

Curriculum

To be reviewed by <i>February 2021</i>	Activity number 37	EU Integrated Crisis Management	ECTS 2
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Target audience <i>Participants should be preferably senior level experts (civilian and military personnel, including civil administration and police) currently or aspiring to work in areas related to crisis management in the wider context of CFSP/CSDP, including EEAS, CSDP mission and operations, EU Delegations and European Commission, or working for other organisations in a crisis area. Priority is given to the personnel from EU Member States.</i> <i>The course is open to third countries.</i>	Aim The course enhances knowledge and understanding of crisis management in the context of the EU Integrated Approach to External Conflicts and Crisis. It is designed to promote information sharing, collaboration and cooperation among various military and civilian actors in the area of crisis management, and humanitarian and development aid in the wider context of Common Foreign and Security Policy/ Common Security and Defence Policy.
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> Describe the key principles guiding the EU integrated approach to external conflict and crisis (including the various phases mentioned below) as part of the follow-up process of the Global Strategy for the EU's Foreign and Security Policy; Identify the various EU policies and instruments within the integrated approach - covering diplomatic, security, defence, financial, trade, development cooperation and humanitarian aid fields, as well as justice and home affairs, climate etc. (multi-dimensional); Explain how local/national, regional and global issues are related to all phases of the conflict cycle and are relevant to prevention, crisis response/management, stabilisation and long-term peacebuilding; Recognise how to bring together Member States, relevant EU institutions and other international and regional partners as well as civil society organisations (multi-lateral); Explain how the EU integrated approach to external conflict and crisis can be applied in the analysis of and planning for CSDP missions or operations and other stabilisation activities, and how this relates to crisis response, civil protection and humanitarian issues; Identify the main strategies, policies, concepts and actors in the field of EU Crisis Management; Explain the relevance of cooperation and networking with the various actors in the field in analysis, planning and conduct of EU Crisis Management.
	Skills	<ul style="list-style-type: none"> Draft possible responses to crisis situations and plan complex interventions in high risk environments by defining the right mix of policies, instruments and tools to achieve the EU's strategic objectives; Analyse and formulate independently the options on how to apply the EU integrated approach for the planning and conduct of CSDP missions and operations and other stabilisation activities.
	Competences	<ul style="list-style-type: none"> Pursue more effectively shared analysis and integrated action through cooperative problem-solving and teamwork; Create an accurate picture of the institutional set-up of the EU and the relevant operating procedures; Demonstrate the concept of the EU integrated approach and how to implement it on the ground.

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, which are evaluated based on the active contribution in the residential Module, including their syndicate session and practical activities as well as on their completion of the eLearning phases: 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 is used. **No formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.**

Course structure		
Main Topic	Recommended Working Hours (of which eLearning)	Contents
CSDP Processes and roles of actors	9(4)	<ul style="list-style-type: none"> • EU strategies and structures • CSDP planning and decision-making process for mission and operations and other stabilisation activities • CSDP mission main planning and management documents
EU Partnerships and Cooperation	4	<ul style="list-style-type: none"> • EU Partnerships (e.g. UN, AU, NATO, OSCE)
Integrating a Gender perspective in the CSDP	2	<ul style="list-style-type: none"> • Implementing UNSCR 1325 and additional resolutions in fragile and post-conflict environments • Integrating a gender perspective into the planning and conduct of CSDP missions and operations
EU-Integrated Approach	21(3)	<ul style="list-style-type: none"> • Common aspects of the full conflict cycle • Shared analysis, common strategic vision and conflict sensitivity: response to external crisis • Conflict prevention measures • Instruments (including financing mechanisms) and tools to address the EU's response to crisis: various options such as crisis response, civilian and military CSDP, internal-external nexus, civil protection and humanitarian assistance • EU-wide Security Sector Reform • EU-integrated approach to operational guidance: response to a specific crisis including new approaches e.g. rapid, preventive, modular, scalable, tailored and flexible (missions) • EU-integrated approach in practice
Simulation exercise	16(3)	<ul style="list-style-type: none"> • Conflict analysis • Planning and decision-making: CONOPS and Commander's intent, lines of operations (ref to CMP as PFCA, CMC etc). • Meeting techniques
Capability development	2	<ul style="list-style-type: none"> • CSDP civilian and military capabilities (current developments, the way forward)
Analysis and future perspectives	2	<ul style="list-style-type: none"> • Cooperation between actors: 'strengths and weaknesses'
TOTAL	56(10)	

Materials	Additional information
<p><i>Essential eLearning (choice from below):</i></p> <p>AKU 2: The European Global Strategy; AKU 4: CSDP crisis management structures and the chain of command; AKU 6: CSDP decision shaping/making AKU 11A: Gender and the UNSCR 1325 AKU 29: Conflict sensitivity</p> <p><i>Suggested reading material:</i></p> <p>- <i>The Global Strategy for the EU's Foreign and Security Policy</i>(July 2016) - <i>Joint Communication: "A Strategic Approach to Resilience in the EU's External Action"</i> (7 Jun2016) - Council conclusions of 13 Nov 2017 on Security and Defence in the context of the EU Global Strategy (doc. 14190/17) - <i>Council Conclusions on the Integrated</i></p>	<p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKU's included in the eLearning module is decided by the course director, but should not be fewer than two.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: "<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 revealed</i>".</p>

<p><i>Approach to External Conflicts and Crises</i> (01.22.2018, doc. 5413/18)</p> <ul style="list-style-type: none"> - Fact sheet <i>Integrated Approach</i> (Reference prior to the EU Integrated Approach: <i>Joint communication: The EU's comprehensive approach to external conflict and crises</i>, 11.12.2013) - Council Conclusions of 28 May 2018 on strengthening civilian CSDP (doc. 9288/18) - Council Conclusions on Women, Peace and Security (WPS) and annex EU Strategic Approach to WPS (15086/18) - Civilian Operations Commander Operational Guidelines for Mission Management and Staff on Gender Mainstreaming, EEAS(2018)747 - Joint Communication: Elements for a EU-wide strategic framework to support security sector reform (5.7.2016) - Suggestions for crisis management procedures for CSDP crisis management (doc. 7660/2/13 REV 2) 	
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