



**Maynooth University**  
National University  
of Ireland Maynooth



## Invitation to the **Advanced Modular Training** (Training Activity Number 19-20/51)

Taking place in Brussels, Thessaloniki and Stockholm  
during the time-frame of March – June 2020

The Hellenic Supreme Joint War College, the Swedish Armed Forces International Centre, the Italian Centre for Higher Defence Studies, the Maynooth University of Ireland 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 March to June 2020.

The aim of this course is to provide civilian and military senior officers with the right skills and knowledge in order 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 external action, which collectively has an impressive toolbox equipped by the EEAS, Commission, and individual Member States or through multilateral efforts.

The AMT is not a course for planners, but is for a broad civilian-military audience dealing with CSDP crisis management in a global or functional capacity. AMT makes recourse to the EU crisis management procedures, operations planning procedures and tools as platforms for surfacing the relevant aspects of interaction among EU external action actors, as part of the EU Integrated Approach to conflict and crisis.

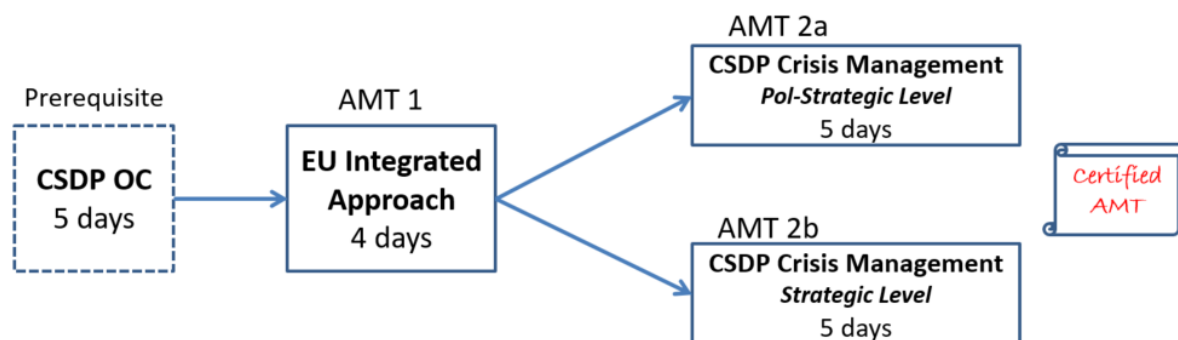
Participant training and education commences with the completion of the pre-requisite CSDP Orientation Course. AMT follows in the form of two modules: *EU Integrated Approach (AMT 1)* and *CSDP Crisis Management (AMT 2)*. The latter is offered in two options: *CSDP Crisis Management at the Political-Strategic Level (AMT 2a)* and *CSDP Crisis Management at the Strategic Level (AMT 2b)*. AMT 1 is mandatory and depending on interest, participants must opt for 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 training methodology, outline curriculum and the administrative instructions in the annexes.

Dirk DUBOIS  
Head of ESDC

## Training Methodology and Outline Curriculum

### Training Methodology



- 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, military and civilian crisis management, 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 - CONOPS development**).
- To cope with a broad audience and minimise disruption on the activities of sending organisations, AMT is offered in two iterations. Attending AMT modules, in any order and from any iteration, has the same value and will grant course participants the same certificate.
- The AMT methodology and structure rely on the experience and expertise of course participants. They are already 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 (speakers, experts) should be regarded as an aid to address or fill possible limitations/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 meet the envisaged learning outcomes.
- The course makes recourse to a fictitious scenario as a platform of developing skills and fixing knowledge covered by both eLearning and residential classes.
- Before the course, participants will take an eLearning sequence and will be invited to become familiar with the scenario.

# EU Integrated Approach Module (AMT 1)

## Outline Curriculum

### Iteration 1, Brussels, 30 Mar – 3 Apr 2020

The module starts on Monday 12.30 and finishes on Friday 12.30. Daily programme 09.00 – 16.30

### Iteration 2, Brussels, 11 – 15 May 2020

The module starts on Monday 12.30 and finishes on Friday 12.30. Daily programme 09.00 – 16.30

**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 visualize 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 Conflict and Crisis	<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 EU cooperate with other external partners to tackle the crisis (UN, AU, 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, dynamics, and prevention.</li> <li>• Types of conflict analysis methodologies, scope, purposes etc.</li> <li>• EU approach to conflict analysis</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 SSR, Political agreements – including Mediation, Humanitarian assistance, Conflict prevention, Crisis response and CSDP, Stabilisation, Transitional Justice).</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, mid and long terms. Potential interrelations.</li> </ul>

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

### *Outline Curriculum*

**Iteration 1, Thessaloniki, 4 – 8 May 2020**

**Iteration 2, Stockholm, 25 – 29 May 2020**

The module starts on Monday 08.30 and finishes on Friday 12.30.

Daily programme 09.00 – 15.00/16.00.

**The aim of *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 practicing and discussing procedures, key stages and planning tools of crisis management at the political-strategic level, as part of the EU Integrated Approach to Conflict and Crisis.

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>• Content and the production process of CMC</li> <li>• EEAS Crisis Response Mechanism</li> <li>• Critical elements for the development of further planning documents (CMC, 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/MSO) 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 CPCC for planning</li> <li>• Roles and responsibilities of MPCC for planning</li> <li>• Roles and responsibilities of EUMS for planning.</li> <li>• Civilian Strategic Planning Process in practice. Case study</li> <li>• Content and the production process of MSO and IMD.</li> <li>• Roles of various committees on CSDP Planning (e.g. EUMC, CIVCOM, PMG)</li> <li>• Content and the production process of CIVCOM and Military Advices on planning documents.</li> </ul>
Strategic Options Development	<ul style="list-style-type: none"> <li>• Key elements of the C/MSOs and 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 various functions to CSDP Planning (e.g. legal, logistics, intelligence, strategic communication, gender)</li> </ul>
Transition and hand-over 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*

**Iteration 1, Thessaloniki, 8 – 12 June**  
**Iteration 2, Stockholm, 15 – 19 June 2020**

The module starts on Monday 08.30 and finishes on Friday 12.30.  
 Daily programme 09.00 – 15.00/16.00.

**The aim of *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 Conflict and Crisis.

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>• Content and the production process of CMC</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>• Coordination CPCC-MPCC through the Joint Support Coordination Cell</li> <li>• Civilian CONOPS development. Case study</li> </ul>
Initiating Military Directive. Transition of Planning and Hand Over 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 various functions to CSDP Planning (e.g. legal, logistics, intelligence, strategic communication, gender)</li> </ul>
Operations 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>

## **Administrative Instructions**

### AUDIENCE

The course is open to civilian and military personnel earmarked to work or working in CSDP-related posts at executive level within the EEAS crisis management structures (e.g. ISP.3, CPCC, EUMS, MPCC), CEUMC Office, Representations to the EU, CSDP Civilian and Military Missions and Operations, EU Institutions and Agencies working in the field of external action (e.g. DG DEVCO, DG ECHO, SATCEN, EDA), EU Delegations, EU HQs and other relevant military and civilian institutions at national level. 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 residential phase.

### SEATS

The course is composed of up to 80 participants (40 participants per iteration). EU-Member States, EU Institutions and EU Agencies are invited to each nominate one participant. There will be a potential for more participants per nominator upon seat availability and after selection.

### COURSE LOCATION AND TIMEFRAME

See Annex C.

### APPLICATION

AMT does not use ENLIST for registration. In order to apply, please send us the duly filled “Application Form” (Annex C) **no later than 20 December 2019**, via email to the ESDC Training Manager, Alin BODESCU, at [alin.bodescu@eeas.europa.eu](mailto:alin.bodescu@eeas.europa.eu), Tel: +32 460 84 42 86. The selected participants will receive a **confirmation message by 17 January 2020** at the latest, when more detailed information will be provided for participants to plan their participation to the course.

### CERTIFICATION

Attendance of the course is mandatory at all times. A certificate will be awarded to those participants who will complete two modules (AMT 1 and AMT 2a or AMT 1 and AMT 2b), including the e-learning phase.

### COSTS AND OTHER DETAILS

There is no tuition fee for the course. All costs for travelling, accommodation and meals shall be covered by the sending authorities.

The language regime of the CSDP will apply (English and French without translation). AMT is delivered in English. Further detailed information on the course (programme, administrative information, local transportation etc.) will be forwarded via e-mail directly to the selected course participants from ESDC and training providers.

**APPLICATION FORM**  
**Advanced Modular Training**  
**Mar – Jun 2020**

**TO BE FILLED IN ELECTRONICALLY BY THE APPLICANT**

**Part 1 - Personal Details**

Family Name		Nationality (ies)	
First Name(s)		Date of Birth (dd/mm/yyyy)	

Title/ Rank	
ID/Passport Number	
ID/Passport Validity Date	(dd/mm/yyyy)
Address	
Street	
Postal Code + City	
Country	
Telephone (at least one number where we can reach you during the day!)	
Work	
Mobile	
E-mail ( <b>compulsory</b> )	

**Affiliation:** Civilian  Military  Police  Diplomat  Other (specify) \_\_\_\_\_

Current position

Organisation	
Title of Position	
On this job since since	(mm/yyyy)

Please outline your reasons for applying to this course

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**Please email the completed and signed application form to European Security and Defence College at**

**[alin.bodescu@eeas.europa.eu](mailto:alin.bodescu@eeas.europa.eu)**

**DEADLINE: 20 Dec 2019**

## **Part 2 – Course Application**

Please fill in the corresponding cells of the AMT Modules in the table below, by ticking the appropriate box for both "preferred" and "alternate" sequences.

We **recommend** participants to take the course in the logical sequence: AMT 1 + AMT 2a or AMT 1 + AMT 2b. However, to accommodate as many applications as possible, in a flexible manner, participants can apply for AMT Modules in any order and taking a module from iteration 1 and another from iteration 2. Although AMT 2a and AMT 2b have been designed for distinct audiences, interested participants can apply for both AMT 2a and AMT 2b.

The **seats will be allocated** in the order of "first come, first served" – and by indicating an "alternate sequence" this will help organisers offer the participant a seat in other modules in case of seat unavailability in the "preferred sequence".

<b>AMT Module/Iteration Seats available</b>	<b>Timeframe</b>	<b>My Preferred Sequence</b> Tick one AMT1 and one AMT2	<b>My Alternate Sequence</b> Tick one AMT1 and one AMT2
AMT 1/1, Brussels (40 seats)	30 Mar – 3 Apr 2020	<input type="checkbox"/>	<input type="checkbox"/>
AMT 1/2a, Thessaloniki (20 seats)	4 – 8 May 2020	<input type="checkbox"/>	<input type="checkbox"/>
AMT 1/2b, Thessaloniki (20 seats)	8 – 12 Jun 2020	<input type="checkbox"/>	<input type="checkbox"/>
AMT 2/1, Brussels (40 seats)	11 – 15 May 2020	<input type="checkbox"/>	<input type="checkbox"/>
AMT 2/2a, Stockholm (20 seats)	25 – 29 May 2020	<input type="checkbox"/>	<input type="checkbox"/>
AMT 2/2b, Stockholm (20 seats)	15 – 19 Jun 2020	<input type="checkbox"/>	<input type="checkbox"/>

**I have attended the prerequisite CSDP Orientation Course in \_\_\_\_\_ month/year.**

<b>CONSENT FORM FOR PROCESSING PERSONAL DATA.</b> The EEAS/ ESDC processes personal data in accordance with Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data. The <a href="#">PRIVACY STATEMENT- DATA PROTECTION NOTICE</a> for Events & Meetings contains information for participants about personal data processing. In addition to personal data that we process for organising the course, in this form you have the option to provide consent for using videos/ pictures taken with you during the course for communication purposes and to share contact details with the course colleagues, as follows:	
<input type="checkbox"/>	I consent that video(s) and/or photo(s) are taken of me during the course and used in EEAS/ESDC communication activities.
<input type="checkbox"/>	I consent that my name and contact details are published in the list of participants of the course.
Disclaimer. The organisers waive responsibility of videos/photos taken, shared and published by participants or by other individuals.	

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

### **Certification by Supervisor**

We confirm that all the information given in this form is correct and confirm the authorisation of the applicant to participate to the course.

Institution: \_\_\_\_\_ Name of Supervisor: \_\_\_\_\_

Email: \_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_