Curriculum

To be reviewed by **Feb. 2025**	Activity number **8**	**CSDP Capability Planning and Development Course**	ECTS **1**

CORRELATION WITH CTG / MTG TRAs	EQUIVALENCES
N/A	SQF-MILOF Level 1 Focus: Pol Civ – Mil (Strategic)

Target audience

The participants, coming from relevant ministries of the EU Member States, EU Institutions, Agencies and will preferable have basic knowledge of CSDP and some experience in the field of capability planning and development.

Aim

This course aims to enhance a common understanding of EU civilian and military capability planning and development processes, and the role of EU Member States, EU Institutions and Agencies in this context.

To do so, the course focuses on EU's current needs and capability trends from doctrinal and institutional angles, highlighting the efforts to develop the EU's strategic autonomy, through the Strategic Compass and the Civilian CSDP Compact. It discusses the role of different stakeholders and explains the methodology and working methods driving the CSDP capability planning and development processes aligned to the Headline Goal Process (HLGP) and Civilian CSDP Compact. It gives insights on its major outcomes and products, highlighting, on the defence side, connections to national defence planning and EU defence capability related initiatives (e.g. CDP, CARD, PESCO, and EDF) and on the civilian side linking with relevant developments in Member States and the EU services.

Learning Outcomes

Knowledge	LO1. describe the military and civilian capability planning and development processes and related documents at EU level (strategic, political, legal and budgetary frameworks); LO2. describe the major actors' roles in a capability development process within the decision-making process (EU Member States, European Defence Agency (EDA), European External Action Service (EEAS), European Union Military Committee (EUMC), European Union Military Staff (EUMS) and European Commission); LO3. describe the major EU Defence initiatives which cover the entire European capability landscape from the CSDP capability planning (Headline Goal (HLG) process) to the main EU prioritisation tools (Capability Development Plan (CDP) and Overarching Strategic Research Agenda (OSRA), and the EU Capability Development Priorities as key reference) and recent implementing initiatives (Coordinated Annual Review on Defence (CARD), Permanent Structured Cooperation (PESCO) and European Defence Fund (EDF)) to facilitate defence cooperation among Participating Member States (pMS); LO4. describe the HLG Process and its main products (Requirements Catalogue (RC), Force Catalogue (FC), Progress Catalogue (PC) and Scrutiny-Assessment-Evaluation-Prioritisation (SAEP) process), as contributing part of the overarching EU Defence Initiatives and the CDP; LO5. describe the HLG capability taxonomy (EU Capability Codes and Statements);

	LO6. discuss the overall coherence of EU capability planning and development processes; LO7. explain the constitutive elements of a capability (Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, and Interoperability (DOTMPLFI)) the nature of a "capability" and other generic elements as a system; LO8. discuss the status of global trends in the European capability gaps (including elements of gender and diversity); LO9. discuss the challenges related to military and civilian capabilities planning and development processes; LO10. discuss the role of the EU's Defence Technological and Industrial Base (EDTIB) in national capability development for EU purposes and the support provided by the EDF and the Key Strategic Activities (KSA); LO11. describe the current practices in place when it comes to civilian capability development, including MS national systems and relevant human resources management processes; LO12. describe the Civilian Compact with 22 commitments for the Member States, EEAS and the Commission; LO13. discuss the particular logic (other than EU-NATO tradition) in civilian CSDP related to the implementation of the capability related commitments in the civilian CSDP Compact.

Skills	LO14. based on the defined analyses including the scenarios and capability needs assessments, in short- mid and longer- term practice key/ selected steps to:
	    o design solutions for EU capability planning & development
	    o draft proposals for needed capabilities to fulfil the EU LoA;
	    o analyse, evaluate and prioritize capabilities needed to fulfil the EU CSDP Military LoA and civilian commitments;

Responsibility and Autonomy	LO15. apply, at national level, the main steps of the HLG process (HLGP) in the national frame and systems; LO16. contribute with well-informed quantitative and qualitative input, to the HLGP, Civilian Headline Goal (CHG) and Civilian Capability Development Plan (CCDP), to achieve the objectives of EU LoA and commitments in the Civilian CSDP Compact; LO17. contribute and develop the relevant (national) system to develop and provide the necessary capabilities and capacities to civilian and military CSDP missions and operations.

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 feed-back* is given in the level 1 evaluation on the residential modules.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution to the residential modules, including their syndicate sessions and practical activities as well as on their completion of the eLearning 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. Module leaders provide an evaluation report for each residential module. 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		
Main Topics	**Suggested Working Hours (required for individual learning)**	**Suggested Contents**
Setting the needs EU Capability Planning and	10 (4)	**Strategic, political and legal framework (CARD, PESCO, CDP/ Strategic Context Cases (SCC), HLGP and Civilian CSDP Compact)** 1. evolution of the framework for capability development in an EU and NATO context ;

Development Framework		2. evolution of the European LoA, from Global Strategy 2016 towards Strategic Compass 2022;
		3. co-operation between actors and EU decision-making processes related to capability development;
		4. overview CDP, CARD, PESCO;
		5. evolution of CSDP; framework, actors involved HLGP for implementing the EU LoA related to CSDP missions and operations;
		6. Civilian CSDP Compact, Joint Action Plan (JAP) for Implementing the CSDP Compact, and related National Implementation Plan (NIP);
		7. civilian CSDP commitments as responsibilities mainly for the MS, EU services and the ones requiring joint approach
		8. implementation of the civilian CSDP Compact, in relation to conceptual development as the Mini-Concepts, the CCDP, Annual Review Conference (ARC), Civilian Annual Reports on Capabilities (CARC) and the waypoints;
		9. CSDP Training requirements authorities (EU Military Training Group (EUMTG) and EU Civilian Training Group (EUCTG));
		10. European Strategic Autonomy;
		Budgetary framework
		1. general strategic environment and budget framework: (defence data) evolution of budget, need for efficiency, co-operation and rationalisation;
		2. EDF;
		3. DG Defence Industry and Space (DG DEFIS);
		4. Multiannual Financial Framework (MFF) (2021-2027);
		EU capability development: the Capability Development Plan (CDP) & EU Civilian Capability Development Plan (CCDP) and foresight for capability development and planning
		CDP
		1. the EU's prioritisation tool for the development of defence capabilities, gathering capability requirements for the entire European capability landscape;
		2. Organised in 4 Strands Strand A : prioritised CSDP military capability shortfalls stemming from the HLGP;
		3. Strand B : long term capability trends (including technology);
		4. Strand C : Member States' national defence plans & programmes;
		5. Strand D : Lessons learned from operations/missions identified by the EUMC;
		6. EU Capability Development Priorities derived from the CDP and agreed at political level;

		7. Implementation of the EU Capability Development Priorities;
		8. CDP as key reference for all EU Defence Initiatives (CARD, PESCO, EDF).

CCDP

1. strategic environment;
2. concept and doctrines needs: harmonization is the basis of co-operation;
3. equipment needs (lessons learnt, a long term perspective): major gaps, asymmetric/hybrid wars, needs for robust and basic assets easily deployable (strategic surplus);
4. training and education needs: inter-operability to build the future;

CSDP Military capability planning (Headline Goal Process)

1. EU Global Strategy 2016 / Strategic Compass 2022 and the EU CSDP Military LOA;
2. evolution of the EU CSDP Military LOA;
3. HLGP and its role for the fulfilment of the EU CSDP Military LOA;
4. HLGP outcomes and products (RC,FC, PC);
5. SAEP;
6. phased approach in the fulfilment of the EU LoA and relevant Time Horizons;
7. EU military capability stakeholders, structures and synergies.

CSDP Civilian capability development process

1. knowledge management in relation to expertise and requirements;
2. EU civilian and military synergies all along the capability development cycle;
3. megatrends, future scenarios, how to evaluate future trends as well as the commitment to be able to deploy a mission of 200 personnel in 30 days (Compact);
4. state of play of civilian capability development, CARC, as well as state of play in civilian missions (CPCC report on annual statistics);
5. Gender and Women, Peace and Security (WPS);
6. baseline and state of play of Civilian Capacities, gaps and needs;
7. possibilities to increase the contribution in quantity and quality;
8. NIP and developments on reviewing the EU processes (recruitment, mission model structure, gender mainstreaming etc.);

		9. identification of the type of expertise in current and new security challenges; conceptual development (Mini-concepts, scenario work); 10. synergies and challenges concerning internal-external security nexus, including possible impacts of new regulations of FRONTEX, EUROPOL and EUROJUST.
Derivation of Capabilities From the LOA towards needed capabilities	8	**Tools and taxonomy in CSDP military capability planning (HLGP)** *1.* EU Capability Codes and Statements (EU CCS); *2.* capability hierarchy; *3.* tools for supporting the CSDP military capability planning. **Scenario based CSDP military capability planning** 1. Illustrative Scenarios (including Strategic Planning Assumptions and Concurrencies); 2. Derivation of capabilities from Illustrative Scenarios; 3. EU CCS vs Generic military Task List (GMTL); 4. RC; 5. Integrated approach to the EU capability planning: civilian and military cooperation for requirement setting and shortfall derivation. **Tools and instruments in place for civilian capability development** 1. mission personnel statistics, GOALKEEPER etc.; **2.** Core Responsiveness Capacity, Strategic Warehouse, Mission Support Platform as well as concept of visiting experts and concept of specialised teams etc.; **3.** national processes, including NIPs and MS led clusters on national processes; **4.** development of CSDP- Justice and Home Affairs (JHA) cooperation; **5.** CSDP Training.
Delivery of capabilities Challenges in providing capabilities to the EU	6	**Improving co-operation between Member States at EU level and ongoing and future projects** 1. developing synergies: EDA, Organisation for Joint Armament Cooperation (OCCAR), Directorate-General for International Cooperation and Development (DG DEVCO), EUROPOL, FRONTEX, European Union Agency for Law Enforcement Training (CEPOL); 2. on-going projects e.g. Air-to-Air Refuelling (AAR), Remotely Piloted Aircraft Systems (RPAS), Governmental Satellite Communications (GOVSATCOM), Cyber; 3. MS-led NIP-clusters on civilian CSDP Compact; 4. synergies and interaction between CSDP and JHA actors at the level of the Member States and the EU. 5. Research, development and innovation.

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		Strengthening EU Defence: improving cooperation with NATO 1. improving cooperation with NATO; 2. coherence of outputs between NATO Defence Planning Process (NDPP) and HLGP. **European Defence: from cooperation to integration** 1. multinational/regional initiatives; 2. from an European Army to the European Intervention Initiative (E2I). **European programmes impacting European defence: incentives for cooperation (air domain, maritime, space, cyber and Research and Development (R&D) programmes)** 1. European Defence Fund (EDF); 2. air domain programmes: Single European Sky ATM Research (SESAR); 3. maritime domain programmes: Common Information Sharing Environment (CISE); 4. space programmes: Galileo, Copernicus; **EU regulatory incentives for armament cooperation: Directive 2009/43/EC on transfers of defence-related products** 1. VAT exemption; 2. Horizon Europe; 3. EU regulatory incentives ; **EU (civilian) concepts and processes in place** 1. Concept of Specialised teams; 2. Strengthening responsiveness tools (such as the Warehouse, Core Responsiveness Capacity and the Mission Support Platform) etc. **Enhancement in gender balance and increasing women in all missions and their levels and functions** 1. Including women in national services and mainstreaming the national action plans for WPS, in CSDP civilian missions and military operations; 2. Special role of women in capability development and training. Focus in models and best practices. **Case studies** 1. strengths and weaknesses of capacities in European civilian and military missions and operations. **Contribution of the MS towards EU LoA** 1. EU Military Capability Questionnaire (EUMCQ); 2. HLGP bilateral dialogues; 3. FC; 4. Single Set of Forces Principle;

		5. HICGs Analysis; 6. Mission personnel statistics; 7. CARC.
Industrial support to capability development Contribution of the EDTIB to EU Strategic Autonomy	4	**Contribution of the EDTIB to EU Strategic Autonomy** 1. European industry and Small and medium-sized enterprises (SMEs); 2. EU Incentives to industry (Preparatory Action on Defence Research (PADR), European Defence Industrial Development Programme (EDIDP), EDF); 3. EDA Cooperation in defence research and development activities; 4. EU synergies between security, defence and space technologies and industries.
TOTAL	**28 (4)**	

Materials	Methodology
	The course is based on the following methodology: lectures, panels, workshops
	Additional information
Required: AKU 2: The European Global Strategy and the Strategic Compass; AKU 4: CSDP crisis management structures and the chain of command; AKU 36: Civilian CSDP Compact **Recommended:** AKU 1: History and Context of CSDP Development, AKU 6: CSDP decision shaping/making AKU 15: European Armament Cooperation	The Chatham House Rule is applied during all residential modules of the HLC: "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". Course participants must be available for the whole course, which includes eLearning phases and residential modules, and must be ready to contribute with their specific expertise and experience throughout the course. Participants have to be security cleared to at least EU CONFIDENTIAL level – the clearance must be sent to the ESDC Secretariat before the start of the first residential module (September). The nomination of participants via the ESDC channels, via national ENLIST nominators. The Member States will be encouraged to send 2-3 candidates from different domains, however only one seat per member state will be allocated. ESDC network can also forward proposals from the Academia and Industry to the Secretariat. Based on the applications, the Head of ESDC will decide on the final list of participants and inform the co-organisers on it.

Acronyms

Acronym	Definition
AAR	Air-to-Air Refuelling
ARC	Annual Review Conference
CARC	Civilian Annual Reports on Capabilities
CARD	Coordinated Annual Review on Defence
CCDP	EU Civilian Capability Development Plan
CDP	Capability Development Plan
CEPOL	European Union Agency for Law Enforcement Training
CHG	Civilian Headline Goal
CISE	Common Information Sharing Environment for the Maritime Domain
DG DEFIS	Directorate General Defence Industry and Space
DG DEVCO	Directorate-General for International Cooperation and Development
DOTMPLFI	Doctrine, Organisation, Training, Materiel, Leadership, Personnel, Facilities, and Interoperability
E2I	European Intervention Initiative
ECCS	EU Capability Codes and Statements
EDA	European Defence Agency
EDF	European Defence Fund
EDIDP	European Defence Industrial Development Programme
EDTIB	EU's Defence Technological and Industrial Base
EEAS	European External Action Service
EUCTG	EU Civilian Training Group
EUMC	European Union Military Committee
EUMCQ	EU Military Capability Questionnaire
EUMS	European Union Military Staff
EUMTG	EU Military Training Group
EUROJUST	European Union's Judicial Cooperation Unit
EUROPOL	European Union Agency for Law Enforcement Cooperation
FE	Force Elements
FP	Force Packages
FRONTEX	European Border and Coast Guard Agency
FSFP	EU Full Spectrum Force Package
GOVSATCOM	Governmental Satellite Communications
HICG	High Impact Capability Goals
HICGs	High Impact Capability Goals
HLG	Headline Goal
JAP	Joint Action Plan
JHA	Justice and Home Affairs
KSA	Key Strategic Activities
LoA	Level of Ambition
MFF	Multiannual Financial Framework
MS	Member States
NDPP	NATO Defence Planning Process
NIP	National Implementation Plan
OCCAR	Organisation Conjointe de Coopération en matière d'Armement Organisation for Joint Armament Cooperation
OSRA	Overarching Strategic Research Agenda

Acronym	Definition
PADR	Preparatory Action on Defence Research
PESCO	Permanent Structured Cooperation
pMS	Participating Member States
R&D	Research and Development
RPAS	Remotely Piloted Aircraft Systems
SAEP	Scrutiny-Assessment-Evaluation-Prioritisation
SCC	Strategic Context Cases
SESAR	Single European Sky ATM Research
SMEs	Small and medium-sized enterprises
WPS	Women, Peace and Security