



**Maynooth University**  
National University  
of Ireland Maynooth



## Invitation to the Advanced Modular Training (AMT) for CSDP Strategic Crisis Management (Training Activity Number 22-23/51)

Taking place in Brussels, Thessaloniki and Rome  
24 April - 7 July 2023

The Hellenic Supreme Joint War College, the Italian Centre for Higher Defence Studies, the Maynooth University of Ireland, the Swedish Armed Forces International Centre and the EU Military Staff have the honour to co-organise, under the aegis of the European Security and Defence College (ESDC), the *Advanced Modular Training (AMT)* from 24 April to 07 July 2023.

The aim of this course is to provide civilian and military senior officers with the skills and knowledge needed to perform their duties in the Common Security and Defence Policy (CSDP) area. AMT builds on the principle that CSDP cannot be understood in isolation; rather, CSDP is part of the bigger picture of the EU's external action, which collectively has an impressive toolbox equipped by the European External Action Service (EEAS), Commission, and individual Member States or through multilateral efforts.

AMT has recourse to the EU crisis management procedures, operation planning procedures and tools, as platforms for identifying the relevant aspects of interaction among EU external action actors, as part of the EU integrated approach to conflicts and crises. Completion of a CSDP Orientation Course prior to AMT is a prerequisite.

AMT touches only on selected elements of planning, given the broad civilian-military audience dealing with CSDP crisis planning and crisis management, from political to technical perspectives. Course participants will be exposed to relevant aspects of interaction among crisis management structures, by practising 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 crises. The AMT methodology and structure is experiential and grounded in the diverse experience and expertise of course participants.

AMT is composed of two modules: *EU Integrated Approach (AMT 1)* and *CSDP Crisis Management (AMT 2)*, two alternative options being offered for the latter: *CSDP Crisis Management at the Political-Strategic Level (2A)* and *CSDP Crisis Management at the Strategic Level (2B)*. AMT 1 is for all, but participants should select **either** AMT 2A **or** AMT 2B.

We are therefore very pleased to invite you to this ESDC training activity in support of the CSDP. For further information, please refer to the administrative instructions, training methodology and outline curriculum in the annexes.

Holger Osterrieder

Head of the ESDC

Annexes

- A. Administrative instructions
- B. Training methodology and outline curriculum

## Administrative instructions

**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, the office of the Chairman of the European Military Committee, CSDP civilian and military missions and operations, EU institutions and agencies working in the field of external action (e.g. the Directorate General for Civil Protection and Humanitarian Aid Operations – DG ECHO, the Satellite Centre - SATCEN and the European Defence Agency-EDA), EU delegations, EU headquarters and other relevant military and civilian institutions at national level.

**Applications:** Applications for each option are to be submitted by designated nominators through the ESDC secure internet system ENLIST, under <https://esdc.europa.eu/enlist/login> **not later than 8 March 2023**. A list with relevant ENLIST nominators is available on the ESDC website at <https://esdc.europa.eu/nominators>.

The course can be attended **in only one of the two options:**

1. **Option 1. from 24 to 28 April and from 12 to 16 June 2023** (AMT1 + AMT 2A - *CSDP Crisis Management at the Political-Strategic Level*), or
2. **Option 2. from 24 to 28 April and from 03 to 07 July 2023** (AMT1 + AMT 2B - *CSDP Crisis Management at the Strategic Level*);

Registration will not be final until the ESDC Secretariat has confirmed it and the nominated participant has completed the registration form.

**Participants must provide proof of completion of a CSDP Orientation Course prior to the AMT by forwarding a copy of their course certificate to the ESDC Secretariat before the start of the first module.**

**Seats and nominations: the total number of participants is limited to 40 persons.** Typically, **one seat** will be allocated per Member State. However, depending on the total number of requests, additional seats could be allocated. EU Member States and EU institutions and agencies are invited to nominate participants, who will be selected in the order of priority set by the nominators.

**Language:** English.

**Attendance:** The participant's attendance during the course is mandatory on all days. A certificate will be awarded on the last day to those course participants who have completed AMT 1 and one of the AMT 2 modules, depending which option they choose, including the e-Learning modules.

**E-Learning:** The course will be preceded by a **preparatory** and **mandatory** e-Learning module (on the ESDC e-Learning platform ILIAS), which must be finalised before the beginning of the course.

**Dress code:** dress/jacket and tie or service uniform.

**Liabilities and insurance:** in case of medical emergencies, costs should be covered by the participant's medical insurance provided by the sending country / organisation. The organiser does not provide health or accident insurances for participants.

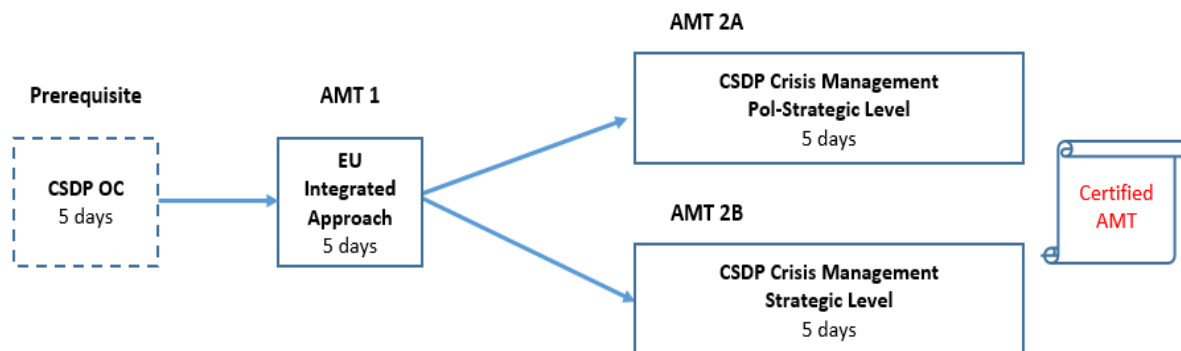
Given the possibility of restrictions being imposed for public events (i.e. SARS-COV-2) in the coming months, it may not be possible to run the course on a residential basis. If that proves to be the case, the course will be run virtually, i.e. remotely.

**The residential or other format of the course will be confirmed one month before the beginning of each module. Please do not book flights and accommodation before receiving this confirmatory message.**

**Costs:** There is no tuition fee for the course. All costs of travel, accommodation and catering (including breakfast) during the residential part of the course must be covered by the sending authorities.

**Further detailed information on the course** (programme, administrative information, local transport, etc.) will be forwarded via e-mail directly to the selected course participants. The AMT 2A and 2B training facility will provide relevant administrative information to all participating personnel in due course.

## Training Methodology and Outline Curriculum



### Training Methodology

- The course can be attended in one of the two options:  
**Option 1: from 24 to 28 April and from 12 to 16 June 2023** (AMT1 + AMT 2A (*CSDP Crisis Management at the Political-Strategic Level*)), or  
**Option 2: from 24 to 28 April and from 03 to 07 July 2023** AMT1 + AMT 2B (*CSDP Crisis Management at the Strategic Level*)
- In **AMT 1 (from conflict analysis to Political Framework for Crisis Approach-PFCA)**, course participants will reflect on the collaboration and cooperation among different actors, namely political, civilian and military crisis management and humanitarian and development aid actors, in the wider context of Common Foreign and Security Policy.
- In **AMT 2**, participants will be exposed to the main aspects of interaction among EU crisis management structures by practising key stages and tools of EU crisis management at the political-strategic level (in **AMT 2A - from PFCA to Strategic Options**) or strategic level (in **AMT 2B – Concept of Operations - CONOPS development**).
- The AMT methodology and structure **draw on the experience and expertise of course participants**. Participants should already be familiar with CSDP and its modus operandi and may have a deep understanding of various crisis areas/situations, operational experience or particular skills. Therefore, the external intervention of speakers and experts should be regarded as an aid to address gaps in knowledge and skills the participant may have. Speakers and experts will also act as mentors or facilitators; their collective dialogue with course participants is aimed at helping them achieve the desired learning outcomes.
- The course uses a **fictitious scenario** and **crisis management planning methodologies** as a **basis for developing skills and embedding knowledge**, supported by both e-Learning and residential classes.
- Before the course, participants **will take an e-Learning programme which includes the course scenario**.

# EU Integrated Approach Module (AMT 1)

## Outline Curriculum

Brussels, 24 to 28 April 2023

The module starts on Monday 24 April at 08.30 and finishes on Friday 28 April at 12.30.

Daily programme 8.30 - 17.30

e-Learning will start on 24 March.

A detailed programme will be distributed in due course.

**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 visualise the place and roles of various EU external levers of power within the multi-dimensional, multi-phased, multi-lateral and multi-level context.

Theme	During the module, the following topics/ issues will be addressed:
EU integrated approach to conflicts and crises	<ul style="list-style-type: none"> <li>• EU integrated approach policy framework</li> <li>• Conflict prevention, peace-building and security issues under external cooperation instruments</li> <li>• The application in practice of the EU integrated approach</li> <li>• Ways a crisis (in general and situation in the scenario in particular) could be approached by the EU from various perspectives:</li> <li>• Multi-dimensional. Addressing possible causes of a crisis (security, structural, developmental/cultural), what responses are in the EU toolbox (e.g. diplomacy; CSDP; development; humanitarian; neighbourhood; justice and home affairs, etc.)?</li> <li>• Multi-phased. Who does what across the crisis stages/ multiple phases of conflict?</li> <li>• Multilateral. How does the EU cooperate with other external partners to tackle the crisis (United Nations, African Union, NATO, etc.)?</li> <li>• Multilevel. 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.</li> </ul>
Conflict analysis methodologies. EU approach to conflict analysis	<ul style="list-style-type: none"> <li>• Understanding conflict sensitivity, dynamics, and prevention</li> <li>• Types of conflict analysis methodologies, scope, purposes, etc.</li> <li>• EU approach to conflict analysis, conflict and gender sensitivity</li> <li>• Conflict context in which EU and international actors make decisions on engagement in crisis</li> <li>• Possible causes of conflict and factors providing for resilience</li> <li>• Actor analysis; conflict dynamics; key gaps, options and realistic strategies to respond to the conflict</li> <li>• Impact of conflict context on key policy areas (development – including security sector reform (SSR), Political agreements – including mediation, humanitarian assistance, conflict prevention, crisis response and CSDP and stabilisation)</li> </ul>
Theory of change	<ul style="list-style-type: none"> <li>• Principles of theory of change</li> <li>• Need, context and options to move from unacceptable to acceptable/ desirable conditions in a crisis</li> </ul>
From conflict analysis to the political framework to crisis approach (PFCA)	<ul style="list-style-type: none"> <li>• PFCA in context of EU crisis management procedures. Process and content</li> <li>• Why PFCA? Who needs it? Who is in charge/ penholder and who contributes?</li> <li>• What the EU wishes to achieve, and why: strategic objectives for EU action</li> <li>• Risks. What are the risks of the EU not taking action, and what are the risks of taking action, including on the conflict itself?</li> <li>• 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, medium and long terms. Potential interrelations.</li> </ul>

# CSDP Crisis Management at the Political-Strategic Level Module (AMT 2A)

## Outline Curriculum

**Thessaloniki, 12 to 16 June 2023**

The module starts on Monday 12 June at 8.30 and finishes on Friday 16 June at 12.30.

Daily programme 8.30 - 15.00.

e-Learning will start on 15 May.

A detailed programme will be distributed in due course.

**The aim of the *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 practising and discussing procedures, key stages and planning tools of crisis management at the political-strategic level, as part of the EU integrated approach to conflicts and crises.

Theme	During the module, the following topics/ issues will be addressed:
Crisis management procedures and EU overall approach (PFCA)	<ul style="list-style-type: none"> <li>• Crisis management procedures and associated activities/ documents at the political-strategic level</li> <li>• Phases of crisis management procedures</li> <li>• Roles and responsibilities of crisis management structures in planning</li> <li>• CMC content and production process</li> <li>• EEAS crisis response mechanism</li> <li>• Critical elements for the development of further planning documents (CMC, initiating military directive (IMD))</li> </ul>
Crisis Management Concept (CMC) development	<ul style="list-style-type: none"> <li>• Potential role and availability of the civilian and military CSDP instrument, as part of EU integrated response to a crisis (CMC)</li> <li>• Key elements of the CMC (e.g. political and strategic objectives, end state, mission, duration and risks to mission accomplishment, command and control, legal framework)</li> </ul>
Civilian/military strategic options (C/MSOs) and initiating military directive (IMD) development	<ul style="list-style-type: none"> <li>• Civilian contribution to planning at the political-strategic level</li> <li>• Military contribution to planning at the political-strategic level</li> <li>• Roles and responsibilities of Civilian Planning and Conduct Capability</li> <li>• Roles and responsibilities of Military Planning and Conduct Capability</li> <li>• Roles and responsibilities of EU military staff (EUMS)</li> <li>• Civilian strategic planning process in practice. Case study</li> <li>• Content and the MSO and IMD production process</li> <li>• Roles of various committees on CSDP Planning (e.g. EUMC, CIVCOM, PMG)</li> <li>• Content and the process of production of CIVCOM and military advice on planning documents.</li> </ul>
Strategic options development	<ul style="list-style-type: none"> <li>• Key elements of the civilian and military strategic options and initiating military directive (IMD)) (constraints and restraints, mission, strategic objectives, strategic effects and actions, force capability requirements, preliminary command and control structure, legal requirements, criteria for evaluation)</li> </ul>
Functional dimensions of planning at the political-strategic level	<ul style="list-style-type: none"> <li>• Contribution and mainstreaming of various functions to CSDP planning (e.g. legal, logistics, intelligence, strategic communication, gender)</li> </ul>
Transition and handover to the strategic level	<ul style="list-style-type: none"> <li>• Requirements and challenges of transition of planning from political-strategic to strategic level</li> </ul>

# CSDP Crisis Management at the Strategic Level Module (AMT 2B)

## Outline Curriculum

Rome, 3-7 July 2023

The module starts on Monday 3 July at 9.00 and finishes on Friday 7 July at 13.00.

Daily programme 9.00 -16.30.

e-Learning will start on 5 June.

A detailed programme will be distributed in due course.

**The aim of the CSDP Crisis Management at the Strategic Level module** is to expose course participants to the relevant aspects of interaction among crisis management structures, by practising 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 crises.

Theme	During the module, the following topics/ issues will be addressed:
Crisis management procedures and EU overall approach (PFCA)	<ul style="list-style-type: none"><li>• Crisis management procedures and associated activities/ documents at the political-strategic level</li><li>• Phases of crisis management procedures</li><li>• Roles and responsibilities of crisis management structures in planning</li><li>• CMC content and production process</li><li>• EEAS crisis response mechanism</li><li>• Critical elements for the development of further planning documents (CMC, IMD)</li></ul>
Planning for CSDP civilian missions. CONOPS development	<ul style="list-style-type: none"><li>• Civilian strategic planning process</li><li>• CPCC-MPCC coordination through the Joint Support Coordination Cell</li><li>• Civilian CONOPS development. Case study</li></ul>
Initiating military directive. Transition of planning and handover to OHQ	<ul style="list-style-type: none"><li>• Requirements and challenges of transition of planning from political-strategic to military-strategic level</li></ul>
Planning for CSDP military missions and operations	<ul style="list-style-type: none"><li>• Military estimate at the military strategic-level</li><li>• Planning process and associated activities/ documents at the military-strategic level</li></ul>
CONOPS development. Working sessions	<ul style="list-style-type: none"><li>• Key element of CONOPS (political and military assumptions, mission, strategic framework/ design: centre of gravity, strategic objectives, etc.)</li></ul>
Functional dimensions of planning at the strategic level	<ul style="list-style-type: none"><li>• Contribution and mainstreaming of various functions to CSDP planning (e.g. legal, logistics, intelligence, strategic communication, gender)</li></ul>
Operation planning at the operational level. Force Cdr conference	<ul style="list-style-type: none"><li>• Planning process and associated activities/ documents at the operational level</li></ul>