Pre-deployment training for CSDP missions: developments, lessons, way(s) ahead

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A premise

The (new) EU Policy on Training for CSDP and the related Implementing Guidelines aim at creating an overall CSDP Training Architecture and at rendering pre-deployment training systematic and compulsory, at better synchronizing it with in-mission training and, more in general, at fostering harmonized training standards for increasing integration, inter-operability and effective mission mandate implementation. How this is going to be done or, better, how effectively this is going to be made, largely depends on the role the EU Civilian Training Group (EUCTG) will play in this regard and on the concurrent responsiveness of member States. This short contribution gives an overview of the current CSDP Missions pre-deployment training praxis in terms of the why, the who, the what and how of such formative activity.

Pre-deployment training defined

Paragraph 26 of the EU Policy on Training for CSDP states that “[a]ppropriate training is a mandatory prerequisite of deployment. Pre-deployment training is instrumental to the maintenance of a common organisational standard for all personnel and assists in developing a common organisational culture, it is linked to the duty of care as well as ensuring the accountability and credibility of the EU, including through generic standards of behaviour and a code of conduct. Consequently, all staff recruited for CSDP missions or operations shall receive certificated pre-deployment training as a prerequisite prior to deployment”. The peremptory use of the verb "shall" seems to imply that pre-deployment training constitutes a compulsory requirement for actual deployment, thus finally establishing a strict interconnection between recruitment, training and deployment.

What is pre-deployment training? Training for CSDP crisis management missions can be classified in several categories, taking place in various phases and having a diversified scope: basic, advanced, pre-deployment and in-mission training.

Pre-deployment (PDT) is the type of training imparted to personnel selected or nominated to serve in a mission just before the deployment. It encompasses “online security training and is ideally organized back-to-back with "Hostile Environment Awareness Training" (HEAT). It aims to harmonise the management culture of CSDP missions and ensure that the persons concerned receive the knowledge and skills they will need to be fully operational from the beginning of their tour of duty. This training also prepares the future mission members to make the most of the field induction training, in order to adapt to the new working environment as quickly as possible.”

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3 CIVCOM, Terms of Reference for the EU Civilian Training Group (EUCTG), 20 September 2018, 12312/18
5 EEAS, Implementing Guidelines for the EU Policy on Training for CSDP, 17 January 2017- 5199/1/17 REV 1, para 17 (c). Compared to the definition in force at the UN level, where pre-deployment training “refers to generic, specialized, and where appropriate mission-specific peacekeeping training that is based on United Nations standards and takes place prior to deployment to a field operations” - hence the expression refers to all types of training activities taking place before serving in the field - PDT for CSDP missions is the formative activity that takes place immediately before a deployment and focuses on specific aspects linked to that tour of duty. See DPKO/DFS, Policy on Training for all United Nations Peacekeeping Personnel, 1 May 2010, 2010.20, para 49.
**Responsibility/ies and purpose: the who and why**

Within the European Union, pre-deployment training is a national responsibility for Member States as it relates to personnel seconded to CSDP missions and operations. For international contracted staff, responsibility for such type of training rests with the EEAS.

The Implementing Guidelines for the EU Policy on Training for CSDP spell out the goal of the pre-deployment training system by specifying that it is meant to:

1. Enable Member States who deploy civilian and military personnel to CSDP missions and operations to offer training based on agreed curricula prior to deployment (emphasis added);
2. Enhance the link between training activities and the operational needs of civilian and military CSDP missions and operations;
3. Coordinate the pre-deployment training delivered by Member States with induction training received in-mission after deployment;
4. Improve the overall link between training and deployment.  

So far, an EU agreed upon/certified curriculum for pre-deployment training is not in force. It will be the task of the EUCTG to agree upon a common curriculum to be used by member States and the EEAS for such purpose. However, the ENTRi project first and then the ESDC have developed a curriculum respectively for ‘country pre-deployment’ and ‘generic pre-deployment’ training courses run under their auspices. During phase II of the ENTRi project a curriculum for country pre-deployment training was developed, piloted, consolidated and open to certification. ENTRi Pre-Deployment Training courses (PDTs) are country- or region-specific training courses which aim to prepare experts who are in the process of deploying to a civilian crisis management mission. PDTs provide civilian experts with the basic knowledge and soft skills required for their respective deployments, irrespective of the specific functions they will fulfil in the field. PDTs familiarise participants with the challenges of mission work, including safety and security, awareness of inter-cultural complexities, gender sensitivity and personal conduct. Between 2011 and 2017, ENTRi conducted PDTs for Afghanistan, Georgia, Horn of Africa, Kosovo, Libya, Mali, the Sahel region, South Sudan, Ukraine. Under the third phase of ENTRi, PDTs were discontinued in agreement with the European Security and Defence College (ESDC), which is now providing the bulk of PDTs.

**Pre-deployment Training – the what and how**

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6 EEAS, Implementing Guidelines for the EU Policy on Training for CSDP, 17 January 2017- 5199/1/17 REV1, para 18 (c) v

7 ENTRi is an initiative funded by the European Commission (90%) and co-funded by its 12 implementing partners under the lead of the Center for International Peace Operations (ZIF) in Berlin. The programme began in 2011 and is set to run until May 2019. The total budget of the programme since its inception is 8 million Euro. The implementing partners are from different Member States of the European Union and Switzerland. ENTRi was created by the European Union’s Instrument contributing to Stability and Peace and is guided by the European Commission’s Service for Foreign Policy Instruments (FPI), which is co-located with the European External Action Service. More info at: www.entriforccm.eu

8 ENTRi certifies training courses in the field of civilian crisis management. A C³MC-label is awarded to courses that meet established standards and criteria for training civilian personnel that are to be deployed to crisis management missions. The ENTRi certification system has been designed to further enhance coherent and high-level training activities in the field of civilian crisis management. It offers an objective evaluation standard and allows training institutions to align their courses with international standard, which are recognised by organisations and professionals at the European level.
The ENTRi Pre-Deployment Course provides trainees with an overview of the EU civilian crisis management, specific local situation and detailed insight into the mission management and potential elements relevant for a certain mission or operations. The course aims to enhance trainees’ common understanding of the mission as well as the environment in which it is placed and a sense of common identity and purpose for the civilian crisis management mission support. It consists of three main modules divided into different subject areas, aiming at increasing future mission personnel’s understanding and knowledge of: a) EU Civilian Crisis Management; b) Country Specific Profile; c) Mission Specific Profile. The key learning objectives of the three modules are:

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

The curriculum is based on the assumption that trainees have received a generic core course beforehand and seeks to contribute to the creation of a common identity and purpose for the mission specific country and specific civilian crisis management mission among the future mission personnel. The methodology of such training is very participatory and includes case studies, scenarios, role plays, interactive games, group discussions and exercises accompanied by course preparatory pre-reading. It encourages the creation of new knowledge and skills through the interaction that takes place between trainees with diverse experience, professional skills, and national backgrounds and on different positions/functions within missions, organisations presences deployed in the same country.

The ESDC Pre deployment training Course instead - not focused on a specific mission or country – adopts a comprehensive approach to the training of participants, by addressing a variety of elements related to the cycle of a CSDP mission. This means focusing on the different functional requirements for a mission as well as on the core requirements that apply to all personnel, regardless of their function. It also lays emphasis on cooperating with other actors in mission areas such as the United Nations, other UN agencies and other EU instruments. Notwithstanding its more general scope, mission-specific briefings with the relevant PoC in relation to the areas of deployment of participants are also envisaged.

*Pre-deployment Training: a few lessons*

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9 The full course concept and program can be consulted at [https://www.entriforccm.eu/assets/pdf/Pre-DepoymentCourseConcept.pdf](https://www.entriforccm.eu/assets/pdf/Pre-DepoymentCourseConcept.pdf)

Two Training Impact Evaluations\(^\text{11}\) conducted among those who attended ENTRi pre-deployment courses for Kosovo and Libya measured transfer of learning, perceived impacts at individual and organizational level of those trainings with very useful findings that confirm the necessity, added-value and positive impact of pre-deployment courses.

At a general level, it was attested that PDTs provided participants with very useful information on the country context (including history, society, cultural, political and institutional environment) and on the structure of the missions. This allowed trainees deployed after the PDT to feel more comfortable and more confident with the country context and the respective mission. Participants recognized an improvement of cultural awareness and negotiation skills. Having acquired such a knowledge supported them in interacting with local people and establishing better working relations. The majority of trainees interviewed individuated as a principal impact of the PDT the ability to integrate in the mission and within the country context faster. Thanks to this, they were able to concentrate immediately on their duties and tasks, without spending time on catching practical information or security issues. Networking was an added value of the course. For what it concerns the in-mission induction training, according to the majority of the interviewees there were complementary without overlapping.

The course shortened the orientation period within the mission, equipping participants with the basic tools to start working in a smoother and faster way. It facilitated the integration of the mission’s core objectives into trainees’ respective job priorities. Although not focused on the specific job tasks of each and every trainee, it assisted in the understanding of their “work context”. Line managers interviewed confirmed that staff who attended the PDT generally needed less assistance/orientation through the mission’s mandate/functions/org-chart/jargon during first phases of deployment and; were quicker in getting into their new working environment and in making the links between their tasks and the operational priorities.

**Some conclusions**

Data gathered through a comprehensive survey launched in August 2015 by CPCC in relation to training in civilian CSDP missions confirmed the already existing set of ‘vague’ statistics indicating that only half of civilian mission staff deployed to missions attended a PDT\(^\text{12}\). Though four years have passed since that data gathering, the percentages of personnel who received pre-deployment training seem to have not improved too much.

Training is an investment, but it is also an obligation in terms of the duty of care of sending States or Organisations vis-à-vis their personnel. CSDP training related policies are going in the direction of rendering PDT a compulsory requirement for actual deployment. The responsibility put on the shoulder of the Head of Mission and the Operation Commanders for ‘proving’ the training\(^\text{13}\) is a clear indication in this regard. It is about time to enable a virtuous circle between training and deployment. Findings of analysis focused on the impact of pre-deployment trainings show that

\(^{11}\) Training Impact Evaluation missions (TIMs) to measure the impact of ENTRi training on participants and their working environment were among the tools the project used to evaluate its courses. Through qualitative interviews, TIMs analyze the impact pre-deployment and specialization trainings had on: capacity building; the use of capacity by trainees in a mission; the impact of the individual using capacity built by ENTRi on her/his performance and in fulfilling the mission mandate. Info on TIMs are available at: [https://www.entriforccm.eu/resources/evaluation-toolkit/](https://www.entriforccm.eu/resources/evaluation-toolkit/)


\(^{13}\) EEAS, Implementing Guidelines for the EU Policy on Training for CSDP, 17 January 2017- 5199/1/17 REV 1, para 17 (c).
such training plays a pivotal role towards effective implementation of operations’ mandates. *It is about time to move towards a culture of learning.*

Consolidated curricula already exist for CSDP related pre-deployment training courses. It is imperative that, under the auspices of EUCTG, a *harmonised approach to pre-deployment training is implemented*, also based on already existing successful experiences in this realm.

**Short Bio**

Dr. Annalisa Creta is a Senior Research Fellow at the Sant’Anna School of Advanced Studies of Pisa, Italy, where she focuses on issues related to civilian crisis management, with a particular emphasis on training related matters. There, she is responsible for the management of a research project on “*Training for CSDP and UN personnel: recent challenges*”. With a PhD in Public International Law from the Scuola Sant’Anna, she also holds a European Master’s degree in Human Rights and Democratization from the EIUC, Venice – Italy and graduated in Political Sciences at the University of Pisa. Before joining the research staff of the Scuola in 2008, she served for several years as a human rights officer in the United Nations Office of the High Commissioner for Human Rights in Geneva, Switzerland. She also worked as a consultant for various UN agencies and the Italian MFA on human rights related issues.