

## Curriculum

To be reviewed by <i>February 2027</i>	Activity number <b>17</b>	<b>Civilian aspects of EU crisis management</b>	ECTS <b>1</b>
			SQF-MILOF N/A

CORRELATION WITH CTG / MTG TRAS	EQUIVALENCES
CTA: Gender Equality; Leadership and Management / MTA: Gender; Leadership and Management	

Target audience	Aim
<p>Participants should preferably be mid- and senior-level experts, including civilian and military staff engaged in crisis management within the broader framework of CFSP/CSDP. This includes personnel currently involved in crisis areas or those preparing for deployment in CSDP missions or operations.</p> <p>Priority will be given to participants from EU Member States, but non-EU participants and NATO staff are also welcome.</p>	<p>The course aims to enhance a shared understanding of the civilian aspects of EU crisis management among personnel from Member States, EU institutions, and relevant EU agencies. It seeks to improve comprehension of EU crisis management decision-making processes and provide insights into relevant CSDP instruments, such as the Civilian Compact, the Strategic Compass, and Lessons Learned.</p> <p>The course also examines current and future trends, challenges, and opportunities within civilian crisis management, focusing on fostering long-term partnerships with international, regional, and local actors. Additionally, it supports the creation of a professional network of experts in crisis management.</p>

Learning outcomes	
Knowledge	<p>LO1: Explain the EU crisis management decision-making process.</p> <p>LO2: Assess the EUGS concepts of 'ownership,' 'resilience,' and 'sustainability' and their impact on crisis management efficiency.</p> <p>LO3: Describe the EU integrated approach and the roles of key EU actors.</p> <p>LO4: Examine the roles of governmental and non-governmental actors and their interoperability with CSDP missions.</p> <p>LO5: Identify long-term trends leading to crises and evaluate their implications for EU policy formulation.</p> <p>LO6: Analyse the EU civilian capability development process and identify its key challenges.</p> <p>LO7: Evaluate CSDP instruments at the EU level, including the Civilian Compact and the Strategic Compass.</p> <p>LO8: Outline the legal aspects and financial mechanisms of EU crisis management missions.</p> <p>LO9: Assess the interconnections between internal and external security issues in crisis management.</p> <p>LO10: Examine the significance of gender and human rights in CSDP missions.</p> <p>LO11: Define strategic communication and its role in EU civilian crisis management.</p> <p>LO12: Identify how strategic communication supports mission objectives, builds credibility, and counters misinformation.</p>

Skills	LO13: Analyse contemporary challenges and opportunities in civilian crisis management. LO14: Evaluate methods to enhance crisis prevention and the effectiveness of crisis management. LO15: Develop strategies for restructuring and managing crisis management processes. LO16: Construct effective communication strategies for crisis situations, including audience analysis and messaging. LO17: Critically assess examples of successful and unsuccessful communication efforts in crisis management.
Responsibility and autonomy	LO18: Formulate independent and well-informed opinions on the necessity of CSDP missions. LO19: Promote coordination among EU crisis management stakeholders and international actors. LO20: Analyse and contextualize strategic and operational mission planning documents, such as the Political Framework for Crisis Approach (PFCA), Status of Mission Agreements (SOMA), Operation Plan (OPLAN), and Mission Implementation Plan (MIP). LO21: Apply intercultural communication principles in a multicultural environment. LO22: Align strategic communication strategies with EU values and ensure ethical engagement with stakeholders.

#### Evaluation of learning outcomes

The course follows the Kirkpatrick model for evaluation. Participants' satisfaction is assessed via Level 1 evaluation, and feedback is collected through an online evaluation form.

Participants must complete all learning objectives, actively contribute to syndicate sessions and practical activities, and successfully complete the e-Learning phase. A minimum score of 80% in the final quiz is required. While no formal verification of learning outcomes is conducted, the proposed ECTS credits are based on the participant workload.

The course director, with support from the ESDC Secretariat, prepares the final evaluation report for the Executive Academic Board.

### Course structure

*The course runs over three days and employs interactive methodologies emphasizing engagement and hands-on learning.*

Main topic	Suggested working hours (required for individual learning)	Suggested contents
1. Current context of EU crisis management	2 (1)	1.1 EU civilian crisis management
2. EU Global Strategy and the Strategic Compass	2 (2)	2.1 EUGS (2016) and implementation of the Strategic Compass (2020) – impact on crisis management
3. Civilian Compact	2 (2)	3.1 Deliverables
4. EU crisis management decision-making process	2 (2)	4.1 CSDP missions' decision-making process, planning and management
5. EU integrated approach	1 (2)	5.1 Strategic and operational synergies, coordination mechanisms
6. EU civilian crisis management capabilities	2 (2)	6.1 Budget constraints, recruitment procedures, duty of care, training

7. Rapid deployment of EU crisis management	2	7.1 Procurement, mission support, equipment, warehousing, training
8. EU partnerships and international cooperation	1 (1)	8.1 EU-NATO-UN-AU cooperation, interoperability
9. Monitoring, mentoring & advising	1 (1)	9.1 Local ownership, sustainability
10. Cross-cultural competence	1 (1)	10.1 Organisational cultures, working in a multicultural environment
11. Gender and human rights	1 (1)	11.1 Gender and human rights in crisis management
12. Challenges in civilian crisis management	2	12.1 Case studies from the field
13. Lessons learned for civilian CSDP	1	13.1 Lessons learned from the field
14. Strategic Communication in Crisis Management	1	14.1 Principles, tools, application
<b>TOTAL</b>	<b>21 (15)</b>	

<u>Materials</u>	<u>Methodology</u>
<p><b>Required: Essential e-Learning</b></p> <p>AKU 3: Role of EU Institutions in CSDP  AKU 202: Integrated Approach  AKU 4: CSDP crisis management structures and chain of command  AKU 6: CSDP decision shaping/making  AKU 11B: Gender aspects in missions and operations  AKU 36: Civilian CSDP Compact  AKU 300: Intercultural Competence in Civilian Crisis Management</p> <p>Syndicate materials, scenarios and other documents provided by the course director</p> <p><b>Recommended reading:</b>  AKU 2: European Global Strategy  AKU 55: Strategic Compass</p> <p>ESDC Handbook for Decision Makers</p>	<p>The course uses a blend of lectures, panels, and group exercises.</p> <p>All participants are required to prepare for the course by completing the mandatory e-Learning phase.</p> <p>The course will be conducted under the <b>Chatham House Rule</b>, meaning: <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 disclosed."</i></p>

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