

Curriculum

To be reviewed in February 2025	Activity number 51	Advanced Modular Training (AMT) for CSDP Strategic Crisis Management	ECTS 3
--	------------------------------	---	-------------------------

CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
Civilian Training Area n. 22: Planning (strategic and operational planning situational awareness) Civilian Training Area n. 29: The EU Integrated approach to external conflicts and crises applied to CSDP; Military Training Discipline n.1: Operations Planning for CSDP Military Training Discipline n.9: Leadership and Management	ESQF MILOF Level 2 Focus: POL CIV-MIL

<p>Target audience The course is open to civilian and senior military (OF-3 and above) personnel earmarked to work or working in CSDP-related posts within Member States, the EEAS crisis management structures, CEUMC Office, CSDP Civilian and Military Missions and Operations, EU Institutions and Agencies working in the field of external action (e.g. DG ECHO, SATCEN, EDA), EU Delegations, EU HQs and other relevant military and civilian institutions at national level.</p>	<p>Aim The aim of this course is to provide civilian and military senior officers with the planning and management skills and knowledge required in order to perform their duties in the Common Security and Defence Policy (CSDP) area. AMT builds on the principle that CSDP is a key element of the EU external action, which reflects the collective toolbox, available to the EEAS, EU Commission, and EU Member States.</p>
<p>Open to:</p> <ul style="list-style-type: none"> ▪ EU Member States and EU Institutions 	<p>Methodology Course participants will be exposed to relevant aspects of interaction among crisis management structures, by practicing and discussing procedures, key stages and planning tools of crisis management at the strategic level as part of the EU Integrated Approach to Conflicts and Crisis. The AMT methodology and structure is experiential and grounded in the diverse experience and expertise of course participants. The course utilises a fictitious scenario and crisis management planning methodologies as a platform of developing skills and embedding knowledge supported by both eLearning and residential classes.</p>

Learning Outcomes	
Know-ledge	LO 1 Explore the Integrated Approach by investigating the common aspects of the full conflict cycle (shared conflict analyses and prevention, conflict sensitivity, mediation support, EU responses to crises, gender sensitivity, stabilisation, etc.). LO 2 Discuss the advance planning and EU Crisis Response Mechanism (CRM). LO 3 Explain the Crisis Response Planning process for a CSDP operation or mission and the roles and responsibilities of the relevant EU bodies. LO 4 Discuss the challenges of the transfer of authority in CSDP operations planning from the political-strategic to the strategic level.

Advanced Modular Training

Skills	<p>LO 5 Analyse a conflict situation by addressing the nature of the crisis, actors in the crisis and their interests, identify possible scenarios to the crisis and formulate potential EU response options within the framework of existing global and regional strategies</p> <p>LO 6 Contribute to planning for a potential crisis, and potential exit strategies.</p>
Responsibility and Autonomy	<p>LO 7 Explain the key principles guiding the EU Integrated Approach to external conflict and crises, by understanding the security-development nexus and acknowledging the humanitarian-development one in fragile environments.</p> <p>LO 8 Operate as part of a planning team under the direction and guidance of a senior strategic planner/ team leader.</p> <p>LO 9 Promote a conflict sensitive approach to fragile countries, human rights, gender and Women Peace and Security Agenda</p>

Evaluation and verification of learning outcomes

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

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

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

Course structure

This course requires important previous knowledge and experience on CSDP. Therefore, participants are expected to have substantial prior knowledge on CSDP. Participation in the CSDP Orientation course and/ or relevant experience in the CSDP domain is highly recommended. AMT follows in the form of two modules: EU Integrated Approach (AMT 1) and CSDP Crisis Management (AMT 2). The latter is offered in two options: CSDP Crisis Management at the Political-Strategic Level (AMT 2a) and CSDP Crisis Management at the Strategic Level (AMT 2b). AMT 1 is mandatory and depending on interest, participants must opt for either AMT 2a or AMT 2b.

The time gaps between the prerequisite course and two AMT modules should be judiciously planned by the training providers to allow participants to take the recommended eLearning, to reflect on major themes, engage in social learning and apply the acquired skills on-the-job.

Module	Suggested Working Hours (required for individual learning)	Learning Outcomes
1. MODULE 1 Integrated Approach	44 (8)	<p>1.1 Understand the Integrated Approach by investigating the common aspects of the full conflict cycle.</p> <p>1.2 Discuss the process and procedures used in the EEAS Crisis Response Mechanism.</p> <p>1.3 Discuss other EU crisis response mechanisms (Council and Commission)</p> <p>1.4 Analyse a conflict situation by addressing the root causes of the crisis and its actors, identify possible scenarios to the crisis and formulate potential EU response options within the framework of existing global and regional strategies</p> <p>1.5 Discuss the theory of change and its application to EU external action context.</p> <p>1.6 Share the key principles guiding the EU Integrated Approach to external conflict and crises, by understanding the security-development nexus and acknowledging the humanitarian-development one in fragile environments.</p>

Advanced Modular Training

		1.7 Promote a conflict sensitive approach to fragile countries, human rights, gender and Women Peace and Security Agenda
2. MODULE 2a CSDP Crisis Management (political-strategic level)	44 (8)	2.1 Explain the Crisis Response Planning for a CSDP operation or mission and the roles and responsibilities of the relevant bodies. 2.2 Contribute to politico-strategic level planning for a potential crisis, possible scenarios and including potential exit strategies. 2.3 Discuss the challenges of the transfer of authority in CSDP operations planning from the political-strategic to the strategic level. 2.4 Operate as part of a planning team at the political-strategic level under the direction and guidance of a senior strategic planner/ team leader.
3. MODULE 2b CSDP Crisis Management (strategic level)	44 (8)	3.1 Explain the crisis response planning for a CSDP operation or mission and the roles and responsibilities of the relevant bodies. 3.2 Contribute to strategic level planning for a potential crisis. 3.3 Discuss the challenges of the transfer of authority in CSDP operations planning from the political-strategic to the strategic level. 3.4 Operate as part of a planning team at the strategic level under the direction and guidance of a senior planner/ team leader
TOTAL	88(16)	

<p><u>ELearning:</u></p> <p>AKU4 - CSDP Crisis Management Structures and the Chain of Command</p> <p>AKU6 - CSDP Decision Shaping/Making</p> <p>AKU 17 - Fragility and Crisis Management</p> <p>AKU 11A - Gender and the UNSCR 1325 women, peace and security agenda</p> <p>AKU 29 - Conflict Sensitivity (provided by EC/DG INTPA)</p> <p>AKU - Scenario</p> <p><u>Materials</u></p> <p>EU Global Strategy, Council Conclusions implementing EU Global Strategy and relevant EU policies and concepts including the EU Strategic Compass.</p> <p>Other publications on CSDP/CFSP related issues – supplemental material aimed to enhance knowledge on a specific topic.</p>	
--	--

To be reviewed in <i>February 2025</i>	Activity number <i>51/1</i>	Advanced Modular Training for CSDP Strategic Crisis Management Module 1 – Integrated Approach	ECTS 1
---	--------------------------------	--	-------------------

Aim

The aim of the EU Integrated Approach Module is to elaborate on the integrated approach to external conflict and crises and help course participants to better visualize the place and roles of various EU external levers of power within the multi-dimensional, multi-phased, multi-lateral and multi-level context.

Learning outcomes	Knowledge	LO 1 Explore the Integrated Approach by investigating the common aspects of the full conflict cycle (shared conflict analyses and prevention, conflict sensitivity, mediation support, EU responses to crises, gender sensitivity, stabilisation, etc.). LO 2 Describe the process and mechanisms used in the EEAS Crisis Response Mechanism. LO 3 Discuss other EU crisis response mechanisms (Council and Commission) LO 4 Discuss the theory of change and its application to EU external action context.
	Skills	LO 5 Analyse a conflict situation by addressing the nature of the crisis, actors in the crisis and their interests, identify possible scenarios to the crisis and formulate potential EU response options within the framework of existing global and regional strategies
	Responsibility and Autonomy	LO 6 Share the key principles guiding the EU Integrated Approach to external conflict and crises, by understanding the security-development nexus and acknowledging the humanitarian-development one in fragile environments. LO 7 Promote a conflict sensitive approach to fragile countries, human rights, gender and Women Peace and Security Agenda

Evaluation and verification of learning outcomes

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

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

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

Module structure		
The module builds on the basic knowledge and concepts assimilated during CSDP Orientation Course (prerequisite) and anticipate a more detailed introspection within the crisis response mode of CSDP tools practiced during CSDP Crisis Management (Module 2 of the AMT).		
Main Topic	Recommended Working Hours (of that eLearning)	Suggested Contents
1. EU Integrated Approach to Conflict and Crisis <ul style="list-style-type: none"> • Describe conflict sensitivity • Discuss the EU Integrated Approach Policy Framework, as well as application in practice. 	10 (4)	1.1 Conflict Sensitivity approaches and methodology – links with conflict analysis. 1.2 EU Integrated Approach Policy Framework 1.3 Conflict Prevention, Peace Building and Security Issues under external cooperation instruments 1.4 EEAS Crisis Response Mechanism. 1.5 Other EU crisis response mechanisms (Council and Commission)

<ul style="list-style-type: none"> Using a fictitious scenario, describe the conflict context. Explore implications for the EU Integrated Approach to Conflicts and Crises. 		<p>1.6 The application in practice of the EU Integrated Approach</p> <p>1.7 <u>Multi-dimensional</u>. Addressing possible causes of a crisis (political, diplomatic, security, structural, economic, social, environmental, developmental and cultural), what responses are in the EU toolbox (e.g. diplomacy; CSDP; development; humanitarian; neighbourhood; justice and home affairs, etc.)?</p> <p>1.8 <u>Multi-phased</u>. Who does what across the crisis stages/ multiple phases of conflict?</p> <p>1.9 <u>Multilateral</u>. How does EU cooperate with other external partners to tackle the crisis (UN, AU, NATO etc.)?</p> <p>1.10 <u>Multilevel</u>. What does EU do at all levels (international, regional, national and local) to address the crisis? The process and mechanisms used in the EEAS advance planning crisis response mechanism.</p> <p>1.11 The role of the EUDELS and EUSRs, in implementing the Integrated Approach on the field</p>
<p>2. Conflict Analysis Methodologies. EU approach to conflict analysis</p> <ul style="list-style-type: none"> Explore conflict analysis methodologies and the EU approach to it. Using a fictitious scenario, discuss the conflict analysis application in practice. Apply several conflict analysis tools. Explore implications for the EU Integrated Approach to external Conflicts and Crises. 	<p>16 (2)</p>	<p>2.1 Understanding conflict, dynamics, and prevention.</p> <p>2.2 Types of conflict analysis methodologies, scope, purposes etc.</p> <p>2.3 EU approach to conflict analysis</p> <p>2.4 Conflict context in which EU and international actors make decisions on engagement in crisis.</p> <p>2.5 Possible causes of conflict and factors providing for resilience</p> <p>2.6 Actor analysis; conflict Dynamics; key gaps, options and realistic strategies to respond to the conflict</p> <p>2.7 Impact of conflict context on key policy areas (Development – including SSR, Political agreements – including Mediation, Humanitarian assistance, Conflict prevention, Crisis response and CSDP, Stabilisation, Transitional Justice).</p> <p>2.8 Linking conflict analysis with conflict sensitive and Do no Harm approaches</p>
<p>3. Theory of Change</p> <ul style="list-style-type: none"> Discuss the outcomes of the application of theory of change to manage a crisis. 	<p>4 (0)</p>	<p>3.1 Principles of theory of change</p> <p>3.2 Need, context and options to move from unacceptable to acceptable/ desirable conditions in a crisis.</p>
<p>4. From Conflict Analysis to the Political Framework to Crisis Approach (PFCA)</p> <ul style="list-style-type: none"> Explain PFCA in the context of crisis management procedures. Using a fictitious scenario, analyse the civilian and military dimensions of the crisis, its actors and possible impact on EU interests, values and objectives in the region. Derive EU policy options to crisis from conflict analysis. Assess the risks of EU intervention/ non-intervention in the crisis. Explore resource implications from various response options. 	<p>14 (2)</p>	<p>4.1 PFCA in context of EU Crisis Management Procedures. Process and content</p> <p>4.2 Why PFCA? Who needs it? Who is in charge/ penholder and who contributes? Alternatives to PFCA</p> <p>4.3 Why the EU should intervene? (interests) What the EU wishes to achieve (strategic objectives for EU action).</p> <p>4.4 Assess policy options available to the EU; broad options.</p> <p>4.5 From Conflict Analysis to PFCA – practical session:</p> <ul style="list-style-type: none"> Impact of the crisis on EU interests and values given the current global and regional strategic framework. What the EU wishes to achieve, and why: strategic objectives for EU-action. Risks. What are the risks of the EU not taking action, and what are the risks of taking action, including on the conflict itself. Assess policy options available to the EU; broad options covering a range of potential activity, separated by the type of instrument available to implement them; short, mid and long terms. Potential interrelations. Resource Implications. A rough, high level, initial costs of EU involvement to assess the financial feasibility of options. <p>4.6 The process and mechanisms used in the EEAS crisis response mechanism.</p>

Advanced Modular Training

		4.7 Other EU crisis response mechanisms and their interaction
TOTAL	44 (8)	

To be reviewed in <i>February 2025</i>	Activity number <i>51/2a</i>	Advanced Modular Training for CSDP Strategic Crisis Management Module 2a – Crisis Management at the political-strategic level	ECTS 2
---	---------------------------------	--	-------------------

<u>Aim</u>
The aim of CSDP Crisis Management at the Political-Strategic Level Module is to expose course participants to the relevant aspects of interaction among crisis management structures, by practicing and discussing procedures, key stages and planning tools of crisis management at the political-strategic level, as part of the EU Integrated Approach to Conflict and Crisis.

Learning outcomes	Know-ledge	LO 1 Discuss the interaction among crisis management structures before and during planning for a response to a crisis LO 2 Explain the Crisis Response Planning for a CSDP operation or mission and the roles and responsibilities of the relevant bodies. LO 3 Discuss the challenges of the transfer of authority in CSDP operations planning from the political-strategic to the strategic level.
	Skills	LO 4 Contribute to planning for a potential crisis response.
	Responsibility and Autonomy	LO 5 Operate as part of a planning team at the political-strategic level under the direction and guidance of a senior strategic planner/ team leader.

<u>Evaluation and verification of learning outcomes</u>
The course is evaluated according to the Kirkpatrick model: it makes use of <i>level 1 evaluation (based on participant's satisfaction with the course)</i> . In order to complete the course, participants have to accomplish all learning objectives. They are evaluated based on the active contribution in the residential module, including their group work session and practical activities as well as on their completion of the eLearning phase (course participants finalise the autonomous knowledge units (AKUs) and pass the tests (<i>mandatory</i>), scoring at least 80% in the incorporated out-test/quiz). Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course are used. However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.

Module structure		
In AMT 2a, participants will be exposed to the main aspects of interaction among EU crisis management structures by practicing key stages and tools of EU crisis management at the political-strategic level (from PFCA to Strategic Options).		
Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. Crisis management procedures and EU overall approach (PFCA) <ul style="list-style-type: none"> Summarize the planning process and associated activities/ documents at the political-strategic level. 	4 (2)	1.1 Crisis management procedures and associated activities/ documents at the political-strategic level 1.2 Phases of crisis management procedures 1.3 Roles and responsibilities of crisis management structures in planning 1.4 Potential role and availability of the civilian and military CSDP instrument, as part of EU Integrated Approach to conflict and crisis (CMC) 1.5 Key elements for the development of further planning documents (CMC, IMD).

Advanced Modular Training

		1.6 Strategic Review 1.7 Post-crisis recovery/ stabilization aspects
2. Crisis Management Concept (CMC) Development <ul style="list-style-type: none"> Using a fictitious scenario, construct the potential role and availability of the military and civilian CSDP instrument, as part of EU comprehensive response to a crisis (CMC). 	14 (2)	2.1 Key elements of the Crisis Management Concept (CMC)
3. Strategic Options (C/MSO) and Initiating Military Directive (IMD) Development <ul style="list-style-type: none"> Using a fictitious scenario, elaborate on the civilian/military contribution to the crisis resolution (Strategic Options) and discuss the planning at the strategic level (Initiating Military Directive - IMD). Develop key elements of strategic options 	20 (4)	3.1 Civilian and Military contribution to planning at the political-strategic level; the estimate, with emphasis on key factor analysis 3.2 Roles and responsibilities of EU actors involved in planning 3.3 Content and the production process of MSO and IMD. 3.4 Roles of various committees on CSDP Decision making (e.g. PSC, EUMC, CIVCOM, PMG) 3.5 Content and the production process of CIVCOM and Military Advices and PMG recommendations on planning documents. 3.6 Key elements of the C/MSOs and IMD Requirements and challenges of transition of planning from political-strategic to strategic level
4. Functional dimensions of planning at the political-strategic level <ul style="list-style-type: none"> Discuss the functional dimensions of planning 	6 (0)	4.1 Contribution and mainstreaming various functions to CSDP Planning (e.g. legal, logistics, intelligence, strategic communication, gender)
TOTAL	44 (8)	

To be reviewed in <i>February 2025</i>	Activity number <i>51/2b</i>	Advanced Modular Training for CSDP Strategic Crisis Management Module 2b – CSDP Crisis Management at the strategic level	ECTS 2
---	---------------------------------	---	-------------------------

Aim

The aim of CSDP Crisis Management at the Strategic Level Module is to expose course participants to the relevant aspects of interaction among crisis management structures, by practicing and discussing procedures, key stages and planning tools of crisis management at the strategic level, as part of the EU Integrated Approach to Conflict and Crisis.

Learning outcomes	Know-ledge	LO 1 Discuss the interaction among crisis management structures before and during planning for a response to a crisis LO 2 Explain the crisis response planning for a CSDP operation or mission and the roles and responsibilities of the relevant bodies LO 3 Discuss the aim and role of CONOPS and OPLAN as part of the planning process LO 4 Discuss the challenges of the transfer of authority in CSDP operations planning from the political-strategic to the strategic level.
	Skills	LO 5 Contribute to operations planning for a potential crisis response.
	Responsibility and Autonomy	LO 6 Operate as part of a planning team at the strategic level under the direction and guidance of a senior planner/ team leader

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participant's satisfaction with the course)*.
In order to complete the course, participants have to accomplish all learning objectives. They are evaluated based on the active contribution in the residential module, including their group work session and practical activities as well as on their completion of the eLearning phase (course participants finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz). Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course are used.
However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.

Module structure		
In AMT 2b, participants will be exposed to the main aspects of interaction among EU crisis management structures by practicing key stages and tools of EU crisis management planning at the strategic level (CONOPS development only).		
Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. Crisis management procedures and EU overall approach (PFCA) <ul style="list-style-type: none"> summarize the planning process and associated activities/ documents at the political-strategic level. 	5 (2)	1.1 Crisis management procedures and associated activities/ documents at the political-strategic level 1.2 Phases of crisis management procedures 1.3 Roles and responsibilities of crisis management structures in planning 1.4 Content of PFCA 1.5 Key elements for the development of further planning documents (CMC, IMD). 1.6 Strategic Review

Advanced Modular Training

<p>2. Planning for CSDP civilian Missions. CONOPS and OPLAN Development</p> <ul style="list-style-type: none"> discuss the planning process (CONOPS and OPLAN) and associated activities/ documents for a civilian mission at the strategic level 	<p>6 (2)</p>	<p>2.2 Civilian Operations Planning at the Strategic level Process 2.2 Coordination CPCC-MPCC through the Joint Support Coordination Cell 2.3 Coordination CPCC-OHQ 2.4 Civilian CONOPS development. Case study 2.5 OPLAN/ MIP Benchmarking</p>
<p>3. Planning for CSDP military missions and operations</p> <ul style="list-style-type: none"> Using a fictitious scenario, practice key stages of CONOPS development Discuss the key stages of operations planning at the strategic and operational levels 	<p>26 (4)</p>	<p>3.1 Military Operations Planning at the Strategic level Process 3.2 Military estimate at the military strategic-level with emphasis on key factor and centre of gravity analysis; 3.3 Requirements and challenges of transition of planning from political- strategic to military-strategic level 3.4 Key elements of CONOPS (and OPLAN/MPLAN)</p>
<p>4. Functional dimensions of planning at the strategic level</p> <ul style="list-style-type: none"> Discuss the functional dimensions of panning 	<p>6 (0)</p>	<p>4.1 Contribution and mainstreaming various functions to CSDP Planning (e.g. legal, logistics, intelligence, strategic communication, gender)</p>
<p>TOTAL</p>	<p>44 (8)</p>	