Providers, since 2017 there have been in total 66 specialist SSR Courses attended by 1563 personnel. MS opined there was currently a sufficiency of courses and places for their current

²⁸ An experienced EUCAP Sahel staff member provided a series of contextualised briefings aimed at demystifying SSR and understanding SSR and in-theatre mandate implementation. Mission staff said the sessions had increased their understanding and helped them to adapt and connect and their activities to the wider mandate.

roster needs, however these may increase with the renewed focus through the NIPs on CSDP civilian capabilities. Two MS representatives said they had not sent staff on SSR training courses as they were not yet deploying staff to senior positions within CSDP Mission, but this situation was under review due to the trend towards more strategic mandates.

From the questionnaires, 62% of international staff, and 61% of national staff received **either** SSR specific training, or went through a pre-deployment/induction or in-mission briefing including a specific module on SSR. Only 26.6% of international staff and 20.5% of national staff suggested they had received sufficient SSR training prior to deploying to their current mission. National staff considered they could be more effective if better integrated into the mission and were granted access to more documents and operational meetings. This would provide them greater understanding of EU SSR concepts and good practices and generally how the mission delivers on the different mandate elements.

Figure 2: Sufficiency of SSR training



A breakdown of the figures within the four missions with an SSR mandate indicates that around 69.2% of EUAM Iraq international staff had attended a specific SSR course, 34.9% for EUCAP Mali, 44% for EUCAP Sahel Niger and 68.4% in EUAM Ukraine. With the exception of staff within EUAM Ukraine, less than 20% considered it sufficient for their current role.

Figure 3: SSR training received by international staff members:

	Pre-deployment course/training with specific SSR module	Mission induction/training with specific SSR module	Specific SSR training course	Considered sufficient SSR training for their role
EUAM Iraq	23.1%	0.0%	69.2%	15.4%
EUAM Ukraine	44.7%	42.1%	68.4%	47.4%
EUCAP Sahel Mali	23.3%	18.6%	34.9%	16.3%
EUCAP Sahel Niger	28.0%	20.0%	44.0%	16.0%

Around 15.1% of international staff and 25% of national staff had **not received any** SSR training whatsoever (no pre-deployment training course, no induction briefing and no other SSR specific course). The guidance contained within the EEAS Draft list of Generic Civilian CSDP Tasks and

Requirements requires “all categories of staff, including contracted personnel should go through a standardised PDT...”. At least 28% of international staff respondents had not attended a Pre-deployment Course. Of those who had not attended a pre- deployment course 37.5 were internationally contracted staff.

Of the 50.7% of international staff responding positive to having attended SSR specific courses, 41.6% were advised of the training through their MS, 24.7% through the Mission and 33.7% on their own initiation, having learned of the Courses through colleagues or advertised on the EU information hub ‘Schoolmaster’²⁹. They had then pursued funding and permission to attend through their sending MS or mission line manager.

Of the international staff responding to the questionnaire 24% were contracted. Of those, ten described their profile as senior management, either in a leadership or SSR related advisory role. Six had received specific SSR training (all prior to 2017) the remaining four had not received any SSR training and had not undertaken a pre-deployment course. Whilst in appearance the numbers may appear low, this lack of training and development is not insignificant, given the increasing practice of contracting staff to fill some of the most senior level posts.

4.3.2. Feedback on existing training programmes

Feedback on the ESDC and other EU SSR specific training courses was overall positive, with participants describing them as informative, interesting and of value. Mention was made of an increased level of understanding of SSR, the value gained from the facilitated case study discussions and of the immersion into an integrated EU and multi-disciplinary participant group. Many with no exposure or experience in SSR, including relatively senior police officers, spoke of “getting their eyes opened” during the ESDC basic level SSR Course. It was suggested that the basic level SSR Course should be mandatory for people new to the area of SSR. Some interviewees felt that the course presentation material could have been provided beforehand through an on-line format, which would allow for more time to discuss challenges and good practices with recent experts from the field.

A point frequently raised by the international mission staff was that SSR specific courses try to cover too much, and there is an over emphasis on knowledge transfer as opposed to practical and experiential learning approaches. Whilst they found the content valid and of value it left insufficient time for any in-depth discussions on “*the how*” to implement SSR and/or the various elements of SSR, which is the issue which causes them the greatest challenge within mission. Subject matter experts/advisors highlighted an absence of training provision which assists them to understand the actual delivery of reform or strengthening of institutions in an international SSR context. An example of this is in police reform, prevalent in many of the CSDP SSR mandates. Whilst experienced in their national contexts few officers have undergone SSR specific training³⁰ which helps them to consider the different elements of implementing policing through the lens of international SSR reform. This issue was similarly reflected during interviews with EU Commission staff, one of whom identified low

²⁹ Schoolmaster is an on-line database within the EU web-based information hub platform Goalkeeper, aimed at gathering and making accessible at a central location information on training opportunities relevant to CSDP and international crisis management.

³⁰ An exception to this is the International Police Masterclass Programme (IPAM), for strategic police advisors working in the area of SSR. It is not EU specific but co funded by Canada, Norway, UK, Germany and NL and limited to one course for circa 25 senior policing advisors/officers annually. Due to financial implication the last course was held in UK in 2018. The next course is being hosted in Germany in 2020. In addition, CEPOL - The European Agency for Law Enforcement Training provides a range of SSR linked training but given that CSDP training and SSR training was not prioritised by MS participants it does not feature in their current course calendar. The EU Police and Civilian Support Training (EUPCST) an EU Commission funded programme for developing staff for CSDP missions also provides a range of police advisor training programmes and also scenario based ‘live’ exercises offering the opportunity to practice police advisor/mentor skills.

interest amongst colleagues for general thematic training, but an increasing appetite for role specific training and how it fits within broader EU SSR concepts and policy.

International and national staff were asked the question; **“What areas of the training would you consider the MOST and LEAST important for staff working in CSDP missions with an SSR mandate?”**. The predominant categories in the **most** important requirements being security/contextual understanding and stakeholder analysis, political/holistic nature of SSR, monitoring, mentoring and advising, practical & technical SSRG/R, planning & design and human security generally reflecting the points raised under Section 5.2.3. above, on the need for greater SSR understanding at the political level and more practical training on SSR implementation. The areas considered **least** important were; humanitarian assistance, defence policy development, parliamentary oversight & advice, civ-mil relations, programming (theory of change and monitoring & evaluation) and negotiation and mediation. Disaggregated data indicating respondent’s mission, role profile and level of working are included within Annex D.

Figure 4: SSR Training areas for CSDP Missions



Mission staff and training course alumni were asked the question: **“What could course organisers do to improve the effectiveness of SSR training?”**, the most common responses are listed below, but a full detail is included in Annexe D.

- *More practical examples and not so theoretical. More situational exercise/case studies could assist learn how to implement the mandate*
- *Training needs to be more aligned to roles and mission realities and how to implement a mandate in that position*
- *Insufficient training in institutional reforms i.e police reform*
- *Provide information and analysis of the security structures of host countries.*
- *Ensure the course is focused on practical work and scenarios rather than front loading of information. Take advantage of field experience*
- *Should be mandatory training for all deployments*
- *Having training audiences with mixed experiences and backgrounds in SSR and interactive lessons to keep it interesting – less power-points*

4.4. What is being done within the MS/EEAS to ensure training is meeting mission needs?

The consistent message from across all areas was the lack of structure around evaluation and knowledge management, as well as the sharing of lessons and good practices from field missions. More than one respondent suggested there was *“not a culture of training or continuous organizational development within Brussels”* and that the identifiable pockets of expertise were dependent on individual as opposed to organisational initiative.

There has been a repeated call for independent evaluations and improved lessons learned mechanisms within CSDP Missions, some reaching back as far 2012³¹, however there is still no mission evaluation process and the EEAS Strategic Reviews of CSDP Missions does not have a particular lesson focus. Processes do exist within MS for debriefing staff returning from missions and within the CPCC and CSDP Missions for gathering lessons from the missions, however there is a concern that they are not being sufficiently translated and shared with the institutions delivering CSDP SSR training³².

To ensure that SSR training provided by ESDC members are updated to take account of the latest policy developments, the EAB SSR organises seminars³³ with the aim of creating synergies between policy and training. The EAB SSR cooperates closely with the EU Task Force on SSR, including representatives from the relevant EEAS and Commission services, through its courses, meetings and seminar series. This has proven to be a successful way to increase interaction and to promote a community of EU SSR experts and practitioners from Member States and the EU institutions.

All EU training providers said they conducted end of course evaluations, however only four conducted follow up on the value and impact of the learning with staff subsequently deployed to the field. The impact of SSR training was considered as an area which had not been prioritised, lacked human resources, funding and required further development.

Good practice shared with the TRA team was the CPCC hosting of annual thematic seminars in Brussels. The SSR/Rule of Law Workshop in November 2019 brought together experts from across the EU and EEAS, the CSDP missions and other international organisations to discuss field implementation challenges and new areas of SSR.

The Training Providers considered the seminars and the efforts of ESDC and the EAB SSR and Task Force useful, but still felt they was a disconnect between the messages they were receiving *“from Brussels”* and the more practical experience of those working in field operations, particularly those relating to the challenges of implementing SSR with host counterparts. Some of the training providers said they found it difficult to secure facilitators with the required ‘classroom’ skillset and recent expertise to meet senior level training requirements and called for more pooling and sharing of resources to meet those gaps.

³¹ Directorate-General for External Policies of the Union, CSDP Missions and Operations: Lessons Learned Processes, 2012.

³² Interviews conducted with MS, EU Training Providers and Mission personnel.

³³ The seminar series began in 2014 and seminar themes have included; SSR monitoring and evaluation, SSR and countering and preventing violent extremism (C/PVE), and best practices from the field on joint programming and implementation. Several case studies have also been examined, such as Ukraine, Iraq, Mali, Somalia, and Central African Republic.

4.5. Is there sufficient SSR Doctrine and Guidance?

The 2016 EU-wide Strategic Framework to support SSR is applicable to all EU actors and instruments and sets out the guiding principles and steps for the EU's engagement in "promoting and supporting partner countries efforts to i) ensure security for individuals and the state; and ii) the legitimacy, good governance, integrity and sustainability of the security sector of partner countries"³⁴. Whilst considered a reference point for the EU/ EEAS and those delivering SSR training, it is broad in scope and few of the mission staff interviewed were familiar with the contents or considered it sufficient to guide CSDP mission activities. They sought more detailed operational guidance which could help demystify the concept of SSR and provide coherence to the implementation of their mandates.

The CPCC does not provide guidance specific to SSR implementation, although the related elements of Human Rights and Rule of Law have been added to the growing list of CSDP mission guidance documents. Whilst a helpful reference point and support for those working in the area of SSR, there is a concern that additional guidelines might carry the risk of over prescription and reduced flexibility, in what is already a politically sensitive area and where an ability to manoeuvre is necessary to deliver effective outcomes.

Outside the CSDP there is an increasing volume of on-line research documents, review papers and SSR Guidance, including the commonly referenced OECD Handbook on SSR and the ESDC, ISSAT/DCAF /FBA e-learning portals, which are being used by CSDP staff. Whilst not all EU specific, they do provide helpful information and reference points.

Weak knowledge management structures and the lack of mission guidance and common doctrine has been a constant complaint throughout the existence of CSDP and remains so today. In its response to the Civilian Compact the CPCC is exploring a revision/re-launch of its existing CSDP Knowledge Platform (formally known as 'Civilian Mission Platform') which could allow for better sharing of internal documents.

5. SSR Training and Development Requirements

The mandates of ten out of eleven of the existing civilian CSDP Missions underscores the criticality of SSR for the EU and CSDP and of the necessity to ensure staff who support and deploy to those missions receive adequate training and development. To be effective SSR knowledge, skills and expertise is required across the lifespan of a CSDP Mission, from the initial assessment and planning phase, through establishment, implementation, conduct, and transition and as such requires more wide-ranging considerations and approaches than a series of training courses for personnel deploying to mission.

The depth of knowledge, competency and experience requirements will vary depending on the needs and roles, but given the frequency of SSR or linked mandates all staff engaged in supporting or deploying to CSDP Missions should have, as a bare minimum, an awareness and understanding of the EU policy on SSR, the concept and principles of SSR and the challenges to implementation.

³⁴ EU Commission, Joint Communication to the European Parliament and the Council – Elements for an EU-wide strategic framework to support SSR JOIN(2016) 31 final, 2016, p. 4.

The table below sets out the SSR training and development requirements for EU, EEAS and CSDP Mission personnel. The associated learning outcomes and recommendations for supporting staff working in the area of SSR are covered later in the report.

Figure 5: Identified Training and Development Requirements

Target Audience	Task	Specific training /Development Requirements
<ul style="list-style-type: none"> • MS Delegates and EU Officials in international political/policy desks • CIVCOM Delegates 	Require to articulate EU policy on SSR, SSR concepts and to provide expert advice and support nationally and to multilateral operations, including EU CSDP Missions	<p>General</p> <ul style="list-style-type: none"> • Holistic implementation of SSR • EU policy and concept/politics of SSR • Governance/oversight mechanisms • SSR field updates including challenges in implementing SSR and good practices • Integrating a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> • Local sources and core drivers of conflict • Host nation influences/motivations/ processes and state/non state systems • International coordination of EU vis a vis other bi-lateral/international actors
Target Audience	Task	Specific training /Development Requirements
<ul style="list-style-type: none"> • EEAS Institution staff involved in strategic level scoping/technical assessments/ planning new missions and conducting reviews • HoM/DHoM/ Heads of Enabling and Operational Elements, Senior Strategic SSR and Ministerial level Advisors/Coordinators • National staff working in political/strategic advisory roles within CSDP missions 	Provide strategic/political advice and work with international hosts and other actors in the area of SSR mandate delivery. Translate the SSR mandate into functional activities and coordinate delivery within the mission	<p>General</p> <ul style="list-style-type: none"> • Holistic implementation of SSR • EU policy and concept/politics of SSR • Governance/oversight mechanisms • SSR field updates including challenges in implementing SSR and good practices • Integrating a gender perspective in SSR • Principles of EU SSR policy and how this translates through CSDP SSR mandate • Strategic planning/ implementation <p>Contextual</p> <ul style="list-style-type: none"> • Local sources and core drivers of conflict • Host nation National Security Strategies • International coordination EU vis a vis other international actors • Local influences/motivations/processes and state/non state systems • Translation of mission mandate to meet host country needs/requirements • Civil society actors/NGOs in theatre <p>Soft skills and behaviours:</p> <ul style="list-style-type: none"> • Effective communication and strategic advising • Professionalism • Political diplomacy • Cultural awareness • Teamwork/collaboration • Problem solving • Influencing others/ negotiation, • Self-awareness, empathy, respect for others, reflective

Target Audience	Task	Specific training /Development Requirements
<ul style="list-style-type: none"> • Operational/ strategic level subject matter experts about to be deployed/ deployed in CSDP Mission • Operational/ strategic level staff working within MS/EEAS international desks/ planning/support desks • MS staff working within international coordination units responsible for staff deployment 	<p>Require understanding SSR concept to work with hosts and other national/ international actors and to operationalise the mission mandate into functional activities. Advise and support local counterparts in reforms/strengthening and building their capacities</p>	<p>General</p> <ul style="list-style-type: none"> • EU policies and concept of SSR • Translate strategic objectives into operational activities • Application of subject matter area reform under SSR mandate • SSR field updates including challenges in implementing SSR and good practices • Principles of EU SSR policy and how this translates through CSDP SSR mandate • Organisational planning • Integrating a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> • Local security sector institutions/reforms and developments • Local influences/motivations/processes and state/non state systems • Translation of mission mandate to meet host country needs/requirements • International coordination with EU and other bilateral/international actors/civil society <p>Soft skills and behaviours</p> <ul style="list-style-type: none"> • Effective communication and strategic advising • Professionalism • Cultural awareness • Teamwork/collaboration • Problem solving • Mentoring • Influencing others • Self-awareness, empathy, respect for others, reflective
Target Audience	Task	Specific training /Development Requirements
<p>Personnel working within or in support of EU/EEAS CSDP Missions</p>	<p>Provide general and administrative services to support the delivery of the mission mandate. Manage deployment rosters and HR support to persons deploying to missions.</p>	<p>General</p> <ul style="list-style-type: none"> • Concept of SSR • Principles of EU SSR policy and how this translates through CSDP SSR mandate- political and technical dimensions • SSR field updates including challenges in implementing SSR and good practices • ‘Who is who’ within typical national security sectors • Integrated EU approach to SSR/EU CSDP Missions • Integrating a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> • Local security sector institutions/reforms and developments • Local influences/motivations/processes and state/non-state systems • Translation of mission mandate to meet host country needs/requirements • International coordination with EU and other bilateral/international actors

		<ul style="list-style-type: none"> • Understanding of how role fits/contributes within the overall mission mandate <p>Soft skills and behaviours</p> <ul style="list-style-type: none"> • Effective communication • Professionalism • Cultural awareness • Teamwork/collaboration • Problem solving • Self-awareness, empathy, respect for others, reflective • Fundamentals of advising/developing relationships with local counterparts
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6. SSR Existing Training Provision and Gaps

6.1 Overview

From the 13 MS responding to the TRA, seven³⁵ provide or have provided SSR specific training programmes, which are primarily ESDC Courses and based on the ESDC SSR curricula. Nine of the MS include an SSR module within their pre-deployment courses and whilst reflective of the EU Strategic Framework on SSR and ESDC Curricula the SSR it is only ‘light touch’ as inputs vary between 30 minutes and 3 hours in length. This is dependent on the MS and any particular deployment requirements of the course participants. It is known from previous research³⁶ that other Member States conduct pre-deployment training but the level of SSR input is unconfirmed.

The divergence of SSR interests within MS is evident in their investment in staff training and development but does not necessary meet mission needs. The “northern” Member States (SW, FI, IR, AT, NL) contribute the most by way of specialised SSR training, however currently, the requirement for French language skills such as in the EUCAP Sahel missions means the more “southern” Member States (FR, IT, SP, PO) are providing most of the staff. It is expected the next revision of the EUCAP Sahel Niger OPLAN will call for more senior level SSR experts, which concerns senior mission staff who anticipate difficulties in recruiting the required expertise. This need could be covered by developing additional French language SSR training or exchange programmes between EU Member States. A good practice identified in that regard is the Finnish CMC immersion programme being developed in partnership with the French Gendarmerie. This not only allows to improve linguistic skills, but also exchange on good practices and peer-to-peer learning in the area of SSR.

The current ESDC Course curricula guidance which is informed by the EAB on SSR and SSR Task Force is comprehensive, though absent of areas including: governance and oversight, working with state and non-state security institutions, prevention of violent extremism. The EAB SSR Task Force will contribute to the EAB SSRs review of the ESDC curriculum, which is due by March 2021.

Whilst most of the civilian CSDP Missions have a Training Coordinator, or in the case of the larger missions a Training Unit, there is no training policy, or budget line for in-mission training. The general view taken is that Member States have primacy for training their own personnel and that they should have sufficient expertise and training before being deployed to the Mission. This assumption is

³⁵ Member States are Austria, Finland, Ireland, Italy, the Netherlands, Portugal and Sweden.

³⁶ DCAF/ISSAT, Mapping of EU Member States systems of secondment to Civilian CSDP, 2018.

especially anchored for the more senior / strategic positions. Whilst many personnel interviewed were unaware, it is understood missions have a standard operating procedure (SOP) for training, accessible to staff on internal intranet systems.

Missions use their travel or administrative budget to provide what is considered essential in - mission training including, HEAT and induction training. Whilst the practice in most missions is to keep absences to a minimum, staff are occasionally granted 'special leave' to travel to and attend their national or international training courses. International staff expressed frustration at the lack of transparency on 'out of mission' training and whilst they had been granted leave through their line managers, had used their own leave time.

6.2. SSR Specific Training Programmes and Providers

A list of the EU SSR specific training courses conducted by the responding MS between 2017 and 2020 is contained within Annex G, but in summary the existing training generally fits into the following categories:

- **SSR Specialist Training**
 - ESDC: Basic Course on SSR. Duration: 2.5 - 3 days, incl. 6 hours e-learning.
 - ESDC: Core Course on SSR. Duration: 5-8 days, incl. 9 hours e-learning.
 - Other independent SSR training programmes: eg: FBA Course on SSR. Duration: 5 days³⁷, including 4 hours e-learning.
- **SSR training as a module within Pre-Deployment Training courses (PDT courses)**
 - Most PD courses contain a module or a session on SSR (generally anything between 30-minute briefing – ½ day). These are provided by staff from the International Directorates, Training Centres or in some instances a national SSR expert recently returned from a CSDP mission.
- **SSR briefing during In-Mission Induction Courses**
- **Online training such as ESDC/ISSAT/FBA e-learning programmes**
 - Since 2010, ISSAT has developed 4 online courses hosted on its website and accessible by registering to its Community of Practice (CoP). All courses are self-paced, free of charge, available in at least French and English and with an average duration of 3-5 hours.
 - To date, over 5000 participants have registered on the courses:
 - Intro to SSR: 2962
 - Fundamentals of strategic advising: 946
 - Policing and police reform: 584
 - Police integrity: 574
- **Alumni and Communities of Expert for sharing updates and good practice**
 - In 2020 FBA launched an Alumni Platform targeting approx. 1000 former course participants. Still in its early stages of development the platform is intended to support a network of alumni globally and provide opportunities for continuous learning.

³⁷ The course is aligned to the ESDC curriculum for Core Course on SSR but targets a broader audience than solely EU institutions and EU Member States.

- ISSAT is developing a more blended approach to training and is updating its E-learning capacity. It aims to further its Alumni network and offer the opportunity for peer-to-peer learning for Security and Justice Advisors.

All ESDC SSR courses are preceded by a mandatory e-learning preparatory phase. Relevant e-learning modules are listed in the ESDC curricula and are provided by either ESDC (4 hours on EU Policy Framework on SSR) or/and ISSAT (3 hours Introduction to SSR). Allotted hours set aside for e-learning are between 6-7 hours depending on the course. SSR courses organised by FBA also includes mandatory e-learning of approximately 4 hours.

The EU Training Providers and organisations delivering specialist SSR training are few, with the FBA, DCAF/ISSAT, FINCENT, the Austrian Ministry of Defence, and the Post Conflict Operations Study Centre (PCOSP) in Italy being the most prominent. Whilst not part of the EAB SSR, the Spanish “Centro Superior de Estudios de Defensa” (CESEDEN) and the Clingendael Institute in the Netherlands have in the past provided SSR courses. Course participants are drawn from EU institutions and EU Member States and targets individuals, military and civilians involved in the planning, implementation or management of CSDP missions or EU Commission projects in support of SSR. Courses are generally classroom based involving theoretical presentations, interactive discussions and facilitated case study discussions, depending on allotted time and availability of experienced presenters.

Whilst not included in the above list of regular training, but highlighted as good practice, was the in-mission SSR staff training provided by the FBA in EUCAP Nestor (Somalia) and EUAM Ukraine³⁸ and also the EAB in SSR initiative to provide training to the newly appointed EUAM Iraq team during their CPCC induction training programme in Brussels. This ½ day session on SSR was provided through the combined resources and expertise of ISSAT, the Finnish Defence Forces International Centre (FINCENT) and the FBA.

An area similarly mentioned was ‘live’ simulation exercises, such as the multilateral NATO led Exercise Viking³⁹ and EUPCST programmes⁴⁰. Both provide opportunity for EU personnel to exercise elements of mission implementation within simulated exercise scenarios. Participants spoke highly of the benefits of learning through ‘practice’ methods and being able to test themselves in new methods of working within a safe learning environment.

6.3 Non EEAS/CSDP Training

6.3.1. EU Commission

The EU Commission does not conduct SSR specific training courses. EU Commission staff are supported to attend ESDC and other MS SSR training programmes, however there is no transparent training policy or centralised training coordination point. Staff attend training as part of pre-deployment processes or can apply for courses through their line managers. Programme staff within Delegations advised that

³⁸ The general objective of the training courses is to facilitate a nuanced understanding of the EU SSR concept and how it translates in the mission setting. Recipients of the TRA questionnaire highlighted the value of training tailored to the mandate and tasks of the mission, which allowed them to identify strengths and weaknesses within their line of work.

³⁹ Exercise Viking is a Swedish Armed Forces/FBA led exercise aimed at training and exercising military and civilians in multidimensional and crisis response and peace operations.

⁴⁰ European Union Police Civilian Support Training (EUPCST). Funded by the EU Commission the EUPCST conducts training and exercises for police officers deploying to CSDP missions. Scenario based exercises allow participants to practice areas of mission implementation, including Mentoring and Advising skills.

they are often limited in their ability to attend to international training courses due to costs and lengthy travel.

As a notable exception to the above, DG NEAR co-organised together with FBA two SSR training courses, in conjunction with the adoption of the revised European Neighbourhood Policy in 2015⁴¹. The aim of the training courses was to raise awareness of the revised policy and to facilitate a common understanding of SSR among DG Near staff. Additionally, DG Near has hosted cross-pillar practice exchange seminars with other EU Agencies such as Frontex. The aim of the seminars being to share experience in security sector and development areas, build networks and enhance integration.

The EU Commission online ‘EU Learn’ platform⁴² advertises ESDC and other EU training programmes.

6.3.2. External Training

The TRA team researched the wider availability of SSR specific training including by other multi-lateral organisations, but found the provision limited or in some areas non-existent. A summary of the findings is outlined below.

Figure 6. External SSR Training

UN	<p>The UN does not conduct SSR specific training courses. SSR modules are included within the UN Senior Mission Leadership Programme and there are short “conversations” on SSR requirements during mission induction programmes, which tend to be conceptualised for specific missions.</p> <p>There is published guidance on SSR implementation⁴³ mention of SSR within the UN Strategic Guidance Framework Guidelines on Police Command and a basic SSR training module on the online training platform UNITAR.</p>
OSCE	<p>The OSCE developed and conducted a bespoke contextualised SSR training programme for personnel working in the OSCE Mission in Ukraine. They also conduct regular two-day courses on the implementation of the OSCE Guidelines on SSG/R for staff at the OSCE Executive/ Secretariat and in the field. During induction programmes staff receive SSG/R training including guidance on how to operationalise OSCE policies and guidance. Training is conducted using identified Mission experts and points of contact.</p> <p>The OSCE Guidelines on Security Sector Governance and Reform (SSG/R) 2017⁴⁴ (currently under review) is aimed at raising overall awareness of SSG/R within the organisation. Plans are underway to develop e-learning programmes.</p>
NATO	<p>No SSR specific courses. Training is defence focused but recognises the wider SSR concept and actors. A specific course on Effective Advising is currently under development through the NATO Building Integrity trust fund.</p>
University/ On-line Training Programmes	<p>Online research did not uncover any University or College SSR specific degree courses, although SSR related modules are conducted within several international study and security related degree programmes.</p>

⁴¹ EU Commission, Joint Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Review of the European Neighbourhood Policy JOIN(2015) 50 final, 2015

⁴² Further information is available on: <https://webgate.acceptance.ec.europa.eu/ilp/pages/login.jsf>.

⁴³ UN SSR Task Force, Security Sector Reform Integrated Technical Guidance Notes, 2012.

⁴⁴ OSCE, Security Sector Governance and Reform – Guidelines for OSCE Staff, 2016.

6.4 Identified Gaps

Having compared the SSR training requirements for civilian CSDP Missions, existing training courses and survey data it is evident that for many involved in supporting or deploying to CSDP missions they believe their needs are being met fully or in part. This is particularly the case for those that require only an overview of EU policy and the general concept of SSR.

There are however key gaps, some of which affects those charged with operating at senior levels within the mission and who, critically, have responsibilities for advising on EU policy and political and strategic SSR matters externally and inside the mission. These include:

- I. There is **no SSR specific training programme for senior mission staff** including the senior mission management team and those in strategic/political advisory role such as Advisor to the MoI or SSR Coordinator.
- II. Training **lacks the 'how' to implement SSR** and particularly the implementation of subject-matter areas under the umbrella of SSR. There is clearly still a need for SSR specific training programmes which provide a basic level understanding of the concept of SSR, but if to provide more effective learning opportunities for deploying staff there is a **requirement to make a shift from an SSR generic curriculum to more specific subject matter areas.**
- III. Unless specifically requested by Missions/through CPCC there is **limited in-mission and conceptualised SSR training programmes** - much sought after by international staff deploying to new work environments. Given the very different political environments, operating contexts and approaches between CSDP Missions, the request for more contextualised courses to specific missions/mandates can be easily justified. This does raise issues of training providers who in addition to security considerations will require to provide expert level facilitators with country recent experience.
- IV. **Some mission personnel had not received any SSR training** or presentation and had not undergone pre-deployment training and in particular National Staff.

Whilst not actual training course provision the TRA identified other gaps which have a direct impact on personnel being deployed and working on SSR mandates. Given the complexity of SSR and the staffing and capability gaps identified these are important considerations, as a more holistic package of support may be needed before SSR mission requirements are fulfilled. These additional gaps are as follows:

- I. Personnel working within **EEAS and CPCC Desks have had little or no SSR training** and unable to fully fulfil their role in supporting staff in the missions.
- II. There is **a shortage of senior SSR advisory expertise** within missions and the absence of SSR Advisors or Experts in "ready-made" national roles results in staff vacancies, inexperienced staff being appointed, or the post is transferred to a contracted position.
- III. The **lack of structures and procedures within some MS** has resulted in limited career development and investment in identifying, developing and nurturing staff to undertake the more strategic mission roles.
- IV. Connected to the above, there is insufficient work being conducted across MS Ministries to **recognise the value of international deployments to national security matters**, or how investment in international staff can benefit national institutions and policies.

- V. **Evaluation processes and knowledge management systems are not sufficiently matured** to ensure lessons from the field are gathered, assessed and easily available to staff. Lessons need to be translated into training programmes.
- VI. There appears to be a **reluctance to seek and use additional SSR expertise** through mechanisms such as “visiting experts”, “specialist teams” or the EU SSG Facility.

7. Proposed Way Forward

Several of the gaps identified during this TRA have featured in previous assessments and evaluation reports, but it is hoped that the recent introduction of the CSDP Compact and development of the MS NIPs may provide the coherence and momentum to drive new work and investment in the area of CSDP learning and development. The complexity of SSR implementation is such that the desired expertise and experience is unlikely to come from a single organisation or individual. Moving forward will require a concerted and coordinated commitment of effort from the MS, the EU and EU institutions and will call for integration, flexibility of process, collaboration and in some instances a requirement or opportunity to pool resources. Increasingly constrained budgets which are unlikely to improve following the Coronavirus pandemic crisis, further emphasises those needs.

One of the objectives of this TRA was to identify high level civilian training and learning outcomes (CTALO) in the area of SSR. This has been completed and outlined in Section 7.5 below. The introduction of new training programmes should provide opportunity for new learning, but the benefits will be further impactful if introduced in parallel with a wider SSR development and support package, aimed at providing more sustainable expertise for existing and future SSR missions.

7.1 Recommendations on MS Commitment to SSR

Recommendation 1

Member States to re-affirm a commitment to the EU SSR principles and through their NIPs the commitment to identify, recruit and develop senior level expertise, with a clear understanding of the SSR principles for deployments in CSDP missions with a mandate on supporting security and justice partner countries’ institutions. To meet immediate needs there requires to be a focus on those with political advice and strategic level working experience, therefore selection should be encouraged from a broad range of skills and across all Ministries and Development areas with a security and justice mandate. Forward planning and forecasting practices should be encouraged to address potential gaps in international experience and learning.

Recommendation 2

MS/EEAS should develop individual career development programmes for all personnel deploying to international missions – which looks at short- and long-term development needs within an overall human resources management approach. There should include reward incentives and continuous development and career enhancement opportunities, which will help attract good staff and reduce any negative impact on national careers. Earlier deployment in staff career path should be encouraged as a professional development opportunity and enabling a return in investment.

Recommendation 3

MS/EEAS should develop an identifiable SSR Specialist Team capability, which provides a broad range of security, justice, defense and governance subject matter experts who can deploy as a team or individually to support senior management teams and/or provide specific functional expertise to work

in conjunction with senior Ministerial Advisors and leadership team of the missions. Not utilised to their full capacity, structures in Brussels including the SSR Task Force, the EU SSG Facility, have the capability to provide interim or short-term expertise, training or development support to CPCC, senior mission leaders and teams. This availability of this expert support should be more widely understood and accessible for CPCC and Missions to provide expertise or build capabilities amongst staff.

Recommendation 4

CPCC in conjunction with MS should review mission staffing needs, structures and management processes to ensure maximum coherence and coordination between Ministerial political advisory elements and the related technical functions. i.e. Corrections Advisor to the Ministry of Justice should be working in direct line with the mission operational advisory/expert team to provide concrete support to move reform policies forward within the institution. Advisory roles at this level are extremely challenging but could be eased if counterparts see positive and linked actions on the ground. Where required, operational experts with specific process and methodological skills could also provide more technical support to the senior Ministerial Advisors. Developing a support team linked to the senior Ministerial Advisor may help overcome some of the current difficulties in recruiting only one individual with all of the required SSR advisory skills. It may also assist with the issue of continuity during staff rotations.

7.2 EEAS Policy and Guidance

Recommendation 5

CPCC in conjunction with MS should develop staff training policies or guidance (linked to current Human Resource Management Guidance) for CSDP Missions including CPCC Policies should be accessible and provide transparent guidance to Heads of Mission and Training Coordinators of their responsibilities, and to all international and national staff on training and development matters including, mandatory and other in-mission training requirements and attendance on international training courses. Missions and CPCC should have a dedicated training budget aligned to the overall Mission budgets and training policy, agreed at the commencement of the mission and reviewed in line with mandate revisions and extensions.

7.3 Training and Development

Recommendation 6

CIVCOM delegates receive annual briefings/workshops on EU policy and the concept of SSR. These briefings should avoid being merely mission updates and cover the challenges of SSR implementation, updates, trends, challenges and good practice in relation to SSR.

Recommendation 7

The EU/ESDC should introduce an SSR specific training programme for senior mission staff including the senior management team and those in strategic/political advisory roles such as Advisor to the Mol or SSR Coordinator. This programme should be designed through the lens of personal and continuous development, with the availability of follow up provision of mentoring support and other leadership training and development.

Recommendation 8

CPCC in conjunction with MS should introduce an EU/EEAS mobile training capability to provide in-mission training, capable of working at SMT level, flexible to pull in facilitation and specific matter and

local context experts and deploy to mission theatres. Workshops should be able to provide contextual training and designed to meet specific mission and where relevant integrated EU theatre needs. Lessons could be drawn from DCAF-ISSAT country specific tailored programmes, developed in conjunction with a country-based team and delivered using a combination of international and local facilitators and expertise.

Recommendation 9

The planned EAB SSR revision of the ESDC Core Curricula in 2020 takes cognisance of the findings in this report in relation to the high-level training outcomes, the additional SSR subject matter areas and also training methodologies. Training programmes should be less theoretical and a transfer of knowledge and shift towards a more experiential and blended learning approach. This should include developmental and reflective learning approaches including self-assessment, behavioural skills and peer-learning and also a wider range of learning options including pre-course online learning, interactive exercises and case studies, have a focus on the ‘how’ to implement SSR functions and the opportunity for learning from experienced SSR field operatives.

Recommendation 10

The EAS SSR Group in conjunction with the ESDC and EU training providers develops specific courses or modules on implementing institutional reforms within the different elements of SSR mandates – such as police reform, justice reform, correction reform. Courses should provide an overview of SSR, and interoperability with other actors, but have a primary focus on the ‘how’ of implementing the different subject areas within the broader SSR concept. It should include a strong component on effective advising. Additional training needs analysis would be required to identify specific course curriculum but on police strengthening and reform, lessons can already be taken from the current International Police Masterclass Advisory Programme (IPAM) and the ongoing UN course development work within the Strategic Guidance Framework (SGF). The EEAS has already committed to supporting the development of common guiding principles under the UN SGF⁴⁵ and EU Member States are directly involved in drafting course curricula.

Recommendation 11

MS should ensure that all staff deploying to CSDP Missions receive basic awareness training on the concept of SSR and EU SSR policy and its principles. In conjunction with the high-level outcomes contained in this report, the EAS on SSR should develop a standardised basic SSR training package which can be delivered on-line and/or be considered as pre-course preparatory learning ahead further discussions on pre-deployment or SSR specific training courses. This should reduce the duplication of theoretical knowledge inputs, increase time for discussion on SSR practice and implementation.

Recommendation 12

EAB in SSR should ensure specific SSR Courses are developed and delivered in French Language. This could target more potential French speaking personnel to learn the SSR principles and understand how to apply them in the context of a CSDP mission. It is even more critical for advisory position in francophone speaking African countries, where language is a key factor to develop relationship with counterparts.

⁴⁵ EEAS, Reinforcing the UN-EU Strategies Partnership on Peace Operations and Crisis Management Priorities 2019-2021 12264/18, 2018.

7.4 Lessons and Knowledge Management

Recommendation 13

CPCC and other EEAS Directorates (SecDefPol,ISP) should develop improved and joint coordinated structures that ensures routine collection of good practice and lessons from SSR missions, evaluations, programmes/projects and training courses. A managed knowledge platform, easily accessible to mission staff, MS, EU institutions, and training providers, would allow for an updated reference library on good practice and the continuous assessment of training needs, thereby facilitating more contextualised and up-to-date SSR training.

The relaunch of the CSDP Civilian Mission Platform by CPCC will be well placed to capture and disseminate EU restricted information but must link closely with either the recently established Centre of Excellence (CoE) for Civilian Crisis Management⁴⁶ and/or the ESDC to collect and manage non-restricted documents. It is within both CoE and ESDC mandates to identify and disseminate good practices from CSDP missions and either could serve as a knowledge management platform and act as a bridge between Member States and EU institutions.

Recommendation 14

EUMS training institutes should integrate SSG/R within academic graduate/post-graduated curricula. This will assist recognise the concept of SSG/R and educate/shape the future generation of advisors.

7.5 Civilian Training and High-Level Learning Outcomes (CTALO)

⁴⁶ Centre of Excellence

Figure 7: Training Requirements Analysis for SSR and Civilian Training Area High Level Learning Outcomes (CTALO)

REQUIREMENTS No.1				
<p>Task: Require articulating EU Policy on SSR, SSR concepts and to provide expert advice and support nationally and to multilateral operations, including EU CSDP Missions</p> <p>Level: operating at a political / policy making / programmatic level</p> <p>Performance on the job: linked to existing job descriptions and annual performance appraisal</p>				
<p>Target Audience:</p> <ul style="list-style-type: none"> MS Delegates and EU Officials in international political/policy desks CIVCOM Delegates 				
<p>Quantitative Assessment:</p> <ul style="list-style-type: none"> Propose that MS and EU Commission/EEAS forecasts needs (data not made available from MS during TRA) EEAS and CIVCOM circa 35 persons annually, to take cognisance of rotations 				
<p>Skills and Understanding:</p> <p>General:</p> <ul style="list-style-type: none"> Holistic implementation of SSR EU policy and concept/politics of SSR Governance/oversight mechanisms SSR field updates including challenges in implementing SSR and good practices Integrating a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> Local sources and core drivers of conflict Host nation influences/motivations/processes and state/non state systems International coordination of EU vis a vis other bi-lateral/international actors 				
ANALYSIS				
High Level Learning Outcome	Existing Training	Gaps	Presumed Knowledge/ Prerequisite learning	Recommendations
<ul style="list-style-type: none"> Ability to provide expert opinion, draft policy and contribute to discussions on EU policy on SSR and National and EU actions on SSR/CSDP Missions 	<ul style="list-style-type: none"> ESDC Basic Course on SSR (10) ESDC Core Courses on SSR (11) MS SSR specific courses 	<p>Sufficient - but require to be regularly updated on new developments/ challenges to implementation and good Practices</p>	<p>EU Policies on SSR</p>	<p>Additional Political/Strategic Level Workshops/Briefings</p>
REQUIREMENTS No 2.				
<p>Task: Provide strategic /political advice and work with international hosts and other actors in the area of SSR mandate delivery. Translate the SSR mandate into functional activities and coordinate delivery within the mission.</p>				

Level: operating at a political / strategic planning and programmatic level				
Performance on the job: linked to existing job descriptions and annual performance appraisal				
Target Audience:				
<ul style="list-style-type: none"> • EU/EEAS Institution staff involved in strategic level scoping/technical assessments/planning new missions and conducting reviews • HoM/DHoM/ Heads of Enabling and Operational Elements, Senior Strategic SSR and Ministerial level Advisors/Coordinators • National staff working in political/strategic advisory roles within CSDP Missions 				
Quantitative Assessment: Propose that MS and EU Commission/EEAS forecasts needs (data not made available from MS during TRA)				
Skills, Knowledge and Understanding:			Soft skills and behaviours	
General			<ul style="list-style-type: none"> • Effective communication and strategic advising • Professionalism • Political diplomacy • Cultural awareness • Teamwork/collaboration • Problem solving • Influencing others/ negotiation • Self-awareness, empathy, respect for others, reflective 	
<ul style="list-style-type: none"> • Holistic implementation of SSR • EU policy and concept/politics of SSR • Governance/oversight mechanisms • SSR field updates including challenges in implementing SSR and good practices • Integrating a gender perspective in SSR • Principles of EU SSR policy and how this translates through CSDP SSR mandates • Strategic planning/ implementation 				
Contextual				
<ul style="list-style-type: none"> • Local sources and core drivers of conflict • Host nation National Security Strategies • International coordination of EU vis a vis other bi-lateral/international actors • Local influences/ motivations /processes and state/non state systems • Translation of mission mandate to meet host country needs/requirements • Civil society actors/NGOs in theatre 				
ANALYSIS				
High Level Learning Outcomes	Existing Training	Gaps	Presumed knowledge/ Prerequisite learning	Recommendations
<ul style="list-style-type: none"> • Able to provide expert opinion and contribute to discussions on EU policy on SSR and National and EU actions on SSR/CSDP Mission • Have an understanding of National Security Strategies and ability to relate to implementation of SSR 	<ul style="list-style-type: none"> • ESDC Core Courses on SSR (10), (11) (11b) • MS SSR specific training courses • Pre-deployment Training 	<ul style="list-style-type: none"> • Current ESDC and MS SSR Courses and including Strategic Advising Course lack sufficient political and strategic level learning • Contextual learning absent unless In-Mission Course (ESDC 11b) 	<p>As outlined within Job Descriptions within EU CSDP Force Generation Handbook CSDP and;</p> <ul style="list-style-type: none"> • EU Policy on SSR • Pre-course reading materials reflecting current developments in the field of SSR 	<ul style="list-style-type: none"> • Development of strategic/political level SSR Course • Development of in-mission contextual training/workshops for SMT level- with continuous supporting mentoring capability

<ul style="list-style-type: none"> • Ability to assess political commitment, sources of resistance/develop operating strategies • Ability to translate SSR mandates into high level outcomes, through operational mission functions • Have an understanding of Governance/Oversight in SSR and how to apply in host country contexts • Understanding of requirement to build synergies between EU vis-vis other international actors in SSR • Understand how to integrate a gender perspective in SSR • Understand the principles of SSR and how to apply to scoping/conducting technical assessments/planning new missions and conducting reviews • Have developed Strategic/Political Advisory skills required to operate at Ministerial level 			<ul style="list-style-type: none"> • Conceptual understanding of SSR- For Mission Staff and EEAS Senior Planners • Leadership and organisational management and planning skills 	<ul style="list-style-type: none"> • Further development of curriculum of existing mentoring/Advising Courses to meet political level advisory needs • CPCC induction programmes revised to include contextual learning module
REQUIREMENTS No 3.				
Task: Require understanding SSR concept to work with hosts and other national/ international actors and to translate mission mandate functional activities into practice. Advise and support local counterparts in reforms/strengthening and building their capacities				
Level: Middle Management-Strategic advisory, planning and programmatic level				
Performance on the job: linked to existing job descriptions and annual performance appraisal				
Target Audience: <ul style="list-style-type: none"> • Operational - to strategic level subject matter experts about to be deployed/deployed in CSDP Missions • Operational - strategic level staff working within MS/EEAS international desks/ planning/support desks • MS staff working within international coordination units responsible for staff deployments • National staff working in middle management level advisory or coordinating roles 				
Quantitative Assessment: Propose that MS and EU Commission/EEAS forecasts needs (data not made available from MS during TRA)				
Skills and Understanding: General			Soft skills and behaviours	

<ul style="list-style-type: none"> • EU policies and concept of SSR • Translation of strategic objectives into operational activities • Application of subject matter area reform under SSR mandate • SSR field updates including challenges in implementing SSR and good practices • Principles of EU SSR policy and how this translates through CSDP SSR mandates • Organisational planning • Integrating a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> • Local security sector institutions/reforms and developments • Local influences/motivations/processes and state and non-state security systems • Translation of mission mandate to meet host country needs/requirements • International coordination with EU and other bi-lateral/international actors/ civil society 	<ul style="list-style-type: none"> • Effective communication and advising • Professionalism • Cultural awareness • Teamwork/collaboration • Problem solving • Mentoring • Influencing others • Self-awareness, empathy, respect for others, reflective
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ANALYSIS

High Level Learning Outcomes	Existing Training	Gaps	Presumed knowledge/ Prerequisite learning	Recommendations
<ul style="list-style-type: none"> • Have an understanding of EU policy on SSR and National and EU actions on SSR/CSDP Mission • Understand subject matter area in the context of reform/strengthening and be able to work with/articulate to host counterparts • Ability to assess institutional commitment, sources of resistance/develop operating strategies to manage within this • Ability to translate SSR strategic objectives into operational activities • Have an understanding of Governance/Oversight in SSR and how to apply in host country contexts • Understand how to integrate a gender perspective in SSR • Understanding of requirement to build synergies between mission and other international actors in SSR 	<ul style="list-style-type: none"> • ESDC Core Course on SSR (10) (11) (11b) • ESDC Standard Course on SSR • MS SSR specific training courses • Pre-deployment Training 	<ul style="list-style-type: none"> • Current ESDC (10)(11) and MS SSR Courses lack sufficient emphasis on the actual implementation of SSR mandates in practice • Current ESDC and MS SSR Courses (10)(11) do not cover in sufficient depth the subject matter implementation of reforms under SSR mandate. i.e. police reform, correction reform • Contextual learning absent unless In-Mission Course (ESDC 11b) 	<p>As outlined within Job Descriptions within EU CSDP Force Generation Handbook CSDP and;</p> <ul style="list-style-type: none"> • EU Policy on SSR • Pre-course reading materials reflecting current developments in the field of SSR • Conceptual understanding of SSR • Middle Mgt /organisational management • Mandatory completion of ESDC E-Learning course on SSR 	<ul style="list-style-type: none"> • Revision / Development of ESDC Course (11) to focus on specific subject -matter reforms delivering under an overarching SSR mandate.

<ul style="list-style-type: none"> • Have developed Advisory skills required to operate at Operational level 				
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REQUIREMENTS No 4.

Task: Require having an awareness of the EU SSR policy, key SSR concepts and principles, and their implementation within a CSDP mission

Level: Technical and Mission Support staff

Performance on the job: linked to existing job descriptions and annual performance appraisal

Target Audience: Personnel working within or in support of EU/EEAS CSDP Missions

Quantitative Assessment: Propose that MS and EU Commission/EEAS forecasts needs (data not made available from MS during TRA)

<p>Skills and Understanding</p> <p>General</p> <ul style="list-style-type: none"> • Concept of SSR • Principles of EU SSR policy and how this translates through CSDP SSR mandates -political and technical dimensions • SSR field updates including challenges in implementing SSR and good practices • ‘Who is who’ within typical national security sectors • Integrated EU approach to SSR/EU CSDP Missions • Fundamentals of advising/developing relationships with local counterparts • Integrating of a gender perspective in SSR <p>Contextual</p> <ul style="list-style-type: none"> • Local security sector institutions/reforms and developments • Local influences/motivations/processes and state and non-state security systems • Translation of mission mandate to meet host country needs/requirements • International coordination with EU and other bi-lateral/international actors • Understanding of how role fits/contributes within the overall mission mandate 	<p>Soft skills and behaviours</p> <ul style="list-style-type: none"> • Effective communication • Professionalism • Cultural awareness • Teamwork/collaboration • Problem solving • Self-awareness, empathy, respect for others, reflective
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ANALYSIS

High Level Learning Outcomes	Existing Training	Gaps	Presumed knowledge/ Prerequisite learning	Recommendations
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<ul style="list-style-type: none"> • Has an understanding of concept of SSR • Has an understanding of EU SSR policy and how this is delivered through EU/CSDP mandates • Has an understanding of the institutions within typical national security sectors • Understand how their position fits/contributes within an overarching SSR mandate • Understanding of role of subject-matter advisor within SSR mandates 	<ul style="list-style-type: none"> • ESDC Core Courses on SSR (10), (11) (11b) • MS SSR specific training courses • Pre-deployment Training 	<p>Sufficient - course and online learning programmes.</p>	<p>As outlined within Job Descriptions within EU CSDP Force Generation Handbook CSDP and;</p> <ul style="list-style-type: none"> • Mandatory completion of ESDC E-Learning course on SSR • Pre-course reading materials reflecting current developments in the field of SSR 	<ul style="list-style-type: none"> • SSR module his included on all pre-deployment courses and they are mandatory for all staff deploying to CSDP Missions • SSR/conceptual understanding is covered during all induction courses within the mission
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Annex A: Questionnaires sent to CSDP Missions, NTEs of member States, EU Training Providers, SSR Training Alumni

Online Survey for International Staff working in CSDP Missions with Security Sector Reform Mandates

General

- 1.1 EU Mission/Programme:
- 1.2 Your Name:
- 1.3 Nationality:
- 1.4 Your Current Position:

Profile

2.1 How long have you worked in your current mission?

- Less than 1 year
- 1 year
- 2 years
- 3 years
- More than 3 years

2.2. What is your deployment status?

- Seconded
- Contracted
- Other, please describe:

2.3 Which profile describes your current position?

- Military
- Police
- Civilian SSR Expert
- Civilian other, please explain

2.4 Which level would you consider your current role?

- Senior Leadership/Strategic Advisory Position
- Middle Management/ Mid-level Advisory Position
- Operational level Advisor
- I am not sure

2.5 How many years of experience do you have in the area of SSR?

- Less than 1
- 1-2 years
- 3-5 years
- 5-10 years
- Over 10 years

2.6 How would you describe your knowledge in the field of SSR?

- Very experienced
- Experienced
- New to the area of SSR

2.7 Other than your current position how many positions have you held in an EU mission/programme with a specific or related SSR mandate?

- No other mission
- 1 mission
- 2 missions

- 3 missions
- More than 3 missions

2.8.a Do you have SSR experience other than in an EU CSDP Mission?

- Yes
- No

2.8.b If yes, please describe:

2.9.a Prior to this mission, were you a member of an SSR or other deployment roster?

- Yes, national government
- Yes, other
- No

2.9.b If other, please describe:

2.10.a Does your government have an identifiable and supported career development structure for those working in the area of SSR?

- Yes
- No
- I don't know

2.10.b If yes, please describe.

SSR within the mission

3.1 Do you have a job description for your current position?

- Yes
- No

3.2 Is your job description clear on how your position contributes to wider security sector reform within the mission?

- Clear
- Pretty clear
- No reference to SSR

3.3 How relevant is your job description to the actual tasks you undertake in the mission?

- Highly relevant
- Partially relevant
- Not relevant

3.4.a How would you describe the overall understanding of SSR strategies/ policies and implementation within the mission?

- High
- Medium
- Low

3.4.b Please explain your answer above:

3.5 Was SSR included as part of your mission pre-deployment preparation?

- Yes, there was a module on SSR
- No specific module, but the concept of SSR within the mission was explained
- No reference to SSR
- I did not receive a pre-deployment course/training

3.6 Was SSR included as part of any induction process within your Mission?

- Yes, there was a module on SSR

- No specific module, but the concept of SSR within the mission was explained
- No reference to SSR
- I did not receive a mission induction course/training

3.7 Which area of SSR, if any, is least understood by staff working within the Mission?

SSR training 1/3

4.1.a Have you attended an SSR Course(s)?

- Yes
- No

4.1.b If yes, how many trainings have you attended?

- 1
- 2
- 3
- More than 3

4.2 Which organisations provided the training and where did it /they take place?

4.3 Which year did you attend your LAST training?

- 2017
- 2018
- 2019
- Proposed for 2020
- Other please specify

4.4 Which category best describes the timing of this training course?

- Part of an imminent pre-deployment training package
- One year prior to being deployed
- Two years prior to being deployment
- During an early stage of mission deployment,
- During late stages of mission deployment
- In between two deployments

4.5 At the time of the last training, which mission were you deployed/deploying to?

4.6 At the time of the last training, in which role were you deployed/deploying to?

4.7 How were you made aware of the SSR training Course(s)?

- Your Member State
- Supervisor in the Mission
- Self
- Other

4.8 Who selected you for the SSR training?

4.9 Who, if known funded your attendance on the SSR training?

- National Government
- EU Institution or EU Programme
- EU CSDP Mission
- EU Delegation
- Self-funded
- I am not sure

4.10 If known, which EU policies was the training curriculum aligned with?

4.11 Does your current mission offer any SSR training?

- Yes
- No
- I am not sure

SSR Training 2/3

Please answer the following questions if you have attended an SSR Course prior to or during your current mission. If not, go to next section.

5.1 Did you as a result of the training feel more prepared for your mission work?

- Did not contribute
- Slight contribution
- Contributed
- Greatly contributed

5.2 Do you believe you received sufficient SSR training prior to their deployment to your mission?

- Yes
- No

5.3 Based on your experience, what areas of the training would you consider the MOST important for staff working in CSDP missions with an SSR mandate?

Please select five options

- | | |
|--|---|
| <input type="checkbox"/> Political / holistic nature of SSR | <input type="checkbox"/> Defence policy development |
| <input type="checkbox"/> Practical/Technical SSG/R | <input type="checkbox"/> Police reform/community policing |
| <input type="checkbox"/> Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment | <input type="checkbox"/> Complementarity with the justice chain |
| <input type="checkbox"/> Planning and design | <input type="checkbox"/> Organised crime/corruption |
| <input type="checkbox"/> Programming (ToC, M&E) | <input type="checkbox"/> Cyber security |
| <input type="checkbox"/> Mentoring/Advising | <input type="checkbox"/> Civil-military relations |
| <input type="checkbox"/> Coordination | <input type="checkbox"/> PVE |
| <input type="checkbox"/> Principles of good governance | <input type="checkbox"/> Humanitarian assistance |
| <input type="checkbox"/> Human security, Human Rights, Rule of Law | <input type="checkbox"/> Negotiation and mediation |
| <input type="checkbox"/> National security strategy | <input type="checkbox"/> Gender mainstreaming |
| | <input type="checkbox"/> Parliamentary Oversight and Advice |

5.4 Based on your experience, what areas of the training would you consider the LEAST important for staff working in CSDP missions with an SSR mandate?

Please select five options

- | | |
|--|---|
| <input type="checkbox"/> Political / holistic nature of SSR | <input type="checkbox"/> Defence policy development |
| <input type="checkbox"/> Practical/Technical SSG/R | <input type="checkbox"/> Police reform/community policing |
| <input type="checkbox"/> Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment | <input type="checkbox"/> Complementarity with the justice chain |
| <input type="checkbox"/> Planning and design | <input type="checkbox"/> Organised crime/corruption |
| <input type="checkbox"/> Programming (ToC, M&E) | <input type="checkbox"/> Cyber security |
| <input type="checkbox"/> Mentoring/Advising | <input type="checkbox"/> Civil-military relations |
| <input type="checkbox"/> Coordination | <input type="checkbox"/> PVE |
| <input type="checkbox"/> Principles of good governance | <input type="checkbox"/> Humanitarian assistance |
| <input type="checkbox"/> Human security, Human Rights, Rule of Law | <input type="checkbox"/> Negotiation and mediation |
| <input type="checkbox"/> National security strategy | <input type="checkbox"/> Gender mainstreaming |
| | <input type="checkbox"/> Parliamentary Oversight and Advice |

5.5 What could course organisers do to improve the overall effectiveness of SSR training?

SSR Training 3/3

6.1 Are you a member of your national SSR roster or other deployment roster?

- Yes

No

6.2 How are you advised of the availability of SSR or other related training courses?

6.3 Are you aware of any national process which facilitates learning, hand over and transfer of knowledge on SSR issues?

6.4 Not including specific SSR Course, what SSR related courses/programmes have you undertaken?

Conclusion

Is there anything additional you wish to add?

Online Survey for National Staff working in CSDP Missions with Security Sector Reform Mandates

General

1.1 EU Mission/Programme:

1.2 Your Name:

1.3 Nationality:

1.4 Your Current Position:

Profile

2.1 How long have you worked in your current role?

Less than 1 year

1 year

2 years

3 years

More than 3 years

2.2 At which level would you consider your current role to be?

Senior Leadership/Strategic Advisory Position

Middle Management/ Mid-level Advisory Position

Operational level Advisor

Administrative/Operational Support role

I am not sure

2.3 How would you describe your knowledge in the field of SSR?

Very experienced

Experienced

New to the area of SSR

2.4 How many years of experience do you have in the area of SSR?

Less than 1

1-2 years

3-5 years

5-10 years

Over 10 years

2.5.a Do you have experience working in the area of SSR other than in an EU CSDP Mission?

Yes

No

2.5.b If yes, can you please describe?

SSR within the mission

3.1 Do you have a job description for your position?

- Yes
- No

3.2 How relevant is your job description to the actual tasks you undertake in the mission?

- Highly relevant
- Partially relevant
- Not relevant

3.3 Were you aware of the SSR mandate of your mission when you applied for the role?

- Yes
- Partially
- No

3.4 Was SSR included as part of any induction process within your Mission?

- Yes, there was a module on SSR
- No specific module, but the concept of SSR within the mission was explained
- No reference to SSR
- I did not receive a mission induction course/training

3.5.a Do you feel you have sufficient understanding of SSR to undertake your role in the mission?

- Yes
- No

3.5.b If no, please explain

SSR training 1/2

4.1.a Have you attended an SSR Course(s)?

- Yes
- No

4.1.b If yes, how many trainings have you attended?

- 1
- 2
- 3
- More than 3

4.2 Which organisations provided the training and where did it /they take place?

4.3 Which year did you attend your last training?

- 2017
- 2018
- 2019
- Proposed for 2020
- Other please specify

4.4 At the time of the last training, which mission were you deployed/deploying to?

4.5 At the time of the last training, in which role were you deployed/deploying to?

4.6 How were you made aware of the SSR training Course(s)?

- Your member State
- Supervisor in the Mission
- Self
- Other:

4.7 Who selected you for the SSR training?

4.8 Who, if known funded your attendance on the SSR training?

- National Government
- EU Institution or EU Programme
- EU CSDP Mission
- EU Delegation
- Self-funded
- I am not sure

4.9 If known, which EU policies was the training curriculum aligned with?

4.10 Does your current mission offer any SSR training?

- Yes
- No
- I am not sure

SSR Training 2/2

Please answer the following questions if you have attended an SSR Course prior to or during your current mission. If not, go to next section.

5.1 Did you, as a result of the training, feel more prepared for your mission work?

- Did not contribute
- Slight contribution
- Contributed
- Greatly contributed

5.5.a Do you believe you received sufficient SSR training prior to starting your mission?

- Yes
- No

5.3 Based on your experience, what areas of the training would you consider the MOST important for staff working in CSDP missions with an SSR mandate?

Please select five options from the list

- | | |
|--|---|
| <input type="checkbox"/> Political / holistic nature of SSR | <input type="checkbox"/> Defence policy development |
| <input type="checkbox"/> Practical/Technical SSG/R | <input type="checkbox"/> Police reform/community policing |
| <input type="checkbox"/> Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment | <input type="checkbox"/> Complementarity within the justice chain |
| <input type="checkbox"/> Planning/Design | <input type="checkbox"/> Organised crime/corruption |
| <input type="checkbox"/> Programming (ToC, M&E) | <input type="checkbox"/> Cyber security |
| <input type="checkbox"/> Mentoring/Advising | <input type="checkbox"/> Civil-military relations |
| <input type="checkbox"/> Coordination | <input type="checkbox"/> Prevention Violent Extremism |
| <input type="checkbox"/> Principles of good governance | <input type="checkbox"/> Humanitarian assistance |
| <input type="checkbox"/> Human security, Human Rights, Rule of Law | <input type="checkbox"/> Negotiation and mediation |
| <input type="checkbox"/> National security strategy | <input type="checkbox"/> Gender mainstreaming |
| | <input type="checkbox"/> Parliamentary Oversight and Advice |

5.4 Based on your experience, what areas of the training would you consider the LEAST important for staff working in CSDP missions with an SSR mandate?

Please select five options from the list

- | | |
|--|--|
| <input type="checkbox"/> Political / holistic nature of SSR | <input type="checkbox"/> Mentoring/Advising |
| <input type="checkbox"/> Practical/Technical SSG/R | <input type="checkbox"/> Coordination |
| <input type="checkbox"/> Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment | <input type="checkbox"/> Principles of good governance |
| <input type="checkbox"/> Planning/Design | <input type="checkbox"/> Human security, Human Rights, Rule of Law |
| <input type="checkbox"/> Programming (ToC, M&E) | <input type="checkbox"/> National security strategy |
| | <input type="checkbox"/> Defence policy development |

- Police reform/community policing
- Complementarity within the justice chain
- Organised crime/corruption
- Cyber security
- Civil-military relations

- Prevention Violent Extremism
- Humanitarian assistance
- Negotiation and mediation
- Gender mainstreaming
- Parliamentary Oversight and Advice

5.5 What could course organisers do to improve the overall effectiveness of SSR training?

5.6 Not including specific SSR Course, what SSR related courses/programmes have you undertaken?

Conclusion

Is there anything additional you wish to add?

Online Survey of EU Member States on SSR Training

General

1.1 Member State

1.2 Your Name:

1.3 Current Position:

1.4 What are your responsibilities regarding the deployment of civilian staff on CSDP missions?

1.5 What are your responsibilities in providing expertise on the training and development of staff working, or preparing to deploy internationally?

1.6 How many years of experience do you, or persons within your team, have in the area of SSR?

- Less than 1
- 1-2 years
- 3-5 years
- 5-10 years
- Over 10 years

Policies and strategies relevant to civilian CSDP deployments with a SSR mandate

2.1 According to which criteria do you identify and deploy specific SSR experts to civilian CSDP missions?

2.2 What are the training pre-requisites for experts who have been appointed to a CSDP Mission with an SSR mandate? Select all the relevant options.

- Specific SSR training
- SSR module as part of a broader pre-deployment training
- Training on SSR related issues
- No specific/related SSR training required
- I don't know

2.3 Who decides what training is needed?

2.4.a Do you believe your staff receive sufficient SSR training prior to their deployment to CSDP missions?

- Yes
- No
- I don't know

2.4.b If yes, please describe:

2.4.c If no, what prevents this training? Please select all relevant options.

- Budget

- Access to SSR Courses
- Availability of personnel to attend
- Time constraints prior to deployment
- Other:

2.5.a Have you received feedback from deployed staff or requests from your staff for specific SSR training?

- Yes
- No
- I am not sure

2.5.b If yes/not sure, please give some details:

2.6.a Do you have a progressive career development plan for SSR experts or staff being deployed on civilian CSDP mission with an SSR mandate?

- Yes
- No
- Do not know

2.6.b If yes, please describe:

2.7 How many experts have you sent on SSR training courses in the following years?

- 2017:
- 2018:
- 2019:
- Proposed for 2020:

2.8.a Which organisations within your country provide specific SSR training for international deployments? Select all relevant options.

- Government
- Academic
- Host EU institution training (ie EUPCST)
- None
- Other:

2.8.b If any, can you name the institution(s) and training(s)?

2.9 What type of SSR training courses are provided? Please select all the relevant options.

- I do not know
- Basic level SSR Course
- Advanced level SSR Course
- SSR module within other training courses
- Other:

2.10 Are you aware if the training courses above follow the ESDC curriculum?

- Yes
- No
- I am not sure

2.11 Do you keep a record of SSR training which staff received whilst in mission?

- Yes
- No
- I am not sure

2.12 How do you facilitate learning, hand over and transfer of knowledge on SSR issues? Please select all the relevant options.

- Publications / Knowledge Products
- E-learning / Tutorials / Videos

- Case studies / Role Plays
- Practical tools and exercises
- Trainings / Workshops
- Briefing / Debriefing / Handover
- Peer-to-peer learning / Coaching / Mentoring
- Alumni / Online Community of Practice
- Others:

2.13.a Are you aware of any specific online learning strategy developed or to be developed by your country?

- Yes
- No

2.13.b If yes, can you please provide some details

2.14 In addition to specific SSR titled courses, what other related SSR courses do you send personnel before deployment to civilian CSDP missions?

Conclusion

Is there anything additional you wish to add?

Online Survey of Training Institutions

General

- 1.1 Your Name:
- 1.2 Your Current Position:
- 1.3 Name of the Institution/Training Organisation/Company

1.4 Type of organisation

- EU Institution
- National Government
- Private Company
- NGO
- Other training organisation, please describe:

Policies and strategies relevant to SSR training

2.1.a Does your organisation have specific policies or strategies related to the training of staff for CSDP missions?

- Yes
- No
- I don't know

2.1.b If yes, can you please give some details?

2.1.c If no, what are the principles under which your organisation makes decisions relative to the provision of training?

2.2.a Does your organisation conduct SSR training for personnel seconded, or looking to work in EU CSDP Missions?

- Yes
- No
- I don't know

2.2.b If yes, what was your rationale for introducing SSR training and when was it introduced?

2.2.c If no, is there a reason why you choose not to conduct SSR training? Please tick all the relevant boxes.

- Not an organisational training priority
- Budget constraints
- Time already allocated within your organisation daily training
- Insufficient participant interest

- Difficulties to secure experts to conduct the SSR training
- Other technical constraints (logistic, space, visa, etc.)
- Other-please explain:

2.3.a Do you provide training on areas related to SSR but not specific labelled SSR Courses?

- Yes
- No
- I am not sure

2.3.b If yes, can you provide some details?

SSR Courses and Trainings

3.1 How many SSR Courses has your organisation delivered since 2017?

3.2 What level are the Courses designed for? Select all the relevant options.

- Senior Leadership
- Middle Management
- Operational level Advisors
- I am not sure

3.3 Which EU strategies/policies, if any, are used to guide and inform your SSR training curriculum?

3.4 How do you facilitate learning, hand over and transfer of knowledge on SSR issues? Please tick all the relevant boxes.

- | | |
|--|---|
| <input type="checkbox"/> Publications / Knowledge Products | <input type="checkbox"/> Briefing / Debriefing / Handover |
| <input type="checkbox"/> E-learning / Tutorials / Videos | <input type="checkbox"/> Peer-to-peer learning / Coaching / Mentoring |
| <input type="checkbox"/> Case studies / Role Plays | <input type="checkbox"/> Alumni / Online Community of Practice |
| <input type="checkbox"/> Practical tools and exercises | <input type="checkbox"/> Others: |
| <input type="checkbox"/> Trainings / Workshops | |

3.5 If possible, please attach details about the SSR course curriculum.

3.6 According to which criteria are participants selected for the SSR courses? Please tick all the relevant boxes.

- | | |
|--|--|
| <input type="checkbox"/> Deployed on missions with SSR mandates | <input type="checkbox"/> Gender balance |
| <input type="checkbox"/> Imminent deployment foreseen | <input type="checkbox"/> Formal application process (CV, cover letter, biography...) |
| <input type="checkbox"/> Previous SSR experience | <input type="checkbox"/> Appointed by their organisation / management |
| <input type="checkbox"/> SSR Related experience (please describe): | <input type="checkbox"/> "First come First served basis" |
| <input type="checkbox"/> Seniority of their position | <input type="checkbox"/> No formal selection processes |
| <input type="checkbox"/> Background | <input type="checkbox"/> I'm not sure |
| <input type="checkbox"/> Geographical focus | |

3.7 How many participants have been trained on SSR since 2017?

3.8.a Do you conduct post course evaluation follow up?

- Yes
- No
- I am not sure

3.8.b If yes, do you do so:

- At the end of the course
- Within 6 months after the course
- Between 6 months to 1 year after the course
- More than 1 year after the course

3.8.c If yes, can you please give some details on how you assess the course (including on evaluation points relevant to this TRA)?

3.9 Have you received feedback from deployed staff or requests from staff for specific SSR training?

- Yes
- No
- I am not sure

3.10 How is your SSR training funded? Please tick all the relevant boxes.

- Core organisation training budget
- EU programme funding
- ESDC
- Self-funded
- Other, please describe:

3.11 If known, how accessible is funding for SSR training?

- Easily accessible
- Fairly accessible
- Hardly accessible
- Not accessible

3.1.2a Do you believe personnel receive sufficient SSR training prior to their deployment to CSDP missions?

- Yes, absolutely
- Yes, but could still improve
- No, not really

3.12.b If no, can you provide some details?

3.13 In addition to specific SSR titled courses, what other SSR related courses does your organization provide?

3.14.a How are your trainings advertised? Please tick all the relevant boxes.

- Your organisation's website
- EU Institutions
- Partner organisations
- Community of Practice / Alumni
- Social Networks
- Others

3.14.b If through Social Networks or partner organisation, please specify which ones

Conclusion

Is there anything additional you wish to add?

Online Survey for Security Sector Reform Training Alumni

General

- 1.1 our Name:
- 1.2 Nationality:
- 1.3 Your Current Position:

Profile

2.1 Which profile describes your current position?

- Military
- Police
- Civilian SSR Expert
- Other

2.2 Which level would you consider your current role?

- Senior Leadership/Strategic Advisory Position
- Middle Management/ Mid-level Advisory Position
- Operational level Advisor
- I am not sure

2.3 How would you describe your knowledge in the field of SSR?

- Very experienced
- Experienced
- New to the area of SSR

2.4 How many years of experience do you have in the area of SSR?

- Less than 1
- 1-2 years
- 3-5 years
- 5-10 years
- Over 10 years

2.5 How many positions have you held in the area of SSR?

- None
- This is my first post
- 2-3 missions
- 4-5 missions
- More than 5 missions

2.6.a Were you a member of a national government SSR or other deployment roster prior to being deployed?

- Yes
- No

2.6.b If yes, please describe.

2.6.c If yes, how many years of SSR experience had you prior to joining the roster?

- None
- 1 to 2 years
- 3 to 5 years
- More than 5 years

2.7.a Does your government have an identifiable and supported career development structure for those working in the area of SSR?

- Yes
- No

2.7.b If yes, please describe.

SSR training 1/3

3.1.a Have you attended an SSR Course(s)?

- Yes
- No

3.1.b If yes, how many trainings have you attended?

- 1
- 2
- 3
- More than 3

3.2 Which organisations provided the training and where did it take place? Please list them.

3.3 Which year did you attend your last training?

- 2017
- 2018
- 2019
- Proposed for 2020
- Other please specify:

3.4 Which category best describes the timing of the training course? Please select all relevant answers.

- Part of an imminent pre-deployment training package
- One year prior to being deployed
- Two years prior to being deployment
- During an early stage of mission deployment,
- During late stages of mission deployment
- After returning from mission /in between two deployments

3.5 At the time of the last training, which mission were you deployed/deploying to?

3.6 At the time of the last training, in which role were you deployed/deploying to?

3.7 How were you made aware of the SSR training Course(s)?

- Your Member State
- Supervisor in the Mission
- Self
- Other

3.8 Who selected you for the SSR training?

3.9 Who, if known funded your attendance on the SSR training?

- National Government
- EU Institution or EU Programme
- EU CSDP Mission
- EU Delegation
- Self-funded
- I am not sure
- Other

3.10 If known, which EU policies was the training curriculum aligned with?

SSR Training 2/3

Please answer the following questions if you have worked in an EU Mission with an SSR mandate since you attended an SSR Course. If not, go to the next section.

4.1 Did you as a result of the training feel more prepared for your mission work?

- Did not contribute
- Slight contribution
- Contributed
- Greatly contributed

4.2 Do you believe you received sufficient SSR training prior to their deployment to your mission?

- Yes
- No

4.3 Based on your experience, what areas of the training would you consider the MOST important for staff working in CSDP missions with an SSR mandate?

Please select five options

- Political / holistic nature of SSR
- Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment
- Practical/Technical SSG/R

- Planning and design
- Programming (ToC, M&E)
- Mentoring/Advising
- Coordination
- Principles of good governance
- Human security, Human Rights, Rule of Law
- National security strategy
- Defence policy development
- Police reform/community policing
- Complementarity with the justice chain
- Organised crime/corruption
- Cyber security
- Civil-military relations
- PVE
- Humanitarian assistance
- Negotiation and mediation
- Gender mainstreaming
- Parliamentary Oversight and Advice

4.4 Based on your experience, what areas of the training would you consider the LEAST important for staff working in CSDP missions with an SSR mandate?

Please select five options

- Political / holistic nature of SSR
- Practical/Technical SSG/R
- Context analysis, conflict sensitivity, stakeholder analysis, security needs assessment
- Planning and design
- Programming (ToC, M&E)
- Mentoring/Advising
- Coordination
- Principles of good governance
- Human security, Human Rights, Rule of Law
- National security strategy
- Defence policy development
- Police reform/community policing
- Complementarity with the justice chain
- Organised crime/corruption
- Cyber security
- Civil-military relations
- PVE
- Humanitarian assistance
- Negotiation and mediation
- Gender mainstreaming
- Parliamentary Oversight and Advice

4.5 Did you provide an evaluation of the training at the time of the Course?

- Yes
- No
- I don't remember

4.6.a Has there been any subsequent follow up evaluation from the Course organisers?

- Yes
- No
- I don't remember

4.6.b If yes, can you give some details?

4.7 What could course organisers do to improve the overall effectiveness of SSR training?

SSR Training 3/3

5.1.a Are you a member of a national SSR roster or other deployment roster?

- Yes
- No

5.1.b If yes, in what capacity?

5.2 How are you advised of the availability of SSR or other related training courses? Tick all relevant boxes

- EU Institution
- Member state
- Supervision of the mission
- Self
- Other training provider:

5.3 Are you aware of any national process which facilitates learning, hand over and transfer of knowledge on SSR issues?

Annex B: Contact list of EU/EEAS Directorates and Training Providers

Consolidated list of Member States, EU/EEAS Institutions, Training Providers, Training Alumni for ESDC SSR Courses CSDP Missions and Multi-lateral organisations, who through questionnaires and interviews, contributed to the SSR TRA.

Member States NTEs

- Austria
- Belgium
- Finland
- Germany
- Greece
- Ireland
- Luxembourg
- Netherlands
- Poland
- Portugal
- Slovakia
- Slovenia
- Spain
- Sweden

EU Commission and EU Council/ EEAS Institutions, Brussels

- EU Commission
 - DG for Neighbourhood and Enlargement Negotiations (DG NEAR)
 - DG for Directorate General for International Cooperation and Development (DG DEVCO)
- EU Council Committee for Civilian Aspects of Crisis management (CIVCOM)
- EEAS Directorates
 - Security and Defence Policy (SecDefPol)
 - Integrated Approach for Security and Peace (ISP 1 & 3)
- Civilian Planning and Conduct Capability (CPCC)
- EU Military Staff (EUMS)
- ESDC EAB SSR
- EU SSR inter-service Task Force

EU Training Providers

- Austria Federal MoD
- Centre for Excellence for Stability Policing (CoESPU), Italy
- European Union Agency for Law Enforcement Training (CEPOL)
- Centro Superior de Estudios de Defensa (CESEDEN), Spain
- Crisis Management Centre (CMC) Finland
- Democratic Centre for Security Sector Governance/ International Security Sector Advisory Team (DCAF-ISSAT)
- European Security and Defence College (ESDC)
- Finnish Defence Forces International Centre (FINCENT)
- Folke Bernadotte Academy (FBA), Sweden
- Police University, Münster, Germany
- German Command & Staff College, Germany
- Army Post Conflict Operations Study Centre, Italy
- European Union Police and Civilian Support Training (EUPCST)

CSDP Missions

- EUAM Iraq
- EUPOL COPPS Palestine
- EUCAP Somalia
- EUCAP Sahel Niger

- EUCAP Sahel Mali
- EUBAM Rafah
- EULEX Kosovo
- EUBAM Libya
- EUAM Ukraine
- EUTM CAR

Multilateral Organisations

- UN Department of Peace Operations (SSR Unit)
- NATO
- OSCE

Annex C: ESDC SSR Curricula



European Security and Defence College
Doc: ESDC/2019/128
Date: 29 March 2019
Origin: ESDC Steering Committee

Curriculum

ESDC Curriculum 1: Basic Course on Security Sector Reform

To be reviewed by	Activity number	Basic Course on Security Sector Reform	ECTS
February 2021	10		1
<p>Target audience</p> <p><i>Participants should preferably be involved in the planning, implementation or management of CSDP missions and operations or in the EU Commission projects in support of areas relevant to Security Sector Reform.</i></p> <p><i>Priority is given to personnel from the EU Member States.</i></p>		<p>Aim</p> <p>This course provides a thorough understanding of Security Sector Reform as a concept, its generic principles and objectives, and the role of SSR within the EU integrated approach. It addresses the importance of the political dimension of SSR and the need for all SSR processes to be inclusive and nationally owned.</p> <p>It provides insight into the EU-wide strategic framework on SSR and how SSR support is implemented and coordinated, both internally and with other relevant actors, to fulfil the EU-wide mandate.</p> <p>The course also aims to foster a network of SSR experts and enables the participants to use their field of expertise to share views on practice and lessons on an EU integrated approach to SSR.</p>	
Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Explain the basic principles of SSR as a context-specific, nationally owned and politically governed process based on human rights, democracy and the rule of law • Define and differentiate between the notions of security, the security sector and security sector reform • Define the relevance of a human security approach for SSR • Recognise the range of actors (state and non-state) involved in the security sector • Describe the key international policy frameworks and actors involved in SSR, with a special emphasis on the EU through the EU-wide strategic framework on SSR • Describe the importance of coordination to promote effective and coherent EU SSR support • Describe the different decision-making procedures and management of CSDP missions/operations and Commission programmes and projects 	
	Skills	<ul style="list-style-type: none"> • Identify key lessons learnt and innovation from practical SSR experiences • Analyse the role and contribution of the EU in the overall SSR process of a host country • Identify the major steps of SSR support, such as analysis and planning 	
	Compe- tences	<ul style="list-style-type: none"> • Apply key EU SSR policy and guidance documents during the planning and/or implementation of a CSDP mission/operation or Commission programmes and projects • Advocate for the importance of gender-responsive SSR and identify the need to apply a gender perspective when analysing and conducting SSR 	

Evaluation and verification of learning outcomes

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

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on 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 must complete the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80 % in the incorporated out-test/quiz. There is active observation by the course director/lead instructor and a feedback questionnaire completed by course participants at the end of the course.

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

Course structure

Main Topic	Recommended Working Hours (incl. E-Learning)	Contents
Fundamentals of SSR: definitions, characteristics and cross-cutting issues	8 (2)	<ul style="list-style-type: none"> • Governance of the security sector and principles of the rule of law • General principles, objectives and processes of SSR • The political and technical dimensions of SSR • Who's who in a typical security sector
Gender-responsive SSR	2 (1)	<ul style="list-style-type: none"> • International frameworks and resolutions on gender • Different security needs, perspectives and experiences of men, women, boys and girls • Integrating gender as a cross-cutting perspective in SSR support
EU and other international policy frameworks on SSR	5 (1)	<ul style="list-style-type: none"> • EU policy framework on SSR, the EU Integrated Approach, the EU-wide strategic framework on SSR and other relevant policies and strategies for EU SSR support • UN, AU, NATO, OSCE, OECD policies - similarities and contextual differences
EU SSR support in different contexts	8 (1)	<ul style="list-style-type: none"> • Lessons learnt from EU SSR implementation • Coordination of EU SSR support • Planning, selection, training and implementation of and for EU CSDP missions/operations and Commission projects • Case study/exercise [optional]
SSR assessment and analysis	4 (1)	<ul style="list-style-type: none"> • Challenges and added value of joint monitoring and evaluation • Best practices in planning, conducting and following up on SSR assessments • Case study/exercise [optional]
TOTAL	27 (6)	

Materials	Additional information
Essential e-learning: <ul style="list-style-type: none"> • AKU 2 The European Security Strategy; • AKU 3 Role of EU institutions in the field of CFSP/CSDP; AKU 6 EU Decision Shaping/Making; 	<p>A pre-course questionnaire on learning expectations and reading material can be sent to the participants before the beginning of the course.</p> <p>All course participants have to prepare for the residential module by going through the relevant</p>

<ul style="list-style-type: none"> • AKU 10 EU Mediation and Dialogue Capacities; • AKU 11A Gender and the UNSCR 1325; • Introduction to SSR [ISSAT module]; • Fundamentals of Strategic Advising in Reform Environments [ISSAT module] <p>Reading material:</p> <ul style="list-style-type: none"> • Joint communication: Elements for a EU-wide strategic framework to support security sector reform (5.7.2016) • Shared Vision, Common Action: A Stronger Europe. A Global Strategy for the EU's Foreign and Security Policy • Council Conclusions on the Integrated Approach to External Conflicts and Crises (01.22.2018, doc. 5413/18) <p>The materials proposed will reflect current developments in the field of SSR in general and EU policies in particular. Mandates of CSDP mission and operations and/or EU Commission programmes should be included where relevant, as well as other documents from the EEAS, the EU Council Secretariat and the EU Commission.</p>	<p>eLearning preparatory phase, which is mandatory. The number of AKUs included in the e-learning module is decided by the course director but should not be fewer than two.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: '<i>participants 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</i>'.</p>
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ESDC Curriculum 2: Core Course on Security Sector Reform

To be reviewed by	Activity number	Core Course on Security Sector Reform	ECTS
February 2021	11		2
<p>Target audience</p> <p><i>Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR.</i></p> <p><i>Priority is given to personnel from the EU Member States.</i></p>		<p>Aim</p> <p>The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR.</p> <p>The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.</p>	

Learning outcomes	Know- ledge	<ul style="list-style-type: none"> • Define and differentiate between the notions of security, the security sector and security sector reform • Explain the concept and evolution of SSR, including such issues as contexts, principles, programme areas and the highly political nature of SSR • Describe the key policy frameworks and actors involved in SSR, including the UN, OSCE, NATO, with a special emphasis on the EU and the Joint Communication to the European Parliament and the Council - Elements for an EU-wide strategic framework to support SSR • Examine the challenges of supporting SSR in post-conflict or fragile environments • Recognise key cross-cutting issues in SSR programming such as governance and gender • Identify the major aspects of the assessment, analysis, design, development, implementation, monitoring and evaluation of SSR programmes • Describe people-centric security and justice (in contrast to state-centric)
	Skills	<ul style="list-style-type: none"> • Build a practical understanding around the key characteristics of SSR based on discussions, exercises and case studies • Demonstrate the importance of working complementarity across the various sub-components of SSR in post-conflict or fragile environments • Place SSR within its international and national contexts, and explain how the context has an impact on the approach to be taken • Improve collaboration with other national and international actors from the various segments of the security sector and related programmes • Examine the difference between police and policing; and restorative versus punitive justice in terms of people-centric security and justice
	Compe- Tences	<ul style="list-style-type: none"> • Assess political commitment to reform, likely sources of resistance and ways in which support for reform can build constituencies that may come to support the change process • Develop and understand synergies with other international actors and seek to build consensus with them in the field of SSR programming • Discuss and develop indicators to measure the success of SSR programmes as part of systematic monitoring and evaluation • Discuss various dilemmas and approaches related to being an effective advisor • Compare and demonstrate lessons identified and successes of the EU Comprehensive and integrated approach to external conflict and crises in the field of EU support to SSR programmes • Apply analytical and problem-solving skills to consider SSR challenges in a specific context • Apply SSR theoretical knowledge and lessons learnt in daily work as an SSR practitioner

Evaluation and verification of learning outcomes

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

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on 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 must complete the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80 % in the incorporated out-test/quiz. There is active observation by the course director/lead instructor and a feedback questionnaire completed by course participants at the end of the course. **However, no formal verification of learning outcomes is foreseen; proposed ECTS is based on participants' workload only.**

Course structure

Main Topic	Recommended Working Hours (of which eLearning)	Contents
Fundamental aspects of SSR	7 - up to 18 hours depending on course length	<ul style="list-style-type: none"> • Introduction to the concept of SSR • Actors of the Security Sector • Ensuring governance and oversight of the Security Sector

		<ul style="list-style-type: none"> • SSR in post-conflict or fragile contexts • The role of non-state actors in SSR (including civil society) • Coordination and work across sub-sectors in SSR programming
EU SSR and other relevant SSR policy and frameworks	4 - up to 8 hours depending on course length	<ul style="list-style-type: none"> • The EU and SSR (including the Joint communication : Elements for an EU-wide strategic framework to support SSR, and the EU Integrated Approach) • The UN and SSR • The OSCE and Security Sector Governance/Reform (SSG/R) • NATO and SSR and DSR
Supporting the implementation of EU SSR programmes	27-33	<p>[At least three of the following:]</p> <ul style="list-style-type: none"> • Defence sector reform • Police reform • Integrated border management • Intelligence reform • Justice reform, informal and transitional justice • Penal and corrections service reform • Case studies (<i>across the various sessions and/or dedicated sessions on specific case studies</i>) • Experience sharing (participant presentations) • Gender and SSR (implementing UNSCR 1325 in SSR) (<i>in addition to a mainstreamed approach on this</i>)
EU SSR-related programmes and cross cutting issues	4-8	<p>Electives/ optional:</p> <ul style="list-style-type: none"> • DDR (recommended 2 units) • Small arms and light weapons / Physical security and stockpile management of storage sites (recommended 2 units) • Building integrity / Anti-corruption
TOTAL	42-67 (9)	The residential phase of the course will be 5 - 8 days. The total number of hours includes 9 hours of pre-course preparation/ reading
<p align="center">Materials</p> <p><u>Essential, available e-learning:</u></p> <ul style="list-style-type: none"> • AKU 2 The European Security Strategy; • AKU 6 EU Decision Shaping/Making; • AKU 10 EU Mediation and Dialogue Capacities; • AKU 11A Gender and the UNSCR 1325; • Introduction to SSR [ISSAT module]; • Fundamentals of Strategic Advising in Reform Environments [ISSAT module] <p><u>Reading materials:</u></p> <ul style="list-style-type: none"> • Joint communication: Elements for an EU-wide strategic framework to support security sector reform (05.07.2016) 		<p align="center">Additional information</p> <p>A pre-course questionnaire on learning expectations and reading materials can be sent to participants before the beginning of the course.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKUs included in the e-learning module is decided by the course director, but should not be fewer than two.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: '<i>participants 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</i>'.</p>

<ul style="list-style-type: none"> • Shared Vision, Common Action: A Stronger Europe. A Global Strategy for the EU's Foreign and Security Policy • Council Conclusions on the Integrated Approach to External Conflicts and Crises (01.22.2018, doc. 5413/18) • Summary of international policy framework on SSR • Country-specific background note(s) and or press articles/ reports • CSDP Guidelines for mentoring and advising • UNSCR 2151 • AU Policy Framework on SSR • SSR in a Nutshell • Videos related to specific thematic areas 	<p>The training should create a space for participants to share experiences and draw on personal lessons learnt and good practices in an inclusive way.</p>
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ESDC Curriculum 3: In-mission Course on Security Sector Reform

To be reviewed by	Activity number	In-mission Course on Security Sector Reform	ECTS
February 2021	11.B		1.5
<p>Target audience</p> <p><i>Participants should preferably be EU SSR staff deployed in a CSDP mission or EU Delegation to support Security Sector Reform in a host country or region. The course is given in-theatre. The course is also open to those involved in planning processes, programming, programme management and/or in political/policy dialogue.</i></p> <p><i>Priority is given to personnel from the EU Member States.</i></p>		<p>Aim</p> <p>This course provides a thorough understanding of SSR as a concept, its generic principles and objectives and its role within the EU integrated approach. It addresses the importance of the political dimension of SSR and provides methods of strategic change through planning and implementation processes, including selection and training, as well as mentoring and advising. It also enables the participants to use their specific expertise to promote the approach laid down in the EU-wide strategic framework on support for SSR, with a particular focus on how the various EU actors connect and coordinate on the ground, both internally and with other relevant organisations, to fulfil the EU mandate.</p>	
Learning outcomes	Knowledge	<ul style="list-style-type: none"> • Explain the basic principles of SSR as a context-specific, nationally owned and politically governed process based on human rights, democracy and the rule of law • Define and differentiate between the notions of security, the security sector and security sector reform • Define the relevance of a human security approach for SSR • Recognise the range of actors (state and non-state) involved in the security sector • Describe the key international policy frameworks and actors involved in SSR, with a special emphasis on the EU through the EU-wide strategic framework on SSR • Describe how to cooperate and coordinate at field level in an integrated manner to promote coherence in EU SSR support 	
	Skills	<ul style="list-style-type: none"> • Identify key lessons learnt and innovation from practical SSR experiences • Identify how to apply cross-cutting issues in SSR programming and/or advice, such as national ownership, gender aspects and multi-actor coordination • Analyse the role and contribution of the EU in the overall SSR process of a host country • Identify the major steps of SSR support, such as analysis and planning (including selection and training) and assessment of the mission context 	

	Compe- tences	<ul style="list-style-type: none"> • Apply key EU SSR policy and guidance documents in relation to the EU mission or project mandate • Apply relevant strategic coordination of EU SSR support to the specific requirements of CSDP missions (in the different mission phases of analysis, planning, implementation and assessment) • Promote coordination with other EU and international actors on the ground when analysing, planning, implementing and assessing EU SSR support • Advocate for the importance of gender-responsive SSR and apply a gender perspective when analysing and conducting SSR • Apply tools and methods designed for SSR assessments and analyses to the specific mission or project context • Discuss the importance of professional development, with a specific focus on demonstrating changes in attitudes and behaviours in order to enhance practices aligned with the principles of governance
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Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of level 1 evaluation (based on the participant's satisfaction with the course). In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on 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 must complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80 % in the incorporated out-test/quiz. There is active observation by the course director/lead instructor and a feedback questionnaire completed by course participants at the end of the course. **However, no formal verification of learning outcomes is foreseen; proposed ECTS is based on participants' workload only.**

Course structure

Main Topic	Recommended Working Hours (of which eLearning)	Contents
Fundamentals of SSR: definitions, characteristics and cross-cutting issues	4 (2)	<ul style="list-style-type: none"> • Governance of the security sector and principles of the rule of law • General principles, objectives and processes of SSR • The political and technical dimensions of SSR • Who's who in a typical security sector
EU and other international policy frameworks on SSR	4 (1)	<ul style="list-style-type: none"> • EU policy framework on SSR, the EU Integrated Approach • UN, AU, NATO, OSCE, OECD policies - similarities and contextual differences
Gender-responsive SSR	3 (1)	<ul style="list-style-type: none"> • International frameworks and resolutions on gender • Different security needs, perspectives and experiences of men, women, boys and girls • Integrating gender as a cross-cutting perspective in SSR support
SSR analysis and assessment of the mission context	4 (1)	<ul style="list-style-type: none"> • National security architecture • Strategic change processes • Tools for conflict analysis and actor mapping • Methods for identifying and sequencing actors, priorities and activities
Strategic coordination of EU SSR support	13 (2)	<ul style="list-style-type: none"> • Lessons learnt from EU SSR implementation • Coordination of EU SSR support between various EU instruments • The role of the EU mission, Delegation and other tools/funds in the field • Joint mapping, analyses and evaluation • Case study/exercise (optional)
Implementation of SSR	7 (2)	<ul style="list-style-type: none"> • SSR advising • The role of the EU SSR framework in mission mandate/project implementation

		<ul style="list-style-type: none"> • Other relevant EU political frameworks and strategies for mission/project implementation • Methods and tools for identifying concrete actions • Case study/exercise (optional)
TOTAL	35 (9)	
<p style="text-align: center;">Materials</p> <p><u>Essential e-learning:</u></p> <ul style="list-style-type: none"> • AKU 2 The European Security Strategy; • AKU 3 Role of EU institutions in the field of CFSP/CSDP; • AKU 4: CSDP crisis management structures and the chain of command • AKU 6 EU Decision Shaping/Making; • AKU 10 EU Mediation and Dialogue Capacities; • AKU 11A Gender and the UNSCR 1325; • Introduction to SSR [ISSAT module]; • Fundamentals of Strategic Advising in Reform Environments [ISSAT module] <p><u>Reading material:</u></p> <ul style="list-style-type: none"> • Elements for a EU-wide strategic framework to support security sector reform (5.7.2016) • Council Conclusions on the Integrated Approach to External Conflicts and Crises (01.22.2018, doc. 5413/18) 		<p style="text-align: center;">Additional information</p> <p>A pre-course questionnaire on learning expectations and reading material can be sent to the participants before the beginning of the course.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKUs included in the e-learning module is decided by the course director, but should not be fewer than three. The materials proposed for supplemental (eLearning) study will reflect current developments in the field of SSR in general and EU policies in particular. Mandates of CSDP mission and operations and/or EU Commission programmes should be included where relevant, as well as other documents from the EEAS, the EU Council Secretariat and the EU Commission</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: <i>'participants 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'</i>.</p>

ESDC Curriculum 4: Pre-deployment Training for CSDP Missions and Operations

To be reviewed by	Activity Number	Pre-deployment Training for CSDP Missions and Operations	ECTS
February 2021	33		2
<p style="text-align: center;">Target Audience</p> <p>Seconded and international contracted staff who has been selected to be deployed to a CSDP Mission/Operation.</p> <p>This includes staff from non-EU Member States and NATO contributing to CSDP missions and operations.</p>		<p style="text-align: center;">Aim</p> <p>The Pre-Deployment Training - complemented by the Mission's induction training - aims to increase the effectiveness of the mission/operation. PDT is designed to uniform the management culture of the CSDP missions and to ensure that participants are adequately prepared so that they can be integrate into mission life and be operational as soon as possible upon deployment.</p> <p>The course enhances participants' overall understanding of CSDP missions' functioning principles, provide an insight into the latest policies and instruments available to fulfil the mandate, depict the mission environment and provide a sense of common EU identity and purpose.</p>	

Learning Outcomes	Knowledge	<ul style="list-style-type: none"> • Identify EU values and symbols • Identify new threats presented in the EU Global Strategy in relation to crisis management and response to security threats • Explain organisational structures and decision-making processes in the EU in relation to CSDP • Explain the role and functions of CPCC or MPCC (as appropriate) within CSDP • Describe the concept and list the main actors of the EU-integrated approach to external conflict and crisis • Explain the role of EU delegation and relevant partners on the ground • Explain the principles of local ownership and the concept of sustainability • Describe your mission's mandate – core functions – advisory, mentoring, monitoring tasks and be able to put the mission into a global context and required reporting from missions • Describe gender/human rights situation and specificities in the host country • Describe the information flow between HQ and the field as well as the purpose of different types of reports in CSDP missions • Describe the roles and functions of mission support at HQ level and in the field • Explain command and control principles of duty of care • Review the key guidance documents for mission implementation
	Skills	<ul style="list-style-type: none"> • Apply the main principles of intercultural communication • Apply the basics of mentoring and advising according to the CivOpsCdr guidelines
	Competences	<ul style="list-style-type: none"> • Analyse and formulate independent and well-informed opinions on why CSDP missions/operations are needed • Perform in an international and multi-cultural working environment • Implement the missions mandate in line with the integrated approach, addressing nexus internal/external security (CSDP, JHA) • Make use of the mission-planning documents (CONOPS, OPLAN, MIP and SOP) • Comply with the safety and security regulations • Perform within a command and control structure and comply with the Standards of behaviour and Code of Conduct and Discipline • Apply the concept for personnel recovery in the field

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it uses level 1 evaluation (based on a participant's satisfaction with the course). To complete the course, participants need to accomplish all learning objectives. The evaluation of these objectives is based on active contribution in the residential module - including the syndicate session/practical activities - and on completion of the eLearning phases. Course participants need to complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated out-test/quiz. There will be active observation by the course director/lead instructor. Participants will be asked to complete a feedback questionnaire at the end of the course. **No formal verification of learning outcome is in place; proposed ECTS is based on participants' workload only.**

Course Structure

Main Topics	Recommended Working Hours (of that e-Learning)	Content
<u>Conflict and Crisis Management:</u> The EU as a global player	4 (2)	<ul style="list-style-type: none"> • The EU as a major actor in foreign and security policy (EU Global Strategy) and how to address new threats such as terrorism, organised crime, hybrid and cyber
<u>Crisis Management Procedures:</u> Political strategic planning	4 (2)	<ul style="list-style-type: none"> • EU co-ordination policies and instruments • CSDP Missions and Operations as a foreign policy tool

		<ul style="list-style-type: none"> • EU structures (EEAS, PMG, CIVCOM) and CSDP mission decision-making process (CMPD, CPCC, EUMS, MPCC) up to and including PFCA, CMC and Strategic Reviews
<u>CSDP Missions and Operations:</u> Operational planning process, documents and finance	2	<ul style="list-style-type: none"> • Operational mission planning and management documents (SOMA, CONOPS, OPLAN, SOP, BIS)
<u>The Mission Cycle:</u> Mandate delivery, command and control mechanisms, review	1,5	<ul style="list-style-type: none"> • Principle of strategic and operational advice • Local ownership and sustainability • Multi-layered and scalable approach • Mandate delivery (MIP) and refocusing of mission mandates • Reporting, information flow and strategic reviews • Role and functions of CivOpsCdr and CPCC in the chain of command
Role and function of the EU delegation	1	<ul style="list-style-type: none"> • The role of the EU Delegation • Co-operation with CSDP missions and operations • The special relationship with the UN family (UNDP, UNHCR, OCHA, WFP, UNICEF) and the concept of inter-operability • Partnerships on the ground (UN, AU, NATO, OSCE)
EU Development aid and EU humanitarian action (ECHO) as major actors in the field	1,5	<ul style="list-style-type: none"> • Role and functions of DG DEVCO and ECHO • Practical incompatibilities and possible ways of co-operation
EU Commission financial instruments in support of CSDP	1	<ul style="list-style-type: none"> • IcSP, FPI, CBSD, Article 28 activities
Growing co-operation with DG HOME	1	<ul style="list-style-type: none"> • Role and function of DG Justice and Home Affairs • The link between EU internal and external security (nexus) • Closer co-operation with FRONTEX and Europol
Working in an international and multi-cultural mission environment	3 (1)	<ul style="list-style-type: none"> • Contextualising the multitude of actors in the field (IOs, NGOs, GOs, etc.) • Different organisational and management cultures • Challenges at individual level when working in an international environment • Basic principles of inter-cultural communication and competence
Capability development approaches: monitoring, mentoring and advising	2	<ul style="list-style-type: none"> • Definitions of strategic, operational and tactical advice, monitoring and mentoring • The principles of local ownership & sustainability • Factors affecting mentoring • Recognise resistance and stimulate motivation • Working with interpreters
Mission Support	2	<ul style="list-style-type: none"> • Mission support functions, processes and organisation • Financial and procurement procedures • Recruitment: seconded versus contracted staff • The mission support platform (MSP)
Reporting and information flow	1	<ul style="list-style-type: none"> • Information flow and stakeholders in relation to reporting in CSDP Missions and Operations

		<ul style="list-style-type: none"> • Reporting guidelines • Different types and purposes of mission reports such as SMR, MIP evaluation
Security Sector Reform (SSR) in CSDP missions	1	<ul style="list-style-type: none"> • The role of SSR in CSDP missions and operations • Different fields of activities of SSR • Analysis tools in planning and implementing SSR activities
Role and Function of EU Military Staff (EUMS) within CSDP	1,5	<ul style="list-style-type: none"> • EUMS within CSDP • Command and control (2C) structure • The ATHENA financing mechanism • Differences between NATO and the EU • Current EU military operations • Co-operation with civilian CSDP missions
Role and Function of Military Planning and Conduct Capability (MPCC) within CSDP	1,5	<ul style="list-style-type: none"> • MPCC function and tasks and the way ahead • Command and control (C2) structure • Current non-executive missions • Cooperation with civilian CSDP missions
EU Military Concept for personnel recovery	1	<ul style="list-style-type: none"> • Aim and Principles • Personnel Recovery Methods and Phases • Personnel Recovery for non-executive CSDP military missions
Human rights and gender mainstreaming in CSDP Missions and Operations	4 (2)	<ul style="list-style-type: none"> • The importance of UNSCR 1325 and subsequent resolutions in a peacekeeping context • Human Rights, including IHL, and Gender mainstreaming in the CSDP context
Safety and security and health	10 (8)	<ul style="list-style-type: none"> • Security structures and provisions within EEAS and CSDP • The shared concept of Duty of Care at national level and Brussels HQ • Basics of personal security awareness culture and personal health provisions
Code of conduct and generic standards of behaviour	2	<ul style="list-style-type: none"> • The Code of Conduct and implications of non-respect and misbehaviour • How to deal with integrity and non-compliance issues
Mission specific briefings by PoCs	3	<ul style="list-style-type: none"> • Missions specific briefing in terms of mandate, individual function and administrative issues to allow future staff for better preparation (OPS, MSD, Planning etc.)
TOTAL	48 (15)	

<u>Materials</u>	<u>Additional information</u>
<p><u>Essential e-Learning:</u> BASE = Basic Awareness in Security SAFE = Security Awareness in fragile Environments AKU 4: CSDP crisis management structures and chain of command AKU 6: CSDP decision shaping/making AKU 11A: Intercultural Competence in Civilian Crisis Management (ENTRi)</p> <p><u>Recommended study on voluntary basis:</u> AKU 1: History and context of ESDP/CSDP development</p> <p><u>In addition:</u> ESDC Handbook for Missions and Operations ENTRi Handbook EUMS Crisis Management Manual EU Military Concept for Personnel Recovery Specific reading material relating to different modules</p>	<p>In order to facilitate discussion between course participants and senior EU personnel, the Chatham House Rule is used during all residential modules: "participants 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".</p> <p>A pre-course questionnaire on learning expectations and a possible briefing topic from the specific area of expertise may be used.</p> <p>All course participants have to prepare for the residential module by going through the relevant e-Learning preparatory phase, which is mandatory.</p> <p>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.</p>

Annex D: Feedback and Statistical Data including Charts/Graphs

Online questionnaires were sent to the National Training Experts (NTEs) within the 27 Member States, CSDP Mission staff, EU training providers actively engaged in providing training for personnel deploying to CSDP Missions and ESDC Training Course Alumni. 199 questionnaires were returned from mission staff (all CSDP Missions except EUMM Georgia which is a monitoring mission) which is 10.13 % of all mission staff (These figures are approximate and based on EEAS February 2020 CSDP deployment figures).

The first section of this Annex provides statistical data including charts and graphs, the second provides information, drawn from the questionnaires and during interviews which may be useful for training providers in the development of SSR programmes.

Figure 1. International Mission staff respondents. Missions status, level within the mission and profile.

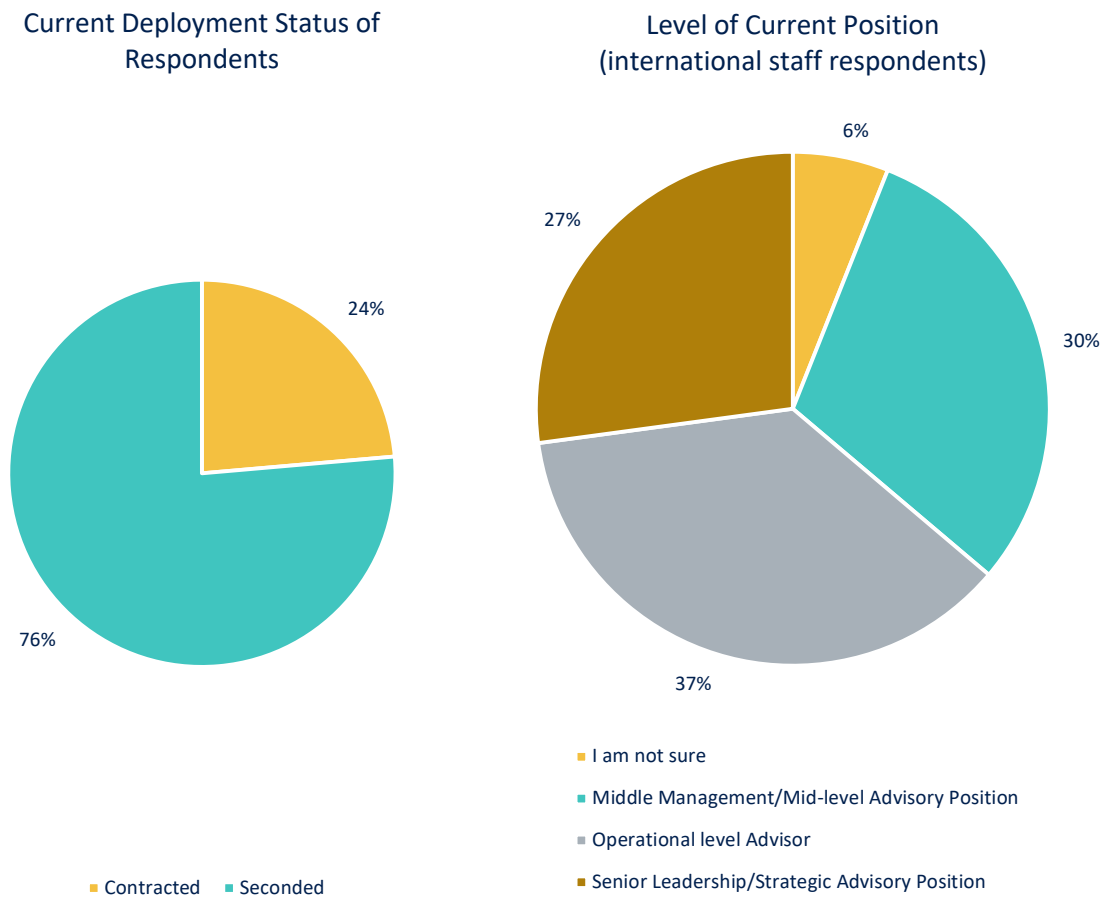
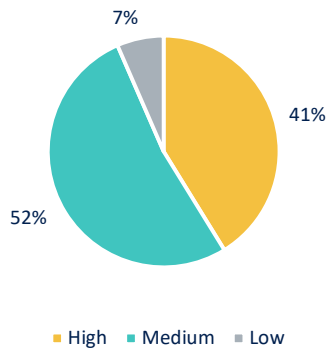
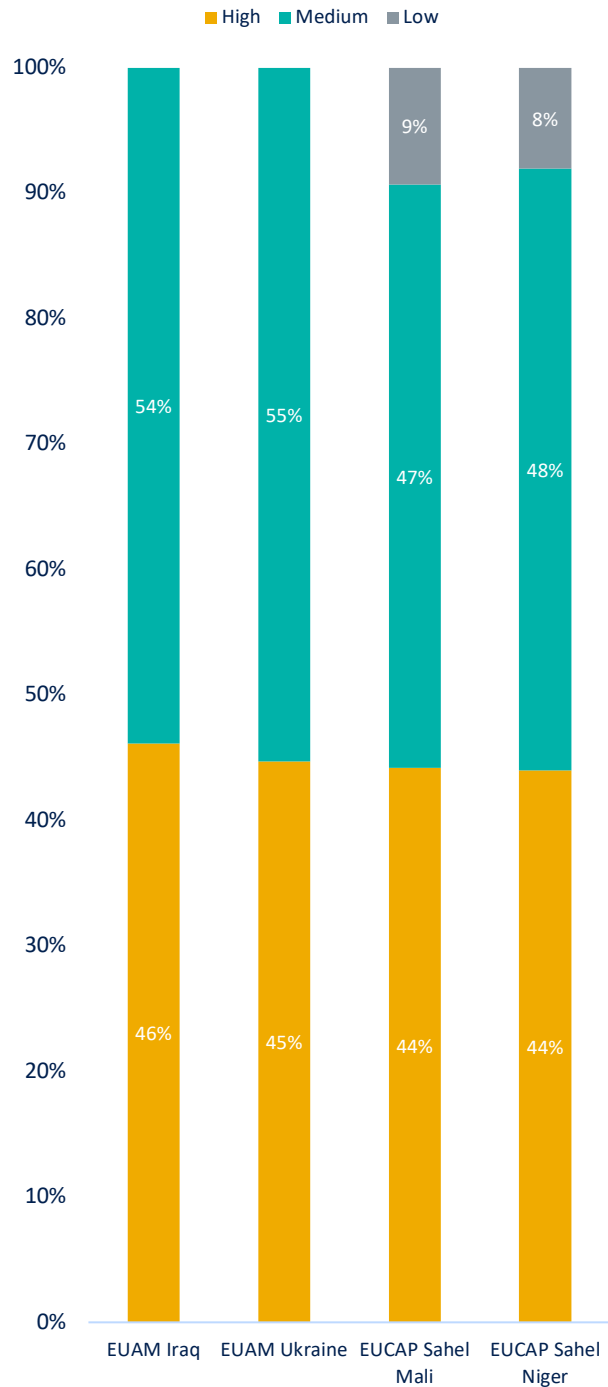


Figure 2 shows the results when international staff were asked to grade the overall knowledge of SSR within CSDP Missions. The second set of charts shows the figures disaggregated for the four missions with a specific SSR mandate (EUAM Iraq, EUAM Ukraine, EUCAP Sahel Mali, EUCAP Sahel Niger).

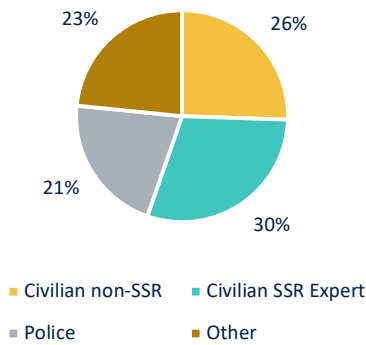
Overall Understanding of SSR Strategies/Policies and Implementation within the Mission (All Missions)



Overall Understanding of SSR Strategies/Policies and Implementation within the Mission (Missions With SSR Mandate)



Current Position of Contracted Staff Respondents



Current Position of Seconded Staff Respondents

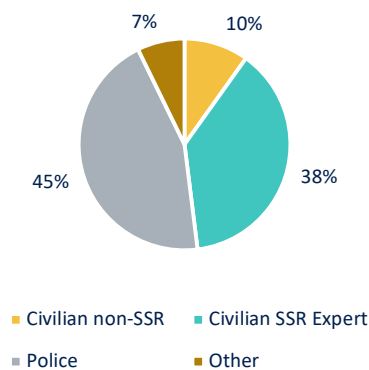
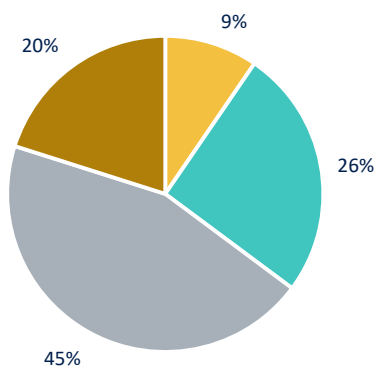
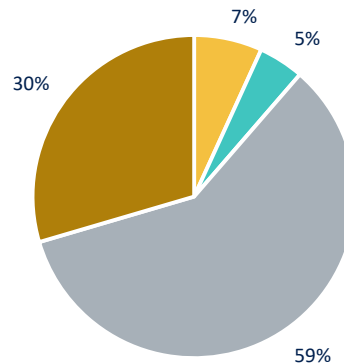


Figure 3 shows the results when international and national staff were asked if they had attended an SSR specific training and received SSR training through a pre-deployment course or other mission SSR briefing.

Induction Process (International Staff)

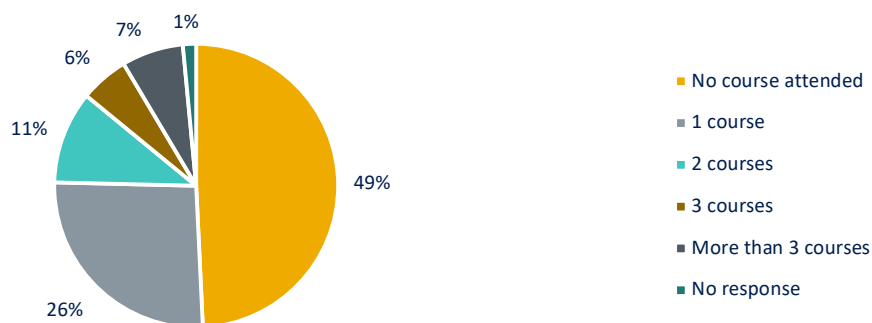


Induction Process (National Staff)

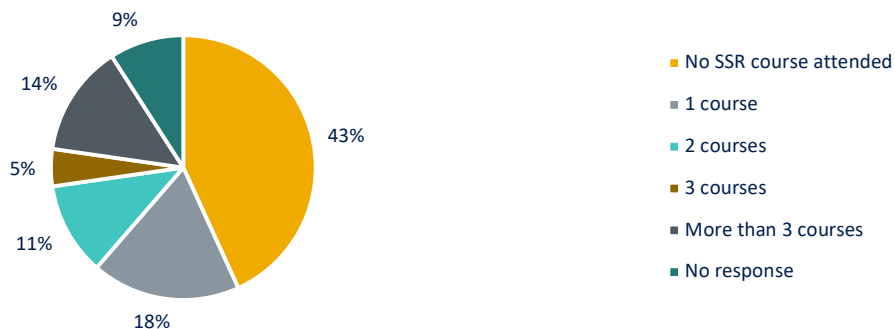


- I did not receive a mission induction course/training
- No reference to SSR
- No specific module, but the concept of SSR within the mission was explained
- Yes, there was a module on SSR

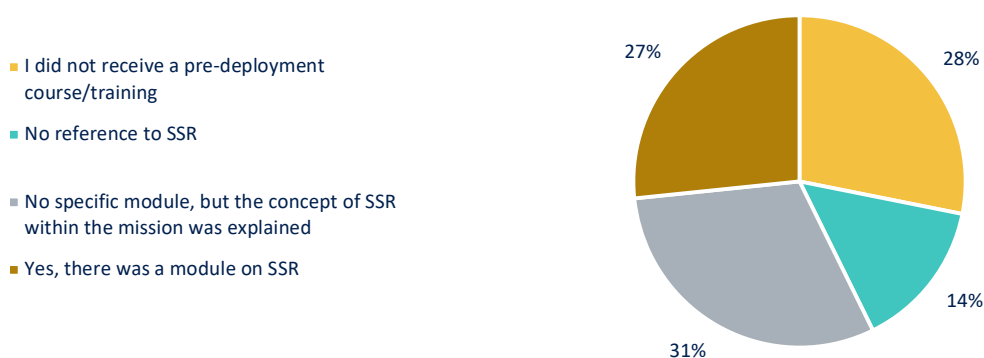
Attendance on an SSR Specific Training Course (International Staff)



Attendance on an SSR Specific Training Course (National Staff)



Pre-deployment Training Received by International Staff



As alluded to in the report there was an anomaly between the perceived level of experience, which when reported through the questionnaires was high, and what was reported during follow up interviews. Whilst not fully determined, it is suggested some of this relates to the difference between knowing or understanding their own element of SSR (i.e. corrections, police) and the implementation of the wider concept of SSR.

Figure 4: Level of perceived SSR experience in comparison with years experience and mission deployments

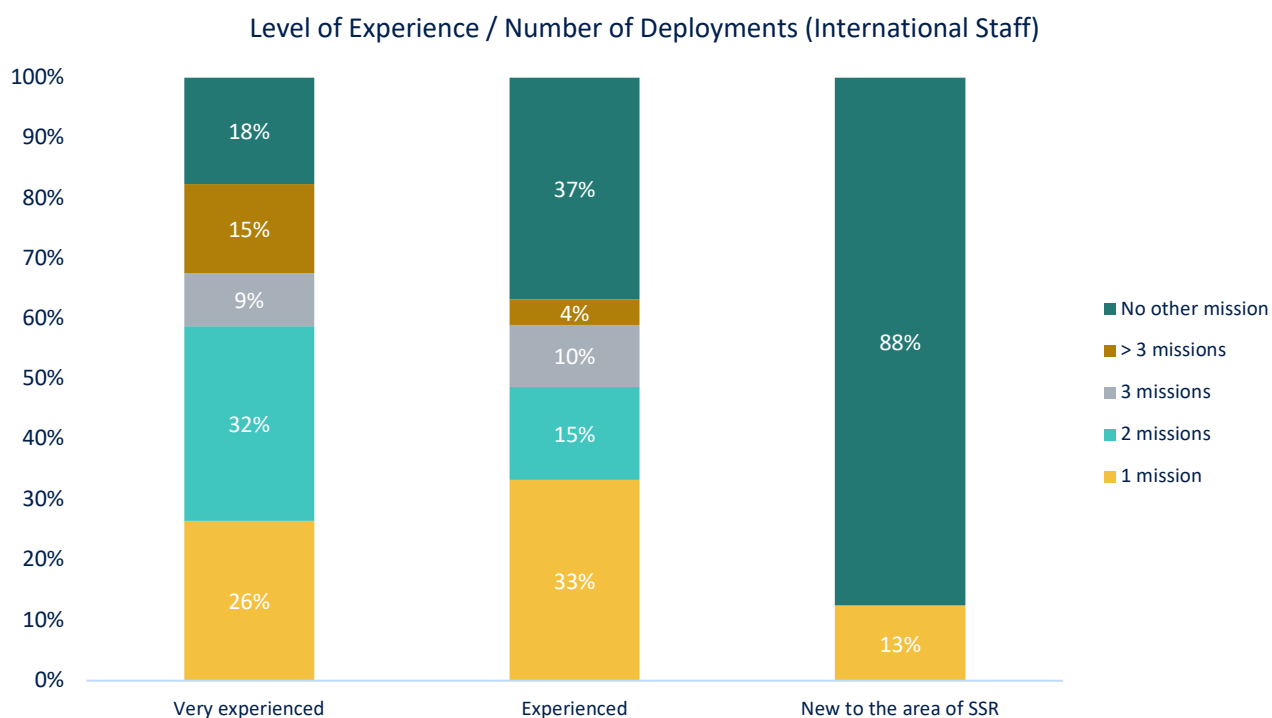
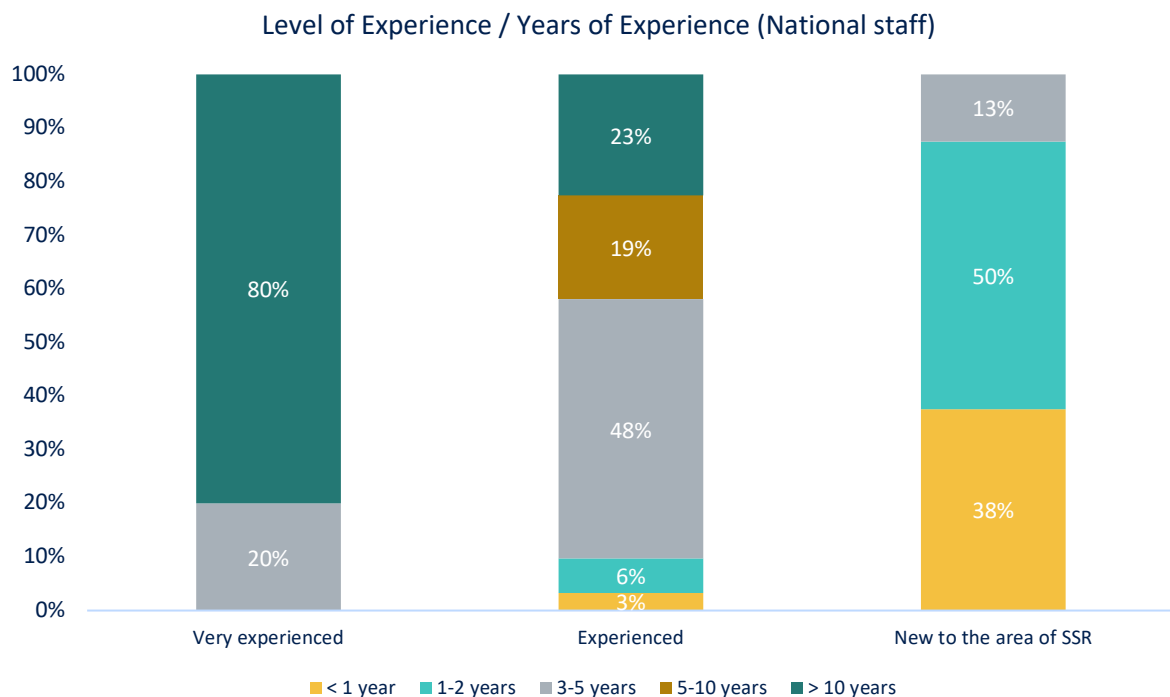
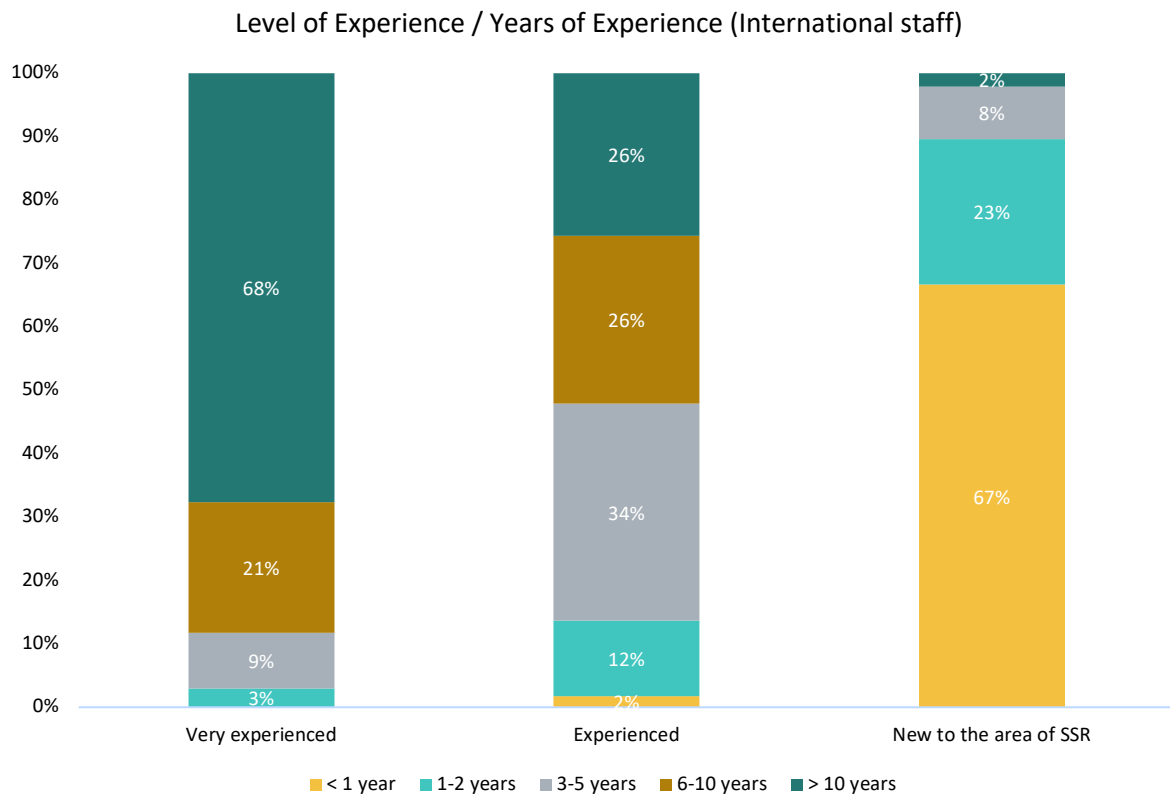


Figure 5: Perception of staff within EUAM Iraq, EUAM Ukraine, EUCAP Sahel Mali and EUCAP Sahel Niger of their preparedness before deployment. All missions have an SSR mandate.



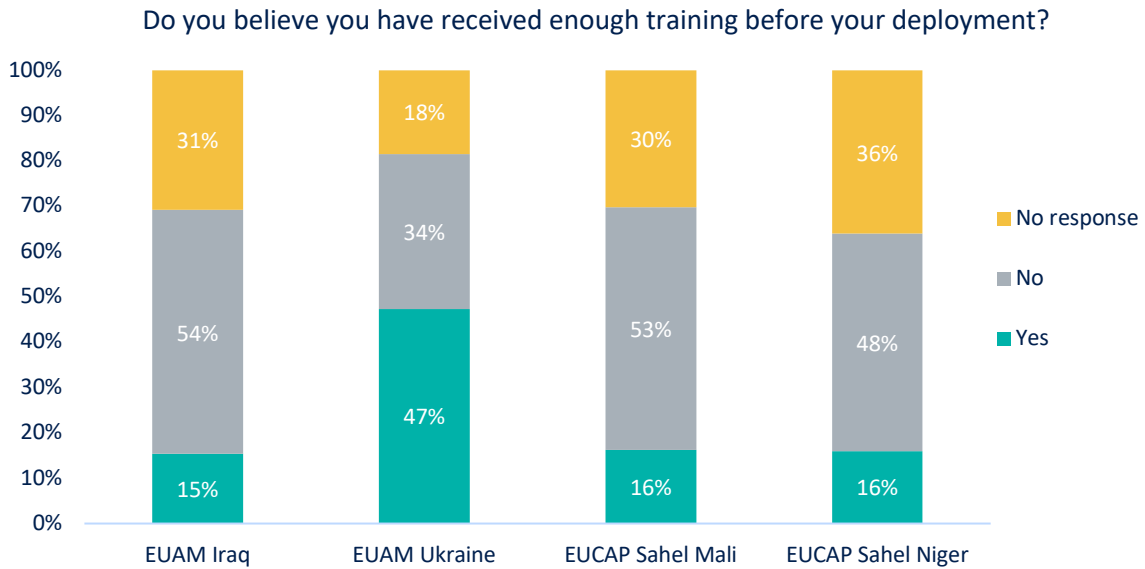
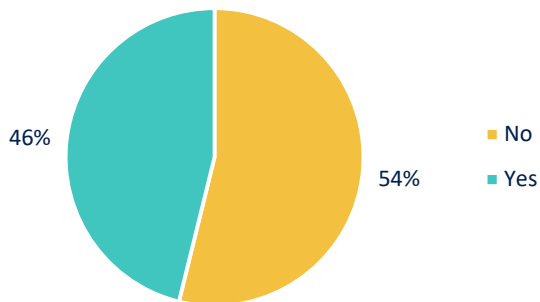
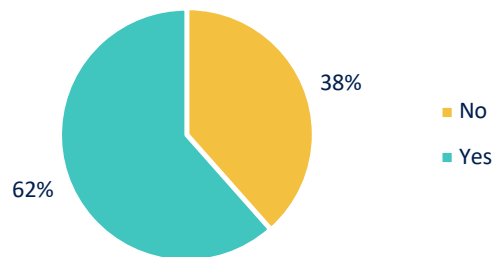


Figure 6 indicates the responses to questions asked of the EU civilian SSR training providers, who responded to the questionnaire/follows up interviews.

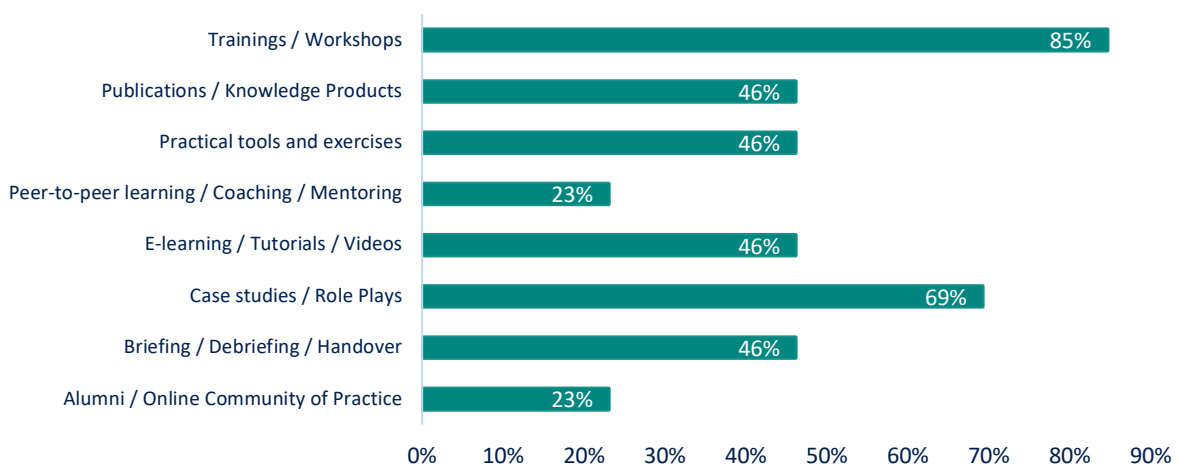
Does your organisation have specific policies or strategies related to the training of staff for CSDP missions?



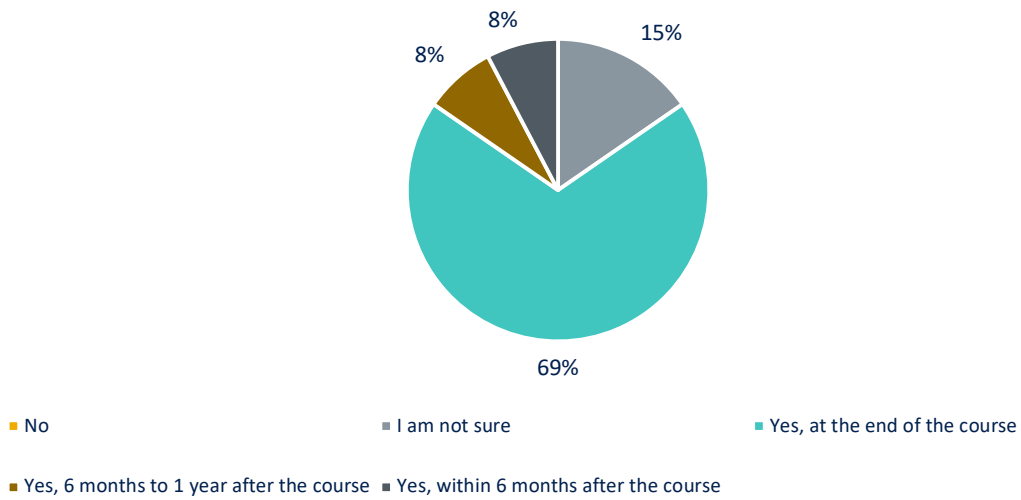
Does your organisation conduct SSR training for personnel seconded, or looking to work in EU CSDP Missions?



How do you facilitate learning?

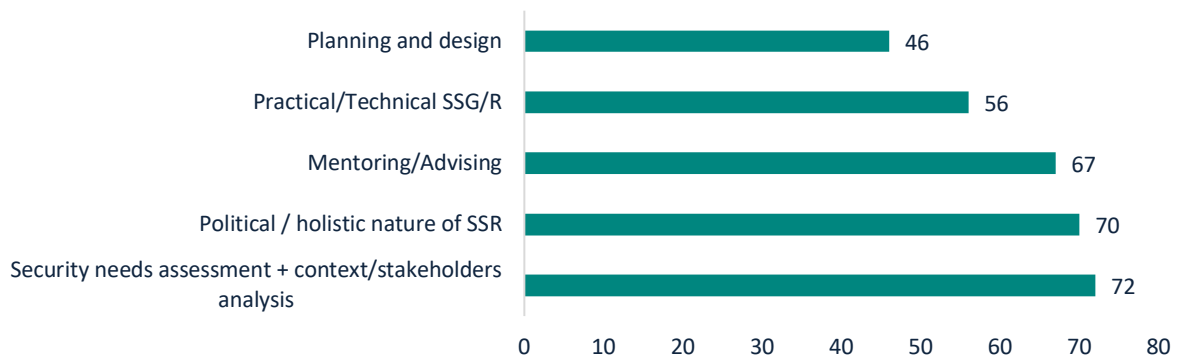


Do you conduct post course evaluation follow up?

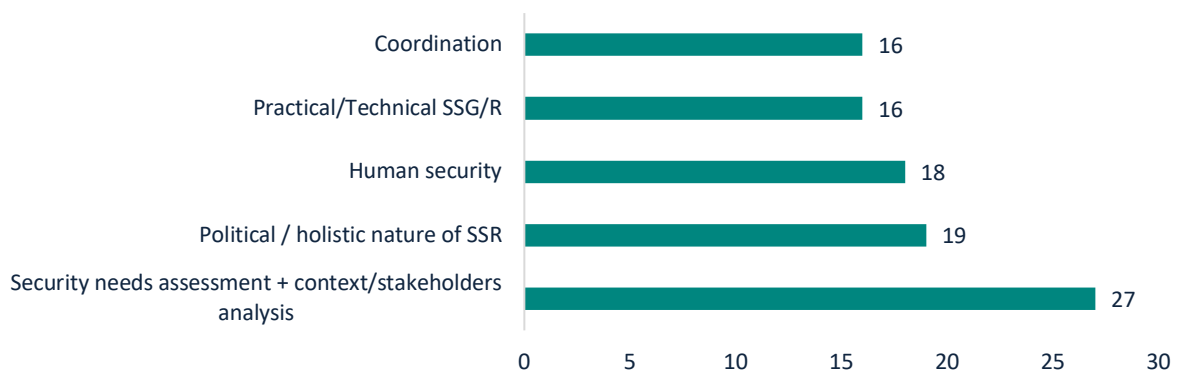


Staff were asked to identify what they considered the **most and least** important training areas for their mission. **Figure 7** shows the responses from all missions (with the number of respondents for each area):

Top 5 **Most** Important Areas for All Missions (International Staff)

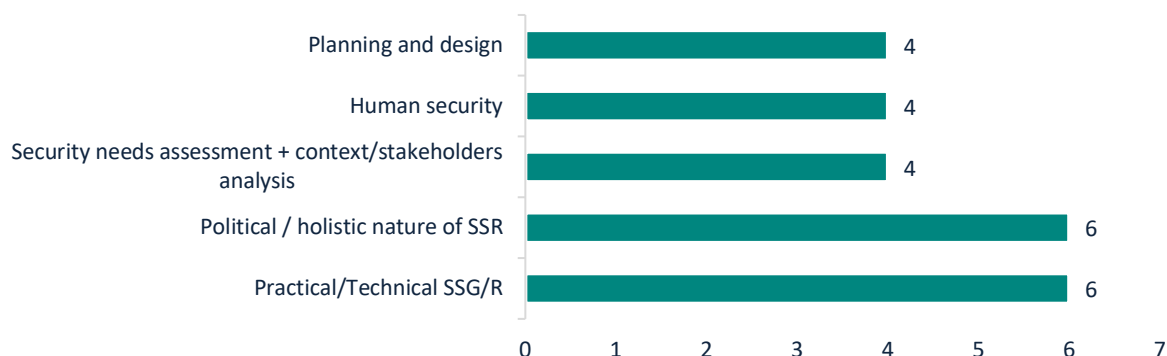


Top 5 **Most** Important Areas for All Missions (National Staff)

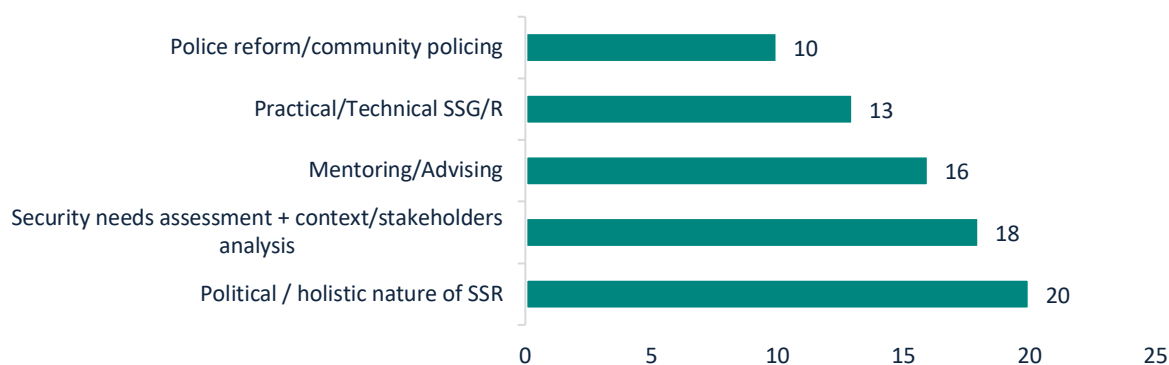


Figures 8 show the responses by international staff from key missions with an SSR Mandate (number of respondents).

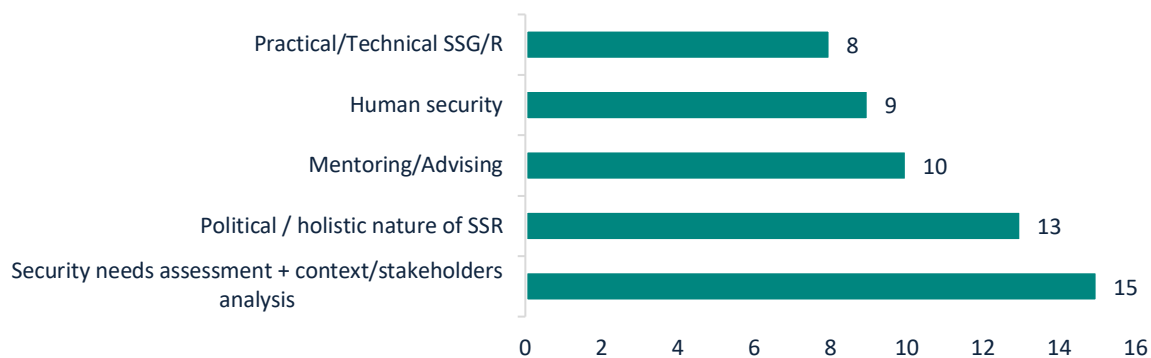
Top 5 Most Important Areas for EUAM Iraq International Staff



Top 5 Most Important Areas for EUAM Ukraine International Staff



Top 5 Most Important Areas for EUCAP Mali International Staff

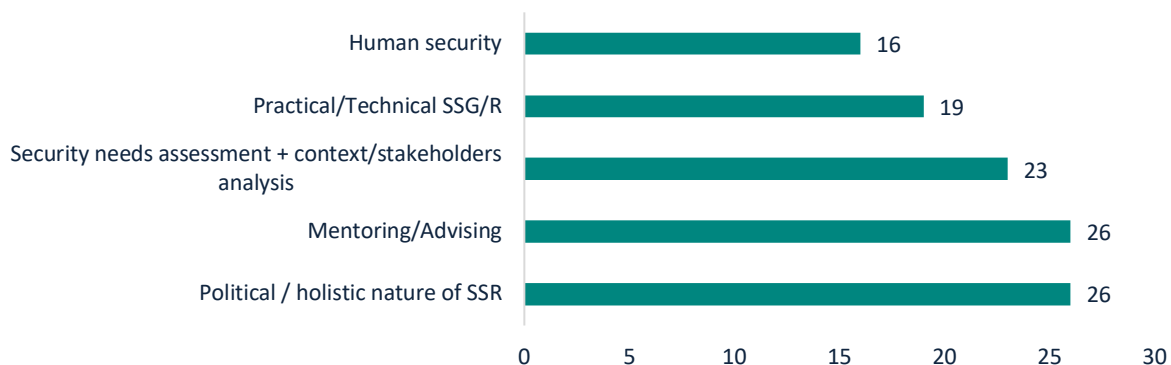


Top 5 Most Important Areas for EUCAP Niger International Staff

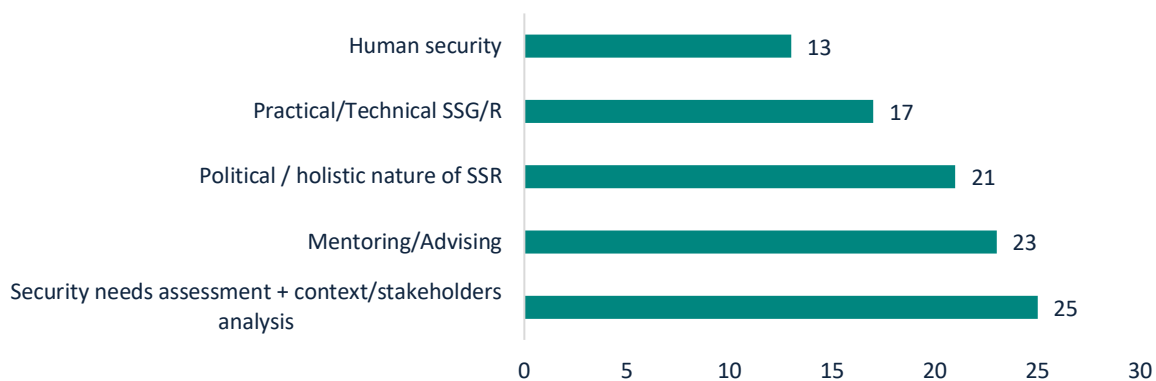


Figure 9 show the five **most** important areas selected by international respondents from all missions based on **their position's level**.

Top 5 Most Important Areas for Operational Level Advisors



Top 5 Most Important Areas for Mid-level Management/Advisors



Top 5 Most Important Areas for Senior Leadership Positions

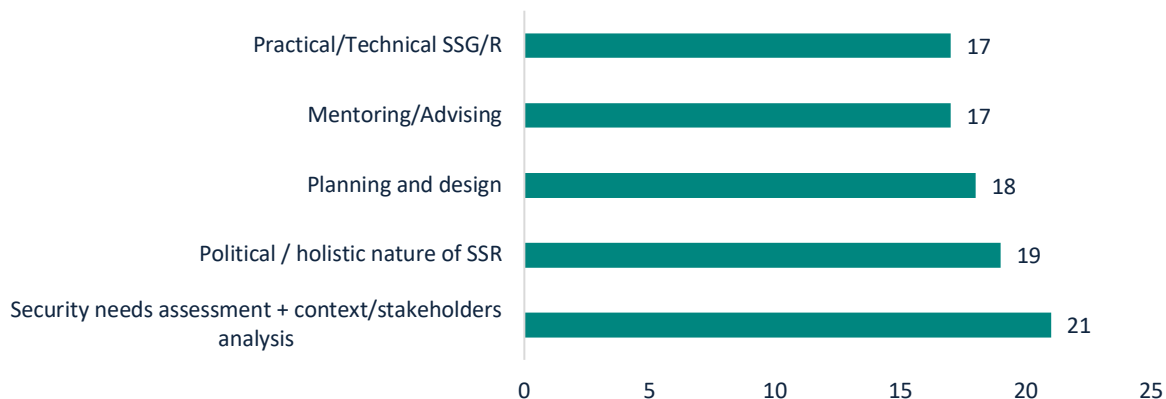


Figure 10 show the five **least** important training areas for all mission.

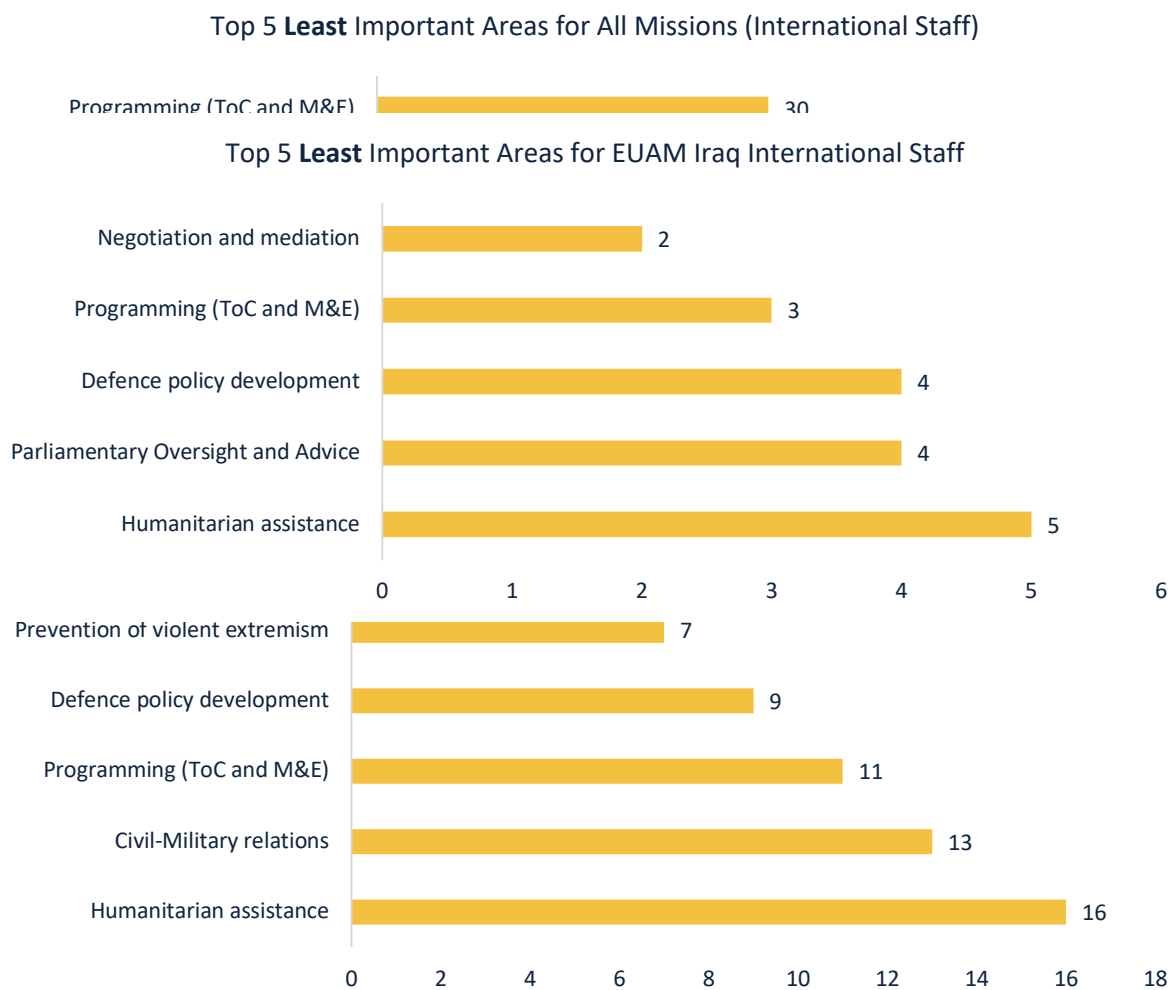
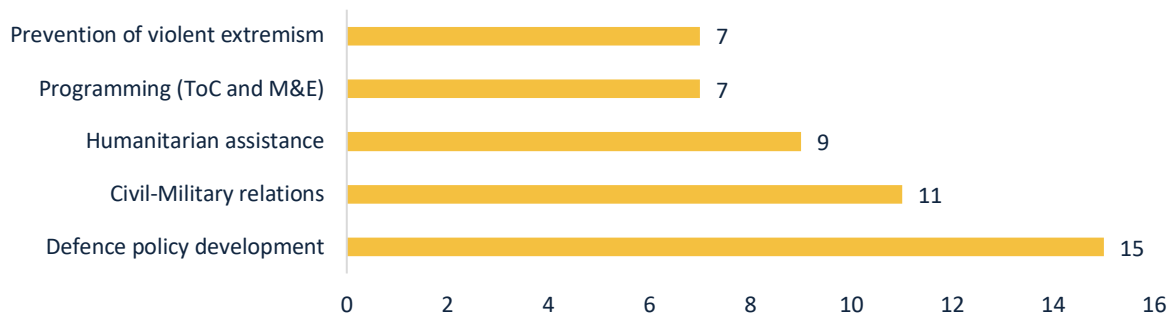
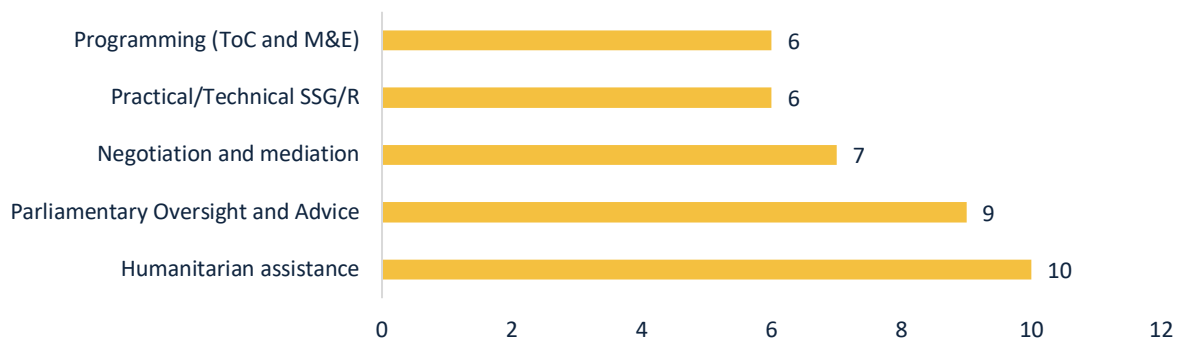


Figure 11 presents the same data but disaggregated per mission: EUAM Iraq, EUAM Ukraine, EUCAP Sahel Mali and EUCAP Sahel Niger.

Top 5 **Least** Important Areas for EUAM Ukraine International Staff



Top 5 **Least** Important Areas for EUCAP Mali International Staff



Top 5 **Least** Important Areas for EUCAP Niger International Staff

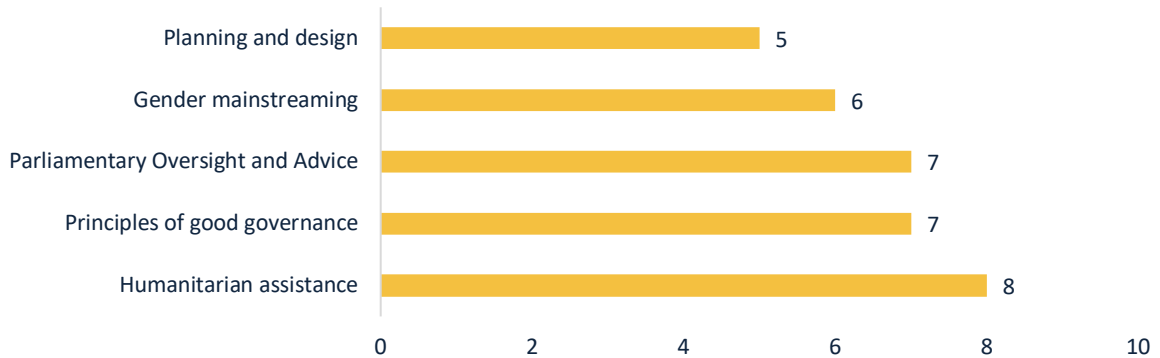
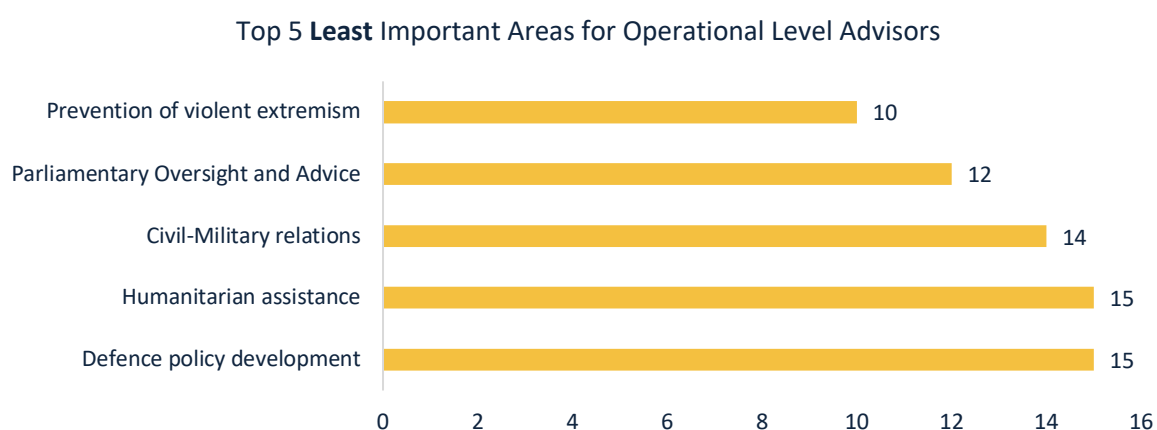
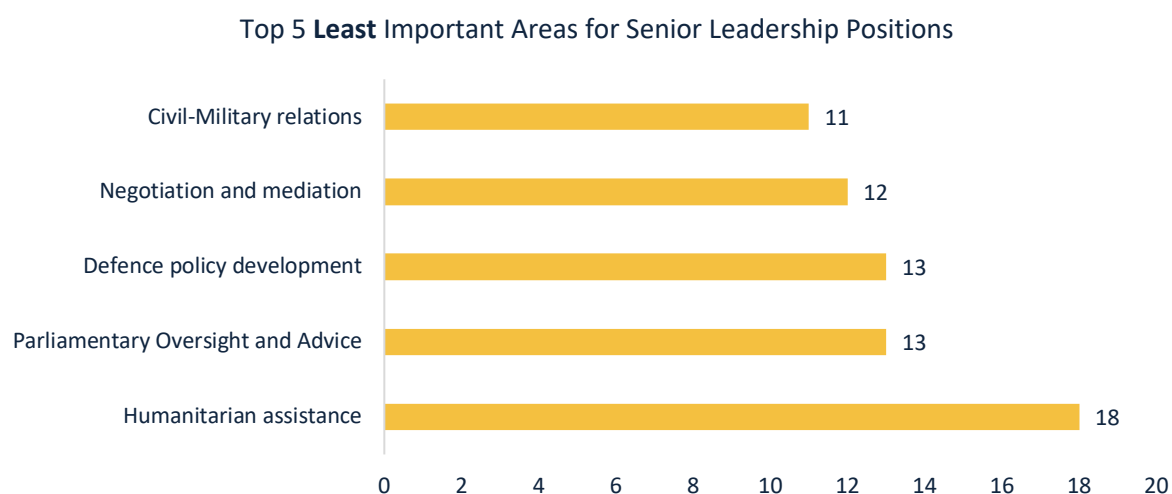
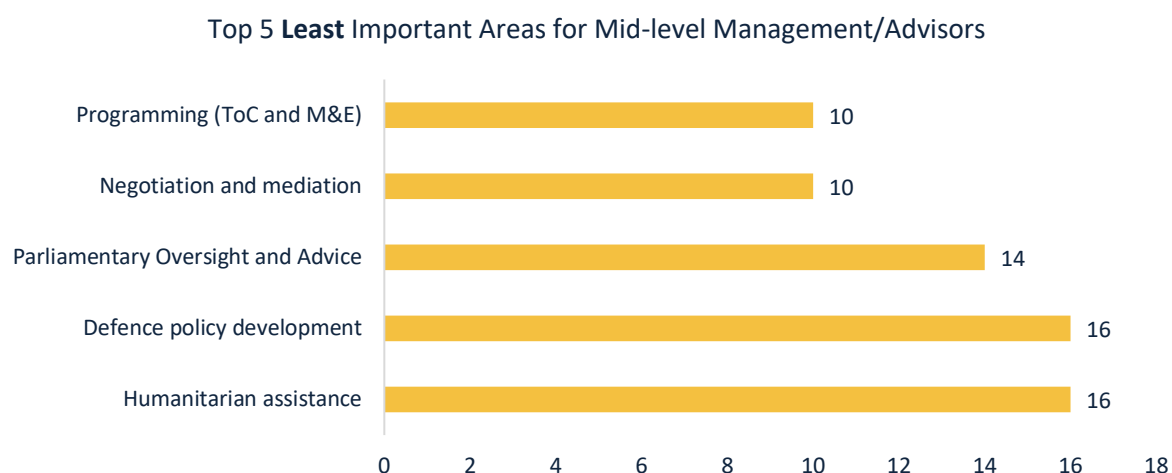


Figure 12 indicates the same data but disaggregated per level of the respondents' position within all missions.



Additional responses from SSR TRA questionnaires and follow up Interviews from international and national staff and training course alumni, which may be useful for training providers in the development of SSR programmes.

Question: How would you describe the overall understanding of SSR strategies/policies and implementation within the mission? Please explain your answer;

Strengths

- *During the induction training, key issues in the security sector in the host country are explained to all new staff.*
- *My colleagues are very experienced*
- *I am convinced of a good level of experience and expertise in SSR among my adviser colleagues. I am not aware of any discourse on a more theoretical/generic level (SSR rationale, theory, research, nexus with development cooperation, etc).*
- *A staff member in the mission (EUCAP Sahel Niger) provided excellent briefings on SSR which helped conceptualise SSR in Niger and understand the elements of our mission mandate.*

Weaknesses

- *Lack of holistic understanding of SRR, disproportionate focus on "equip and train" rather than in conflict prevention, peacebuilding, human security, accountability, trust, etc*
- *There are many senior members who do not have the appropriate training in SSR or technical policing competencies.*
- *most of the staff is not really made aware of what SSR is. There is no training proposed on that topic within the mission*
- *The Mission is well equipped when it comes to expertise, however many of the implementation is textbook like, not necessarily relevant for the country realities.*
- *A part from Political Adviser nobody else seems to be involved in SSR related issues.*
- *SSR rarely frames our discussions. Little contact with SSR commission and commissariat in Mali.*
- *This is a large and now well-established mission, but there is no-one either capable of taking the time to step back and look at the mandate holistically. We are constantly in crisis management mode – not at all strategic.*

In addition to the understanding of SSR within the Mission, interviewed staff made the following observations regarding external and internal challenges facing them in the missions.

Internal Challenges to SSR implementation

- *Police officers and specialists deployed know and see the importance of the principles SSR but are not really pushed or given the opportunity to apply them.*
- *Training activities are overvalued. Advising is undervalued.*
- *Police officers in more than one mission expressed frustrations that they could not have a close relationship with the local authorities. Though they occupied senior and middle management positions line managers did not allow them to develop that relationships.*
- *A culture of very rigid and hierarchal command limits coordination and communication between different mission elements. This results in compartmentalised working and people just looking at delivering their own role and not part of the wider picture.*
- *Not enough engagement with the local senior host authorities. Too many unproductive meetings with other donors or internally within the mission*
- *There is a lack of exchange between national and international staff on SSR. (e.g national staff could provide information on the functioning of the police, key challenges on the relationship between the police and population, understanding*

“corruption”, explain local policies, explain who is who is the security sector, who has the decision powers, etc...)

- *Mission political advisors are more focused on EU politics/coordination than engaging with the national counterparts.*
- *National staff within the mission in Mali are not consulted to provide briefing on the security sector, actors and political context of their country to international staff joining the mission. They do not receive any briefing on the mandate of the mission and the basic EU SSR principles*

External Challenges

- *There is a lack of political engagement from the mission with the authorities and limited coherence amongst international actors, including EU delegations. Personality driven as opposed to regular practice. “The EUD Ambassador has some political “monopole” and does not ease the engagement from the mission”.*
- *Corruption among security forces. The mission should tackle this issue otherwise the efforts won’t last long.*
- *Lack of capacity amongst host institutions means that even though mission is supposed to be a strategic advisory mission there is a need and a desire from hosts for training*
- *Other actors in field have more money so hosts are less interested in us as Advisors*

QUESTION: What could course organisers do to improve the effectiveness of SSR training?

On course content:

- *More practical examples and not so theoretical. More situational exercise/case studies*
- *One of the most difficult areas to progress is that of security forces seeking to extend government authority through unified command and control of regional security forces, thereby creating increasingly cohesive entities, whilst starting to integrate these forces, including clan militia into national security forces This is a complex process that includes consultation and agreement to determine the appropriate roles of local, regional and federal authorities – we need to be discussing these sorts of things in training /lessons sessions.*
- *Training needs to be more aligned to role and mission realities and how to implement a mandate in that position*
- *Provide more information and analysis of the security structures of the host country and use more practical examples from the field*
- *Strictly link theoretical lessons to recent field experience examples. Include a connection with an ongoing mission with SSR Mandate -could do this via links with missions and do a Q&A session*
- *Should be taken to the local context, cover EU principles /best practices and adjust to the level of expertise of the Mission*

On Course Facilitation and Methodology:

- *Ensure the course is focused on practical work and scenarios rather than front loading of information*
- *Give practical skill scenarios to support the theory*
- *Take advantage of field experience*

- *Should be mandatory training for all deployments*
- *Make key components of SSR training obligatory for key staff and repeat with training/refresher training*
- *Having training audiences with mixed experiences and backgrounds in SSR and interactive lessons keeps it interesting – less powerpoints !*
- *Training programmes need to adapt to new training methodologies, including on-line training options. Should be more facilitated discussions and interactive learning.*
- *Publish a full course calendar and make sure those being deployed know how to access it*
- *Contracted and National staff should also get the training*
- *Facilitators need to better understand the political and cultural realities*
- *Acknowledge the previous learning and experience of participants -then better tailor to their needs – adopting a more participant centred approach*
- *Training needs to be better harmonised with mission needs – the different components of the mission and then how they all fit together -this would ensure the training more effective/added value and assist implementation of the mandate*
- *Mission specific training would be more impactful – currently too general*
- *Use trainers with practical experience and use guest speakers who are experts*
- *Ensure the training programme is realistic for the time allotted.*
- *Use a training needs analysis approach to the training with follow up evaluations and reviews. Students must pass an examination during the course so they participate fully in the training*
- *Ensure there is agreed criteria for the course and do not allow people to attend so they have something for their CV*
- *Schedule it for the start of the deployment*

Annex E: Specific SSR courses conducted 2017-2019

2017

1	Course name	Course on Security Sector Reform (Sweden)
dd	Description	During this five-day course, participants will acquire an understanding of the concept of SSR, how the concept has evolved and linkages between policy and practice. Several key technical areas and specific program approaches will be explored, recognizing the holistic approach needed in SSR. The challenges and opportunities arising in post-conflict situations will be analysed, bearing in mind the importance of both sustainability and political commitment.
	Duration	6-10 February 2017, 5 days residential course
	Course provider	Folke Bernadotte Academy
	Target group	This course is suitable for a wide range of professionals holding or seeking positions in national governments (ministries, agencies, parliamentary secretariats etc), international organizations, and civil society. Participants will be selected by means of professional background and personal motivation in order to create a dynamic and interactive group.
	Course numbers	24 participants (10 women, 14 men)

2	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
	Duration	29 March-06 April 2017
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	28 participants (10 women, 18 men)

3	Course name	ESDC (Core) Advanced course on Security Sector Reform (Finland)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	05-09 June 2017
	Course provider	DCAF-ISSAT, FINCENT, ESDC

Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
Course numbers	25 participants (10 women, 15 men)

4	Course name	Advanced course on Security Sector Reform (UK)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	10-14 July 2017
	Course provider	DCAF-ISSAT, 77 th Brigade
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	23 participants (10 women, 13 men)

5	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also

		develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
	Duration	20-28 September 2017
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	31 participants (10 women, 21 men)

6	Course name	ESDC Basic Course on Security Sector Reform (Sweden)
	Description	During this two-day course, participants will acquire an understanding of the SSR concept, how it has evolved and linkages between policy and practice. Special emphasis will be placed on the EU's strategic framework on SSR, its practical application and role in the implementation of the EU Global Strategy and the European Neighbourhood Policy. Best practices and lessons learned from EU interventions will also be discussed.
	Duration	14-15 November 2017, 2 days residential course+ 4 hours mandatory e-learning
	Course provider	Folke Bernadotte Academy, in cooperation with DG NEAR
	Target group	This course specifically targets DG NEAR personnel and Member States' delegates to relevant Council working groups, but is also open to other staff members of the EEAS, Commission Services and Member States with a specific interest in SSR.
	Course numbers	25 participants (11 women, 14 men)

7	Course name	Advanced course on Security Sector Reform (The Netherlands)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	27 November 01 December 2017
	Course provider	DCAF-ISSAT, Dutch MFA
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and

		organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	17 participants (5 women, 12 men)

2018

1	Course name	Course on Security Sector Reform (Sweden)
	Description	Throughout this five-day course, participants will explore the concept of SSR, building on democratic principles, human rights, gender equality and the rule of law. Experts and experienced practitioners will share theory and practical case studies to illustrate the comprehensive process of SSR. Specific technical areas and program approaches will be highlighted within the context of the wider, holistic process of reform. The challenges and opportunities arising in post-conflict situations will be discussed and analyzed with a focus on sustainable reforms, local ownership and political commitment.
	Duration	19-23 March 2018, 5 days residential course
	Course provider	Folke Bernadotte Academy
	Target group	This course is suitable for a wide range of professionals holding or seeking positions in national governments, international organisations, and civil society. Participants will be selected by means of professional background and personal motivation in order to create a dynamic and interactive group.
	Course numbers	23 participants (13 women, 10 men)

2	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
	Duration	11-19 April 2018
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	33 participants (9 women, 24 men)

3	Course name	ESDC (Core) Advanced course on Security Sector Reform (Finland)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.

Duration	06-11 May 2018
Course provider	DCAF-ISSAT, FINCENT, ESDC
Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
Course numbers	31 participants (12 women, 19 men)

4	Course name	Advanced course on Security Sector Reform (UK)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	11-16 June 2018
	Course provider	DCAF-ISSAT, 77 th Brigade
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	20 participants (2 women, 18 men)

5	Course name	ESDC Basic Course on Security Sector Reform (Sweden)
	Description	During this two-day course, participants will acquire an understanding of the SSR concept, how it has evolved and linkages between policy and practice. Special emphasis will be placed on the EU's strategic framework on SSR, its practical application and role in the implementation of the EU Global Strategy

		and the European Neighbourhood Policy. Best practices and lessons learned from EU interventions will also be discussed.
	Duration	19-20 June 2018, 2 days residential course+ 4 hours mandatory e-learning
	Course provider	Folke Bernadotte Academy, in cooperation with DG NEAR
	Target group	This course specifically targets DG NEAR personnel and Member States' delegates to relevant Council working groups, but is also open to other staff members of the EEAS, Commission Services and Member States with a specific interest in SSR.
	Course numbers	21 participants (15 women, 6 men)

6	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
	Duration	03-11 October 2018
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	28 participants (9 women, 19 men)

7	Course name	Advanced course on Security Sector Reform (Ireland)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	26-30 November 2018
	Course provider	DCAF-ISSAT, Irish MoD
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend

		to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	27 participants (10 women, 17 men)

8	Course name	Advanced course on Security Sector Reform (The Netherlands)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	26-30 November 2018
	Course provider	DCAF-ISSAT, Dutch MFA
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	24 participants (9 women, 15 men)

9	Course name	ESDC Basic Course on Security Sector Reform (Italy)
	Description	The aim of the course is to give a general overview and to offer a basic knowledge of the Security Sector Reform (SSR) Concept as an essential multidimensional element of conflict prevention, crisis management, institution building and stabilization effort, which is increasingly playing a central role for a sustainable long-lasting peace. During the course particular attention will be given to the European Union approach and its wide-strategic framework in support of SSR, the gender role in SSR will be brought into focus and special emphasis will be given to the Defense Sector Reform (DSR) and its implementing challenges. The course consists of two compulsory phases: an Internet-based Distance Learning (IDL) phase, followed by a residential phase which will be held in Torino (ITA).
	Duration	4-6 December 2018
	Course provider	ITA Army Post Conflict Operations Study Centre
	Target group	The course is tailored to military and civilian middle-management officials, diplomats and representatives from EU MS, Bodies and Agencies, and from EU candidate Countries.
	Course numbers	24 participants (3 women, 21 men)

1	Course name	Course on Security Sector Reform (Sweden)
	Description	Throughout this five-day course, participants will explore the concept of SSR, building on democratic principles, human rights, gender equality and the rule of law. Specific technical areas and program approaches will be highlighted within the context of the wider, holistic process of reform. The challenges and opportunities arising in post-conflict situations will be discussed and analyzed with a focus on sustainable reforms, local ownership and political commitment.
	Duration	18-22 February 2019, 5 days residential course
	Course provider	Folke Bernadotte Academy
	Target group	This course is suitable for a wide range of professionals holding or seeking positions in national governments (ministries, agencies, parliamentary secretariats etc), international organizations, and civil society. Participants will be selected by means of professional background and personal motivation in order to create a dynamic and interactive group.
	Course numbers	24 participants (11 women, 13 men)

2	Course name	Advanced course on Security Sector Reform (UK)
	Description	Through a combination of practical, hands-on exercises, this advanced course aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It highlights issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course also develops soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics.
	Duration	25 February-01 March 2019
	Course provider	DCAF-ISSAT, 77 th Brigade
	Target group	This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes or those who work in the area of SSR with programme design or at policy level. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to Security Sector Reform such as governance, rule of law, police reform, defence reform, justice reform, disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.
	Course numbers	21 participants (2 women, 19 men)

3	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of

		experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
Duration		03-11 April 2019
Course provider		Austrian MoD, ASPR, DCAF-ISSAT, ESDC
Target group		Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
Course numbers		31 participants (5 women, 26 men)

4	Course name	ESDC (Core) Course on Security Sector Reform (Finland)
	Description	This 5-day ASSR residential course run in collaboration between DCAF-ISSAT, FINCENT and the ESDC, aims to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It will highlight issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course will also develop soft skills and will focus on the role of an SSR advisor.
	Duration	03-07 June 2019
	Course provider	DCAF-ISSAT, FINCENT, ESDC
	Target group	This training is for professionals involved in policy and practice working on the provision, management and oversight of security and justice. This includes professionals with knowledge of security and justice governance development who are in a position to influence.
	Course numbers	28 participants (7 women, 21 men)

5	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR. The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.
	Duration	02-10 October 2019
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	34 participants (6 women, 28 men)

6	Course name	ESDC Basic Course on Security Sector Reform (Italy)
	Description	The aim of the course is to give a general overview and to offer a basic knowledge of the Security Sector Reform (SSR) Concept as an essential

		<p>multidimensional element of conflict prevention, crisis management, institution building and stabilization effort, which is increasingly playing a central role for a sustainable long-lasting peace. During the course particular attention will be given to the European Union approach and its wide-strategic framework in support of SSR, the gender role in SSR will be brought into focus and special emphasis will be given to the Defense Sector Reform (DSR) and its implementing challenges.</p> <p>The course consists of two compulsory phases: an Internet-based Distance Learning (IDL) phase, followed by a residential phase which will be held in Torino (ITA).</p>
	Duration	26-28 November 2019
	Course provider	ITA Army Post Conflict Operations Study Centre
	Target group	The course is tailored to military and civilian middle-management officials, diplomats and representatives from EU MS, Bodies and Agencies, and from EU candidate Countries.
	Course numbers	14 participants (3 women, 11 men)

7	Course name	In-mission Training on Security Sector Reform (Sweden)
	Description	The training will cover key concept of the EU approach to SSR. Special emphasis will be placed on the importance of oversight and accountability of the security sector as a prerequisite for effective and efficient security delivery. Additionally, this also intends to facilitate a nuance understanding of the complexities faced by the personnel engaged in creating processes change in the security sector. Thus the aim of the training is to provide the participants with theoretical and practical knowledge which will be directly applicable in their daily work in addressing the challenges as well as opportunities.
	Duration	2-3 December 2019, 1.5 days residential course
	Course provider	Folke Bernadotte Academy
	Target group	Mission staff of the European Union Advisory Mission Ukraine
	Course numbers	29 participants (8 women, 21 men)

Planned specific SSR courses in 2020

1	Course name	ESDC Core Course on Security Sector Reform (Austria)
	Description	<p>The course aims to enhance the knowledge, skills and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts, in particular 'the EU-wide strategic framework in support of Security Sector Reform'. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR.</p> <p>The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.</p>
	Duration	02-09 December 2020
	Course provider	Austrian MoD, ASPR, DCAF-ISSAT, ESDC
	Target group	Participants should preferably be middle to senior level professionals deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State and/or partner country structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue in the wider context of SSR. Priority is given to personnel from the EU Member States.
	Course numbers	30 participants (expected)

2	Course name	Course on Security Sector Reform (Sweden)
	Description	Throughout the e-learning and the five-day residential phase of the course, participants will explore the concept of SSR, building on democratic principles,

		human rights, gender equality and the rule of law. Specific technical areas and program approaches will be highlighted within the context of the wider, holistic process of reform. The challenges and opportunities arising in post-conflict situations will be discussed and analyzed with a focus on sustainable reforms, local ownership and political commitment.
	Duration	5 days residential course+ 5 hours mandatory e-learning
	Course provider	Folke Bernadotte Academy
	Target group	This course is suitable for a wide range of professionals holding or seeking positions in national governments, international organisations, and civil society. Participants will be selected by means of professional background and personal motivation in order to create a dynamic and interactive group.
	Course numbers	Meantime unknown

3	Course name	ESDC Basic Course on Security Sector Reform (Italy)
	Description	The aim of the course is to give a general overview and to offer a basic knowledge of the Security Sector Reform (SSR) Concept as an essential multidimensional element of conflict prevention, crisis management, institution building and stabilization effort, which is increasingly playing a central role for a sustainable long-lasting peace. During the course particular attention will be given to the European Union approach and its wide-strategic framework in support of SSR, the gender role in SSR will be brought into focus and special emphasis will be given to the Defense Sector Reform (DSR) and its implementing challenges. The course consists of two compulsory phases: an Internet-based Distance Learning (IDL) phase, followed by a residential phase which will be held in Torino (ITA). <i>Should any possible negative evolutions of COVID-19 pandemic happen, the latter phase will be delivered on-line in e-learning mode.</i>
	Duration	IDL Phase: from 21 st September 2020 to 11 th October 2020 Residential Phase: 20-22 October 2020
	Course provider	ITA Army Post Conflict Operations Study Centre
	Target group	The course is tailored to military and civilian middle-management officials, diplomats and representatives from EU MS, Bodies and Agencies, and from EU candidate Countries.
	Course numbers	Meantime unknown

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Annex G: List of Acronyms

CART	Comprehensive Assessment Report on Training
CCDP	Civilian Capability Development Plan
CCT	Civilian Coordinator for Training
CFSP	Common Foreign and Security Policy
CIVCOM	Committee for Civilian Aspects of Crisis Management
COM	European Commission
CPCC	Civilian Planning and Conduct Capability
CSDP	Common Security and Defence Policy
CT	Counter Terrorism
DCAF ISSAT	Geneva Centre for Security Sector Governance's International Security Sector Advisory Team
DG DEVCO	Directorate-General for International Cooperation and Development
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
EAB SSR	Executive Academic Board on Security Sector Reform
ESDC	European Security and Defence College
EUAM Iraq	European Union Advisory Mission in Iraq
EUAM Ukraine	European Union Advisory Mission in Ukraine
EUCAP Sahel Mali	European Union Capacity Building Mission in Mali
EUCAP Sahel Niger	European Union Capacity Building Mission in Niger
EUCPOL COPPS	European Union Police and Rule of Law Mission for the Palestinian Territory
EUCTG	EU Civilian Training Group
EUMM Georgia	European Union Monitoring Mission in Georgia
EUMS	European Union Military Staff
EUPCST	European Union Police and Civilian Support Training
FBA	Folke Bernadotte Academy
FPI	Foreign Policy Instrument
ISP	Directorate for Integrated Approach for Security and Peace
MFA	Ministry of Foreign Affairs
MS	Member State
NIP	National Implementation Plan
NTE	National Training Expert
OSCE	Organization for Security and Co-operation in Europe
PDT	Pre-Deployment Training
PVE	Prevention of Violent Extremism
SecDefPol	Directorate for Security and Defence Policy
SMT	Senior Management Team
SSG	Security Sector Governance
SSR	Security Sector Reform
TRA	Training Requirements Analysis
UN	United Nations
UN SGF	United Nations Strategic Guidance Framework for International Policing
UNITAR	United Nations Institute for Training and Research