

Curriculum

To be reviewed by <i>February 2024</i>	Activity number 17	Civilian Aspects of EU crisis management	ECTS 2
			SQF-MILOF N/A

<p style="text-align: center;"><u>Target audience</u></p> <p>Participants should preferably be mid- and senior-level experts (civilians and military staff) who work in areas related to crisis management in the wider context of CFSP/CSDP, or who currently work in a crisis area or who are possible future staff in CSDP missions or operations.</p> <p>Priority is given to participants from EU Member States. However non-EU participants well as NATO staff are welcome.</p>	<p style="text-align: center;">Aim</p> <p>This course aims to enhance a common understanding of civilian aspects of EU crisis management among personnel of Member States, the EU Institutions and relevant EU Agencies involved in EU crisis management and to improve the understanding of EU crisis management decision-making processes.</p> <p>The course will examine the current and future trends, challenges and opportunities within the field of civilian crisis management. In this way, the course aims to enhance the awareness of the need to consolidate long-term partnerships with strategic partners, international organisations, regional and local actors with regard to civilian crisis management.</p> <p>The course is also designed to promote the development of a network of experts working in the field of crisis management.</p>
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Learning Outcomes	
Knowledge	LO1 Explain the overall EU crisis management decision-making process. LO2 Reflect on the EUGS concepts of “ownership”, “resilience” and “sustainability” and their impact on more efficient crisis management LO3 Describe the EU-integrated approach and the role of EU actors LO4 Analyse the role of relevant governmental and non-governmental actors, and possible inter-operability with CSDP missions in crisis management. LO5 Identify and explain long-term trends leading to crisis and their implications for EU policy formulation and implementation in crisis scenarios. LO6 Identify and discuss the EU civilian capability development process and explain the main challenges this faces at Member State and EU level LO7 Outline the financing mechanisms in EU crisis management and the legal aspects thereof LO8 Identify the need to connect internal and external security issues in crisis management LO9 Assess the importance of gender and human rights in CSDP missions and operations
Skills	LO10 Analyse the challenges and opportunities within civilian crisis management LO11 Evaluate/assess alternative ways to enhance crisis prevention and efficiency of crisis management LO12 Develop strategies to reorganise and manage processes related to crisis management
Responsibility and Autonomy	LO13 Analyse and formulate independent and well-informed opinions on the need for CSDP missions LO14 Foster co-ordination between EU crisis management stakeholders & international actors LO15 Put into context strategic and operational mission planning documents and develop critical approach to practices (PFCA, SOMA, OPLAN, MIP) LO16 Apply the main principles of intercultural communication within a multicultural environment

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participants' satisfaction with the course)* and *level 3 evaluation (assessment of participants' long-term change in behaviour after the end of the course)*. *Evaluation feedback* is given in the level 1 evaluation on the module. In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution to the course, including their syndicate sessions and practical activities as well as on their completion of the e-Learning phases. Course participants must finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. **However, no formal verification of the learning outcomes is foreseen; proposed ECTS is based on participants' workload only.**

The Executive Academic Board takes these factors into account when considering the award of *Certificates* to participants. The Course Director is responsible for overall coordination, with the support of the ESDC Secretariat, and drafts the *final evaluation report* which is presented to the Executive Academic Board.

Course structure

The module is held` over five days (one week) and is highly interactive with a strong emphasis on inter-personal engagement and learning by doing.

Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. Historical context of EU crisis management	8 (4)	1.1. EU civilian crisis management
2. EU Global Strategy	4 (4)	2.1 EUGS (2016) and the impact on effective crisis management
3. EU crisis management decision-making process	11 (3)	3.1 CSDP mission's decision-making process, planning and management
4. EU-Integrated Approach	6 (4)	4.1 The need to promote synergies at the strategic and operational levels 4.2 Coordination mechanisms applied to all actors, EU policies and instruments
5. EU Partnerships and the international cooperation	4 (2)	5.1 Co-operation between the EU, regional and international organisations (NATO, UN, AU) and local actors 5.2 Interoperability with the United Nations 5.3 Civil crisis management from a non-institutional perspective
6. Monitoring, Mentoring & Advising	4 (2)	6.1 Monitoring, mentoring and advising local actors 6.2 Principals of local ownership and sustainability
7. Cross cultural competences	4 (2)	7.1 Organisational cultures and working practices in a multi-cultural environment 7.2 Implications at individual and mission level
8. Enhancing EU civilian crisis management capabilities	8 (4)	8.1 Consequences for Members States interests, budgetary constraints, recruitment procedures (e.g. secondment versus contracted personnel), duty of care, code of conduct and training in crisis management
9. Towards rapid deployment of EU crisis management	2	9.1 Ways to improve rapid deployment by means of better procurement, mission support, equipment, warehousing, training and pooling of experts
10. Challenges of civilian crisis management	4	10.1 Example(s) from the field
11. Implementing gender and Human Rights	6 (3)	11.1 Gender and human rights in crisis management
12. Lessons learned on Civilian CSDP	3	12.1 Lessons learned from the field
TOTAL	64 (26)	

<u>Materials</u>	<u>Methodology</u>
<p>Required: <u>Essential e-Learning</u> AKU 1: History and context of ESDP/CSDP development AKU 2: European Global Strategy AKU 3: Role of the EU Institutions in CSDP AKU 4: CSDP crisis management structures and chain of command AKU 6: CSDP decision shaping/making</p> <p>Syndicate materials, scenarios and other documents provided by course director</p> <p>Recommended readings: ESDC Handbook for Decision Makers</p>	<p>The course is based on the following methodology: lectures, panels, workshops etc.</p> <p>All course participants must prepare for the module by going through the relevant e-Learning preparatory phase; this is mandatory.</p> <p>The Chatham House Rule is applied during the module: "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>