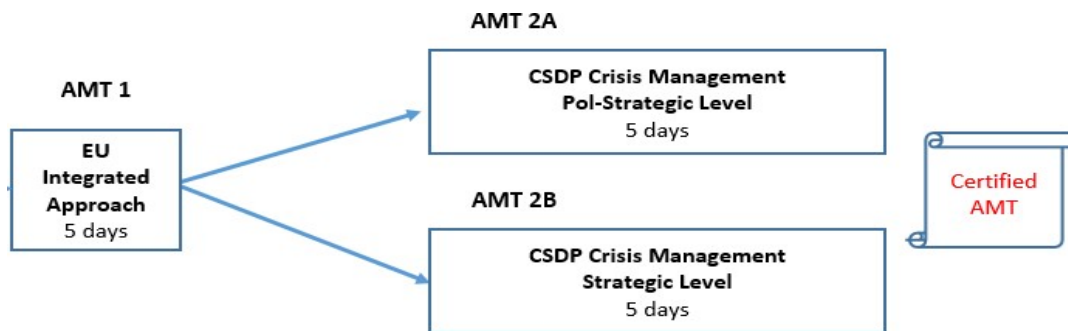


## Training Methodology and Curriculum Outline



### Training Methodology

- The course can be attended in one of the two options:
  - Option 1: Option 1. from 24 to 28 March (Brussels) and from 26 to 30 May 2025 (Thessaloniki)** (AMT1 + AMT 2A (*CSDP Crisis Management at the Political-Strategic Level*)), or
  - Option 2: Option 1. from 24 to 28 March (Brussels) and from 30 June to 04 July 2025 (Rome)** 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 practicing 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 March 2025**

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

Daily programme 8.30 - 17.30

e-Learning will start on 03 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, 26 to 30 May 2025**

The module starts on Monday 26 May at 8.30 and finishes on Friday 30 May at 12.30.

Daily programme 8.30 - 15.00.

e-Learning will start on 26 April 2025.

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, 30 June to 04 July 2025

The module starts on Monday 30 June at 08.00 and finishes on Friday 04 July at 12.00.

Daily programme 08.00 -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 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 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>