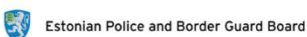


# Course Catalogue

A Collection of Training Courses  
offered by EUTI Consortium  
Partners



# COURSE CATALOGUE

## ABOUT

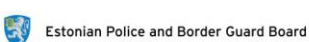
The European Union Training Initiative (EUTI) is an EU-funded three-year project that helps prepare civilian, police and gendarmerie personnel for work in international crisis management and peace support missions. Implemented by a consortium of European partners, it provides tailored, need-based training before and during deployment, while also supporting EU institutions and Member States through work on training standards, certification and innovation. EUTI is driven by the necessity for well-prepared mission staff who can respond to complex and fast-changing environments. By strengthening skills, coordination and common standards, the project aims to improve mission performance and contribute to greater security, stability and resilience in conflict-affected contexts.

The courses in this catalogue are based on established concepts and past experience, but each delivery is **tailored** to the specific needs of the requesting institution and target audience to ensure both reliability and relevance. In addition, new training programmes can be developed **on demand** in close consultation with partners to fully match their priorities and capacity-building needs.

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# 1. Training of Trainers

## TRAINING OF TRAINERS

**Overall Objectives:** The overall objective of courses on Training of Trainers is to enable participants to improve their ability to deliver effective and engaging training for their target audiences, meaningfully connect to their participant's training needs, manage group dynamics effectively, overcome any resistance to training, and choose and utilise the right tools and techniques to prepare, deliver and evaluate their learning intervention. Depending on the specific roles and training needs of the (potential) trainers, different modules may be emphasised or included. Depending on their experience levels and the needs of their training audience, they may focus on more traditional, presentation-style learning, or work on the use of advanced teaching methods and accompanying trainer roles.

### Main Subject Modules:

#### Module 1 – Professional Learning

- What is learning?
- Training Needs Analysis and the ADDIE cycle
- Effective Classroom Communication
- The Experiential Learning Cycle (Kolb): speaking to different learning styles

#### Module 2 – Training Design & Setting Effective Learning Goals

- Selection of a training audience and design relevant to the participants
- Bloom's Hierarchy of Learning
- Understanding different working forms suitable to adult learning
- Lesson Planning

#### Module 3 – Advanced interactive exercises (design, development and implementation)

- Case studies and reflection sessions
- Roleplays and simulations
- Using effective e-learning exercises (Rise, Miro, Moodle, and other platforms)
- Facilitation, feedback, and fostering positive group dynamics

#### Module 4 – Practice with implementation, instruction and feedback

- Reflection on Educator Role Profiles
- Delivering Effective Feedback and Facilitating Reflection
- Recognising and Managing resistance to training
- Practice rounds and Mutual Participant Feedback

#### Module 5 – Practice with implementation and feedback

- Practice rounds and Participant Feedback
- Introduction to and application of Kirkpatrick levels of evaluation
- Plenary Wrap-Up; Participant Take-Aways and Course Evaluation

**Target audience:** This training is targeted to experts who are (potentially) involved in a capacity as a trainer and who need to design and deliver their own training interventions for professional learners.

**Duration:** 3-5 days; different subjects may be integrated or rearranged to allow flexible implementation.

## CURRICULUM DESIGN AND DEVELOPMENT

**Overall Objectives:** This course equips professionals working in EU Common Security and Defence Policy (CSDP) missions with the competencies to design and develop context-specific curricula for training host-state actors and mission personnel. By applying structured instructional design models, adult learning theory, and intercultural sensitivity, participants will be able to create impactful learning experiences aligned with mission mandates and operational realities.

The workshop on curriculum design and development is a hands-on session in which course designers work together under the tutelage and facilitation of experienced curriculum developers. Participants will be (re)introduced to the ADDIE cycle, and leading professional learning theories such as the Kolb Experimental Learning Cycle, the Bloom Hierarchy of Learning, and Kirkpatrick Levels of Evaluation. They will work alone and in groups to learn how to identify the training needs of their audiences, identify methods and exercises to meet those needs, and design measurably effective professional learning interventions that keep participants engaged and motivated to learn.

### Main Subject Modules:

#### Module 1 – Instructional Design for Field-Based Missions

Introduction to the ADDIE model: Analysis, Design, Development, Implementation, and Evaluation. Needs assessment techniques tailored for fragile contexts. Writing clear learning objectives using the ABCD model (Audience, Behaviour, Condition, Degree). Aligning curriculum with Bloom's Taxonomy across cognitive, affective, and psychomotor domains.

Exercises: Contextualised needs assessment workshop; drafting learning objectives using mission-based scenarios.

#### Module 2 – Adult Learning and Experiential Pedagogy

Kolb's Experiential Learning Theory and its application in mission environments. Understanding adult learning principles (Andragogy): self-direction, problem-solving orientation, relevance. Role of the educator as facilitator, subject expert, evaluator and coach in complex intercultural settings. Designing inclusive sessions for varied Kolb learning styles (divergers, assimilators, convergers, accommodators). Exercises: Role-play as educator in a host-country training; peer critique and feedback sessions.

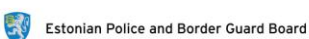
#### Module 3 – Evaluation, Digital Tools, and Blended Learning

Introduction to Kirkpatrick's Four Levels of Evaluation (Reaction, Learning, Behaviour, Results). Basics of Articulate Rise, Mentimeter, Zoom, and Miro for hybrid or pre-deployment e-learning. Building blended learning modules for remote or pre-deployment phases. Creating learning impact reports and monitoring tools.

Exercises: Design a digital learning activity on a mission-relevant topic; simulate post-training evaluation.

**Target Audience:** Mid- to senior-level personnel in EU advisory, monitoring, and capacity-building missions, including trainers, capacity-building advisors, human resources officers, and sectoral experts (e.g., police, justice, governance), particularly those responsible for training local counterparts or internal staff.

**Duration:** 3 to 5 days, in person, with optional pre-course digital onboarding (self-paced via Articulate Rise) and post-course coaching sessions (via Zoom or Teams)



## HR MAINSTREAMING: TOT FOR CSDP HR ADVISORS

**Overall Objectives:** The key objective of this course is to contribute to building in-mission capacities for training purposes in the field of human rights mainstreaming, to enhance the ability of missions to adapt to the steadily changing capacity-building requirements of international peace operations and to strengthen in-mission capability to deliver high quality trainings in the area of HRBA and human rights mainstreaming. The training aims to strengthen the didactical and methodological skills of HRAs in designing and delivering training courses focused on human rights to contribute to the implementation of the 2021 Civilian Operations Commander Operational Guidelines on Human Rights Mainstreaming and Human Rights Due Diligence.

### Main Subject Modules:

#### Module 1 – CSDP missions' mandates & human rights mainstreaming

- Mainstreaming HR in civilian crisis management missions: context and tools
- HRBA in the work of CSDP missions: what are HRBA & RBM

#### Module 2 – How to apply HRBA to programming

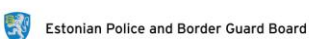
- Human rights in the national context (of the receiving mission): the human rights country situation – situational analysis
- Causality analysis, role-pattern analysis, capacity-gap analysis
- HRBA from analysis to planning
- Elaborating a Theory of Change for your interventions based on desired chain of changes (and evidence provided by situation analysis)
- HRBA in monitoring and Evaluation
- How to monitor and evaluate interventions (process and outcomes) and how to take a HRBA in the evaluation of your programmes

#### Module 3 – HRBA in practice

- Experiences, lessons learned and success stories on HR mainstreaming
- How to discuss a framework for integrating HRBA into programming and frame an action plan at the end of the course

**Target audience:** human rights advisors working in CSDP civilian crisis missions and operations who, inter alia, conduct trainings and coaching sessions on issues related to human rights as subject matter experts or trainers. The course is also open to Brussels-based capacities supporting Human rights advisors (e.g. policy officers on horizontal issues/human rights).

**Duration:** 3.5 - 4 days



## 2. Management and Communication

### ADVISING IN CIVILIAN CRISIS MANAGEMENT

**Overall Objectives:** The overall objective of the course is to enhance the aptitudes of experts working as advisors in civilian crisis management missions. It will notably promote an in-depth understanding of the advisory function and will enhance experts' skills and attitudes to fulfil their role. The course will also contribute to equipping the experts to overcome challenges of applying advising techniques in the framework of a civilian crisis management mandate.

#### Main Subject Modules:

##### Module 1 – Introduction and context setting

The module will familiarise participants with EU tools for capacity building, make them aware of basic definitions to be used, and introduce them to the main concepts on MMA and EU values, principles, and policies, with reference to capacity building.

- Knowledge transfer processes – clarifying definitions;
- The European Union and capacity building in third countries through CSDP missions.

##### Module 2 – Strategic Advising from the mission perspective

- Strategic Advising components into a mission mandate;
- The Role of the advisor from the mission's operational perspective: a task analysis;
- Challenges and limitations of advising in civilian crisis management missions' mandates.

##### Module 3 – Understand capacity building and be a change agent

This part will let participants define 'capacity', assess existing capacity and understand capacity building and how to become agents of change by doing a mindset shift from executors into resources for their local counterparts. It will display to participants the specific set of skills and knowledge essential for managing complex situations and transferring knowledge to local counterparts. It will also contribute to equipping them with the basic project cycle management tools.

- General aspects of 'Advising';
- Phases of Advising.

##### Module 4 – Processes, principles and approaches for capacity building

- Local ownership in capacity building processes;
- Communication & cultural awareness toolbox;
- Basic negotiation skills;
- Coping with resistance;
- Handover and reporting.

**Target audience:** Experts working in crisis management/peace support missions – deployed within CSDP missions who perform the role of advisors.

**Duration:** 5 days

## CRISIS MANAGEMENT AND COMMUNICATION

### Overall Objectives:

Through this workshop, participants will understand and experience the various dilemmas and challenges that occur in crisis management and crisis communication, and enhance their skills to deal with real-life crisis situations in a mission. To this end, they will learn to apply various crisis management tools such as a Crisis Responsibilities inventory, practice with a Crisis Command Structure and Decision Making Matrix; and experience a Crisis Loop. They will learn how to analyse and practice with the interpretation of large quantities of information and constructively navigate stressful situations leading to effective collaboration under pressure. Finally, they will learn how to effectively participate in crisis meetings, within the context of one's roles and responsibilities.

In addition, in the module on crisis communication, participants will learn how to apply the theory of crisis communication in a simulated context with regards to shaping perception and addressing the public; write a press statement under pressure, and write a situational report under pressure.

### Main Subject Modules:

#### Module 1 – Understanding crises

- Formulate a definition of a crisis;
- Understand the various aspects of a crisis;
- Recognise the phases of crisis as part of the crisis curve;
- Reflection on actual or potential crises relevant to the training group

#### Module 2 – Managing crises

- Challenges and dilemmas in crisis situations;
- Exploration of Crisis Management Tools
- Write a situational report under pressure;
- Effective Teamwork and Collaboration during Crises  
Simulated Crisis Meetings & Debrief

#### Module 3 – Crisis Communication

- Apply the theory of crisis communication in a simulated context with regards to shaping perception and addressing the public; Write a press statement under pressure;
- Processing Information during a Crisis Situation
- Public Statements & Feedback
- Reflection and Wrap-up

### Target audience:

International professionals who may be called upon to manage and communicate in crisis situations.

### Duration:

3-5 days (depending on inclusion of elements)

## INTERCULTURAL COMMUNICATION

### Overall Objectives:

Upon completion of the training, participants will:

- Have increased awareness of their own cultural perspective and values.
- Have learned to recognise and avoid intercultural pitfalls.
- Have a better understanding of the influence of culture on communicative processes, collaborations, and negotiation.
- Have increased conceptual understanding of cultural communicative preferences, and how to deal with them.
- Have acquired skills that allow for effective communication and leadership across cultural barriers.
- Better understand how to (re)build trust across cultural barriers.

### Main Subject Modules:

The training on intercultural communication would encompass the following topics: Pitfalls, Awareness, Cultural clusters, Interaction, and Sensitivity. Through exploration of these five crucial elements developing intercultural competencies in any work environment, participants are presented with a holistic approach to intercultural communication.

#### Module 1 – Introduction: Culture and pitfalls

Introduction of key concepts of culture as well as common intercultural pitfalls. Becoming more successful in intercultural interactions starts with heightening awareness of how culture influences communication. Through group discussions, negotiation exercises, and video analyses, participants learn how values shape a cultural perspective and, consequently, different behaviours.

#### Module 2 – Cultural clusters

Through exploration of cultural categorizations as presented in established academic research, participants learn how to recognise cultural differences and their origins. After an interactive presentation of the theory, participants put the lessons into practice by performing bilateral or multilateral roleplays. In debriefing the exercises, participants become more aware of the influence of different cultural practices, for example displaying power or building trust, and how to influence these.

#### Module 3 – Interaction and sensitivity

Understanding where miscommunication occurs in the process of interaction, with an exercise to practice reflective listening. To conclude, we present a summary of necessary skills and possible strategies to overcome intercultural conflict.

**Target audience:** Professionals with international positions or experience, multiple levels of seniority welcome.

**Duration:** 0.5 – 3 days, depending on needs and wishes.

## OPERATIONAL FRENCH LANGUAGE

### Overall Objectives:

- Build essential communication skills in French for immediate professional use
- Acquire key operational vocabulary tailored to the participants' field of work
- Develop confidence to handle short interactions, meetings, and everyday tasks in French

### Main Subject Modules:

#### Module 1 – Survival and Basic Communication

- Greetings, introductions, essential phrases
- Everyday exchanges in a professional environment

#### Module 2 – Operational French in Practice

- Participating in short meetings and discussions
- Writing short notes, simple emails, and memos

#### Module 3 – Key Vocabulary and Expressions

- Administrative and institutional terminology
- Expressions for cooperation and teamwork

#### Module 4 – Applied Scenarios

- Role plays and simulations relevant to participants' missions
- Managing intercultural and unexpected situations

### Target audience: International staff on short-term assignment

- Professionals needing rapid acquisition of functional French
- Personnel requiring essential skills to operate effectively during missions or training

**Duration:** 1-week intensive course: 28 to 30 hours (6 hours per day)

Flexible design to fit operational schedules and language levels

## COUNTERING FIMI WITH STRATEGIC COMMUNICATIONS

**Overall Objectives:** This course aims to strengthen the capacity of EU field mission staff to recognise, assess, and respond effectively to FIMI threats in crisis and post-crisis contexts. Participants will gain a comprehensive understanding of how disinformation functions, its impact on operational environments, and the strategic tools available to mitigate its influence. The course focuses on enhancing analytical, communicative, and policy-response skills, preparing staff to safeguard mission integrity and credibility in complex information environments.

Upon completion of this course, participants will:

- Understand what disinformation is (and what it is not);
- Understand what makes people and organizations susceptible to disinformation;
- Understand why and how state and non-state actors utilize FIMI during crisis situations;
- Be able to apply strategic communications to counter FIMI when targeted;
- Be able to consider and apply various possible policy responses (preventive, corrective and restrictive) to counter FIMI;

### Main Subject Modules:

#### Module 1 – Understanding FIMI: Concepts, Tactics, and Vulnerabilities

- Define key concepts: disinformation, misinformation, FIMI, propaganda, and information warfare.
- Explore motivations and methods of state and non-state actors during crises.
- Identify the cognitive, organizational, and structural vulnerabilities that make missions susceptible to manipulation.
- Practical activity: Analysis of real-world FIMI campaigns using a red-teaming approach.

#### Module 2 – Strategic Communications as a Countermeasure

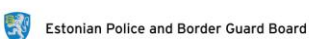
- Principles of strategic communications in EU external action.
- Proactive vs. reactive communications: timing, messaging, and audience.
- Use of digital tools and social media for reputation management and narrative setting.
- Practical activity: Develop and critique message maps for hypothetical FIMI scenarios.

#### Module 3 – Policy Responses and Simulation

- Overview of preventive (resilience-building), corrective (fact-checking, debunking), and restrictive (sanctions, bans) responses.
- Coordination with HQ, EU institutions, and host country authorities.
- Whole-of-mission approach: aligning internal and external communication.
- Simulation: Participants engage in a mission-specific FIMI attack scenario, culminating in a team-based drafting of a communication and crisis response strategy.

**Target audience:** International and national staff of EU monitoring, advisory, and capacity-building missions, particularly those in public information, political analysis, operational planning, and security liaison roles.

**Duration:** 3 days (in person, blended or online)



## 3. Negotiation and Mediation

### NEGOTIATION AND MEDIATION SKILLS IN INTERNATIONAL CRISIS MANAGEMENT MISSIONS

**Overall Objectives:** The overall objective of the course on Negotiation and Mediation Skills in International Crisis Management Missions is to enable participants to ameliorate their ability to explain key elements of effective negotiation and mediation processes, choose the right tools and techniques that are applicable, available and suitable to the situation as well as test their own strengths and weaknesses in applying the previously listed competencies as well as identify the negotiation competencies of others. Each module contains exercises and role plays, and a larger mediation simulation.

#### Main Subject Modules:

##### Module 1 – Experiences in Negotiation and Mediation from International Crisis Management

- Introduction to Negotiation Skills and Concepts
- Negotiation exercises

##### Module 2 – Concepts and Practice of Negotiations and Accompanying Skills and Competence

- Distributive Negotiations
- Integrative Negotiations
- Self-assessment and making strategic choices in behaviour

##### Module 3 – Concepts and Practice of Mediation and Accompanying Skills and Competences

- Framework for Effective Mediation Competences in International Crisis Management
- Mediation in Local Conflict: understanding mediation techniques and role of the mediator
- International and Regional Capacities for Mediation Simulation

##### Module 4 – Advising on Negotiation and Mediation Activities

- Role of Mission's Senior Leadership
- Exposure Sessions to Practitioners and Experts
- Plenary Wrap-Up
- Final Remarks and Evaluation

**Target audience:** This training is targeted to civilian, police and military experts who work for international organizations in a crisis management environment. Although negotiation and mediation skills are not function-specific skills and can be applied in all complex political and conflict environments, this training is tailored to negotiation and mediation skills for positions and functions related to the core activities of a crisis management mission. These include mission leadership, political advisers, liaison officers, planners, mentors, and advisers.

## ADVANCED MEDIATION SKILLS TRAINING

**Objectives:** The aim of the course is to enable participants to ameliorate their ability to conduct and support mediation and dialogue activities as part of their organisation in the conflict context. Learning goals: 1) Application of individual skills and competences in negotiation and mediation in real-life situations; 2) Develop a deeper understanding of the key concepts and practices of successful and sustainable mediation outcomes, including trust building and dealing with deadlocks; 3) Provide advices on negotiation and mediation activities for engagement in local, national and international negotiations and mediations in the context of international crisis management missions;

### Modules

#### Module 1

Negotiation & Mediation concepts and tools for conflict resolution

#### Module 2

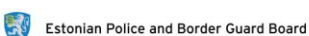
Trust-building and Dealing with deadlocks

#### Module 3

Process design and team coordination in support of dialogue processes: reflection on real-life examples of sustainable negotiation or mediation outcomes, and key elements to facilitate dialogue;

**Target audience:** This course is designed for participants who have already followed the first training as a basis, namely 'Negotiation and Mediation in International Crisis Management'. Practitioners (mid to senior level) working at an EU crisis management mission who implement conflict-sensitive projects and activities. Specifically, it would be for political advisors, staff working on confidence building or peacebuilding related projects, and human security. Participants attending this course already have an advanced level of knowledge on mediation, dialogue, and conflict analysis, as a result of a previous training intervention, or their level of seniority and experience. The course is designed for 20 to max. 25 participants.

**Duration:** 3 days



## 4. Human Rights

### CHILD PROTECTION, MONITORING & REHABILITATION

**Overall Objectives:** This course equips participants with the conceptual frameworks and legal, analytical, and operational tools needed to safeguard children’s rights in crisis and conflict-affected and environmentally fragile contexts.

#### Main Modules of the Course

##### Module 1 – Concepts of Childhood

Explores evolving definitions of childhood, vulnerability factors, and specific protection needs, including the compounding effects of conflict, displacement, and environmental disruption. Introduces the child rights-based approach as the ethical and conceptual foundation.

##### Module 2 – Protection Framework

Covers international legal and policy instruments. Examines mandates, field missions, and codes of conduct relevant to child protection, with attention to cross-cutting protection principles such as do-no-harm and environmental responsibility.

##### Module 3 – Impact of Conflict on Children and Response Strategies

Addresses children associated with armed groups (CAAFAG), conflict-related sexual violence/SEA, juvenile justice, refugees/IDPs, and education in emergencies. Emphasises integrated responses combining protection, MHPSS, and access to essential services, including in contexts of climate-induced displacement and disaster.

##### Module 4 – Fieldwork Techniques / Comprehensive Case Study

Develops practical skills in planning, prioritisation, assessment, and communication with children in complex emergencies. Focuses on ethical data collection, participatory approaches, and comprehensive context analysis that integrates environmental and climate-related risk factors.

##### Module 5 – Rehabilitation

Covers trauma-informed, gender-sensitive, and holistic rehabilitation approaches, including psychosocial support and community-based reintegration. Integrates resilience-building within climate-affected and resource-scarce environments.

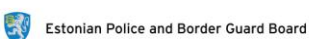
##### Module 6 – Emerging and Cross-Cutting Dimensions:

- Digital Child Protection and Innovation
- Localisation and Community Engagement
- Climate Change, Environmental Degradation, and Child Protection

#### Target audience:

Professionals engaged in protection, human rights, rule of law, political affairs, and mission planning, as well as development and humanitarian actors working at the intersection of security and protection. Participants may include CSDP child protection and gender advisors, civilian crisis management experts, SSR and DDR specialists, legal and justice officers, and military and police liaison officers.

**Duration:** Up to 8 days



## INTERNATIONAL STANDARDS FOR THE PROTECTION OF INDIVIDUALS & GROUPS: A TRAINING COURSE FOR FIELD OFFICERS WORKING ON HUMAN RIGHTS

**Overall Objectives:** The overall objective of the course is to provide participants with the specific competences and skills they will need to fulfil their tasks as members of missions with a human rights component. After an introduction to human rights law standards and mechanisms the course offers guidance on how to monitor, fact-find and report human rights and an overview of human rights capacity building activities. The training aims at providing both theoretical and practical knowledge of human rights-related aspects.

### Main Subject Modules:

The course will focus on around 8 main subject areas divided into three main training modules.

#### Module 1 – Knowledge of human rights standards and mechanisms

- International Human Rights Law and other branches of International Law developed for the protection of individual and collective rights
- Policies, mechanisms and tools for the protection of HR in the field
- The European Union's institutions and human rights policies

#### Module 2 – Human rights monitoring

The second one will deal with human rights monitoring in the broad sense, both at the general and specific level and will also include a reporting component. The following subjects will be included:

- Monitoring
- Fact finding
- Reporting

#### Module 3 – Capacity building

- Human rights education
- Capacity-building.

**Target audience:** The course is open to police officers, gendarmes and civilians who are to be deployed in, or have strong prospects to be deployed in international missions (e.g. UN, EU, OSCE), with functions related to the promotion and protection of human rights.

**Duration:** 5 days

## 5. Strategic and Hostile Environment Trainings

### CONFLICT ANALYSIS & CONFLICT SENSITIVITY

**Overall Objectives:** This two-day training equips participants with practical tools and conceptual frameworks to conduct conflict analysis and apply conflict sensitivity in their work. Participants will learn to identify key conflict dynamics, actors, and root causes, and based on this understanding can make better informed choices for interventions, programme design and implementation – in particular, to minimize potential negative impacts and maximize potential positive impacts. The training fosters peer learning and reflection, and supports participants in applying tools to real-life inspired cases relevant to their professional context.

#### Main Subject Modules:

##### Module 1 – Conflict Analysis

- Introduction to key concepts and frameworks of conflict analysis
- Stakeholder mapping, root cause analysis ('the tree'), the Clingendael conflict curve, and the Galtung triangle
- Application of tools to a real or realistic case study
- Drawing conclusions on conflict dynamics, actor behavior, and conflict phases

##### Module 2 – Conflict Sensitivity

- Understanding conflict sensitivity and the Do No Harm framework
- Identifying risks, opportunities, and unintended effects of interventions
- Exploring conflict-sensitive project design and management
- Peer learning through discussion of real-life inspired scenarios

##### Module 3 – Application of Conflict Analysis and Sensitivity to your work

- Applying conflict analysis in international crisis management missions
- Applying the Dividers and Connectors tool to participants' own cases
- Recommendations for applying a conflict sensitive lens
- Reflection on available guides and (EU) policies

**Target audience:** Professionals working in EU missions, including civilian, diplomatic, and development staff engaged in conflict-affected or fragile contexts. The training is particularly relevant for those involved in political analysis, programme design, implementation, or evaluation, who seek to enhance the conflict sensitivity and analytical depth of their work. It is also suitable for mission planners, advisors, and field officers aiming to integrate conflict analysis into strategic decision-making and operational planning.

**Duration:** 2 days – 2.5 days (full-time, in-person or online)

## INTEGRATED MISSION DRIVING: FROM TECHNICAL SKILLS TO TACTICAL RESPONSE

### Overall Objectives:

Integrated Mission Driving is a specialized 3-day advanced driving training programme designed for personnel operating in high-risk, remote, or hostile environments. While foundational programmes like ESDC's Vehicle Safety and 4x4 driving cover the basics of driving and general threats, this course turns the vehicle itself into a tactical survival tool, bridging the gap between standard safety and active defence.

The course curriculum prioritizes "hard" driving skills—precision maneuvering of 4x4 vehicles—and advanced driving techniques performed under simulated operational stress. Participants move beyond basic off-roading into a specialized team model where drivers, navigators, and communicators work as a synchronized tactical unit.

### Main Subject Modules:

#### Module 1 – Theoretical Foundations & Technical Integration

- 4x4 working principles- refreshment/updates, integrated physics, the tactical OODA loop: mission planning, route "choke point" analysis, mixed terrain and dynamic pressure management
- Armored Dynamics: Theory of weight-shift, center of gravity, and braking distances in protected vehicles.

#### Module 2 – Hard Skills & Stress Inoculation

- Evasive Maneuvers: Practical execution of rapid direction changes and obstacle clearing on restricted tracks.
- Rollover simulator: participants practice emergency egress and interior management in a controlled, inverted environment
- Complex off-road circuit: Different elements
- Precision Spotting: Blind/low-visibility navigation drills relying on advanced navigator-to-driver communication

#### Module 3 – Final Exercise (FTX)

- Live Mission Scenario: multi-vehicle convoy exercise through a high-threat area.

**Target audience:** Pre-deployment police, gendarmerie personnel and civilians nominated for EU civilian missions / any personnel who require hands-on personal safety drills before entering hostile or unpredictable settings

**Duration:** 3 days

## CRITICAL ENTITIES RESILIENCE (CER) COURSE

**Overall Objectives:** The overall objective of the Critical Entity Resilience (CER) course is to improve participants' awareness in the context of critical infrastructure security and protection by sharing knowledge and best practices implemented in the areas of physical, information, personnel and cyber security, in the face of current and emerging threats, with a special focus on identifying, assessing and mitigating the associated risks.

### Main Subject Modules:

#### Module 1 – Legal framework on CER

- CER Directive;
- NIS2 Directive;
- The Portuguese legal framework (DL 22/05, Operator Security plan and Security force Intervention Plan).

#### Module 2 – Security and protection of critical infrastructure\*

- Physical security\*\*;
- Information security;
- Cyber security;
- Insider Threat.

\*Field visit to a critical infrastructure

\*\* Exposition of technology and equipment

#### Module 3 – Threat landscape - Current and emerging

- Situation awareness (TESSOC+AS);
- C-UAS, QBRN+E, CYBER;
- Risk Assessment\*;
- JRC risk assessment tools.

\*Practical exercise

#### Module 4 – Multiagency collaboration and response

- Command and control
- The Portuguese Internal Security System (SSI) - UCAT and GT-PIC;
- EU-PSA
- HRSN

**Target audience:** This training is targeted to civilian, police and military experts who work for international organizations in a crisis management environment. (...). These include mission leadership, political advisers, liaison officers, planners, mentors, advisers. This course is open to experts of public authorities, Critical Entities or Critical Infrastructure (CI) owners/operators (private and state) with responsibilities for the development, formulation and implementation of security strategies and mechanisms for Critical Entities Resilience/Critical Infrastructure Protection.

**Duration:** 5 days

## SCENARIO THINKING / FORESIGHT FOR STRATEGIC POLICY-MAKING

**Objectives:** This workshop equips mission personnel, strategic planners, and policy advisors with the tools to anticipate and navigate complex, uncertain operating environments. Participants will learn to apply scenario thinking and foresight methods to enhance strategic planning, policy design, and decision-making to will facilitate the approach to strategic uncertainty for decision-makers in a crisis management and peacebuilding context. The course fosters adaptive leadership and systemic thinking.

### Modules

#### Module 1 - Introduction to strategic foresight: definitions, rationale, and key concepts

- Understanding complexity, drivers of change, and critical uncertainties
- Scenario Thinking compared to other strategic tools (e.g. PESTLE/SWOT, stakeholder analysis, risk inventories)
- Defining the key question
- Individual brainstorm and group exercise: mapping the strategic landscape for your mission / your key question (identifying structural trends and drivers)

#### Module 2 – Definition and development of scenarios

- Identifying key uncertainties
- Designing the scenario structure (matrix, moonshot or tree) & delineation of extremes
- Scenario writing (group work)

#### Module 3 – Communication and Analysis of scenarios

- Finalising scenario writing / peer review, with possible red teaming
- Scenario presentations
- Reflection on implications for current decision-making (Wind-tunneling current strategies and policy options)
- Embedding foresight into operational planning cycles: stakeholder communication
- Wrap-up, conclusions and evaluation

### Target audience:

This workshop is designed for civilian, police, and military personnel engaged in EU Common Security and Defence Policy (CSDP) missions, particularly those in strategic planning, policy advising, political analysis, or senior management roles. It is also relevant for mission staff involved in mandate implementation, conflict analysis, security sector reform, and civil-military coordination, and/or (internal or external) institutional development. Participants should have prior field experience or responsibility for shaping medium- to long-term operational or strategic approaches within complex, dynamic environments.

**Duration:** 3 days

## HOSTILE ENVIRONMENT PSYCHOLOGICAL INTERVENTION (HEPSYL)

**Overall Objectives:** The Hostile Environment Psychological Intervention (HEP<sub>syl</sub>) course aims to prepare civilian and military personnel deployed on international missions to operate effectively across a range of settings, from relatively stable environments to highly demanding contexts, often characterised by crisis, extreme stress, and potentially traumatic events.

The training, designed in accordance with the guidelines of the Portuguese Psychologists' Association, European Federation of Psychologists' Associations (EFPA), and the World Health Organization focuses on the prevention of psychological harm and on psychological emergency intervention, equipping participants with self-care strategies, psychosocial support skills, and mutual support dynamics within a peer-to-peer model.

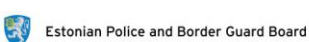
### Main Subject Modules:

- I – Peer to peer concept
- II – Distinguish psychological crisis from critical incident
- III – Characterise psychological trauma
- IV – Apply stress management techniques
- V – Provide psychological first aid
- VI – Self-injurious behaviours
- VII – Apply methods of communicating critical news

**Target audience:** The Hostile Environment Psychological Intervention (HEP<sub>syl</sub>) course is intended for civilian and military personnel eligible for deployment to international missions under NATO, European Union (CSDP), United Nations or other multinational frameworks. It prepares individuals to operate effectively across a wide range of environments, from hostile, high threat and unstable operational theatres to post-conflict, crisis-affected areas and normative, mandate-driven mission settings such as peacekeeping, advisory, capacity building and -rule of law- operations.

This training is especially relevant for those engaged in policing, security sector reform, humanitarian assistance, crisis response or civilian protection tasks, where sustained psychological wellbeing directly influences mission performance. By equipping participants with tools for -self regulation, stress management, mutual support and immediate psychosocial assistance-, the course enhances individual endurance and strengthens team resilience, contributing to mission safety, the protection and well-being of affected populations and the overall success of multinational deployments.

**Duration:** 5 Days – 36 Hours



## OTHER TRAININGS

*This list is not exhaustive. The training courses are offered by our partners and are fully adaptable to your needs. Corresponding course concepts are sent out on request.*

Leadership & Gender: Principles & Particularities

Introduction to Rule of Law

Security Sector Reform

Interactive Conflict Transformation

Team and Conflict Management in Peace Operations – Meeting the Challenges of Multicultural Teamwork

Environmental Peacebuilding

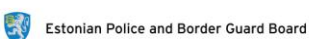
Stability Policing

Stress Management

Standards of Behaviour & Code of Conduct

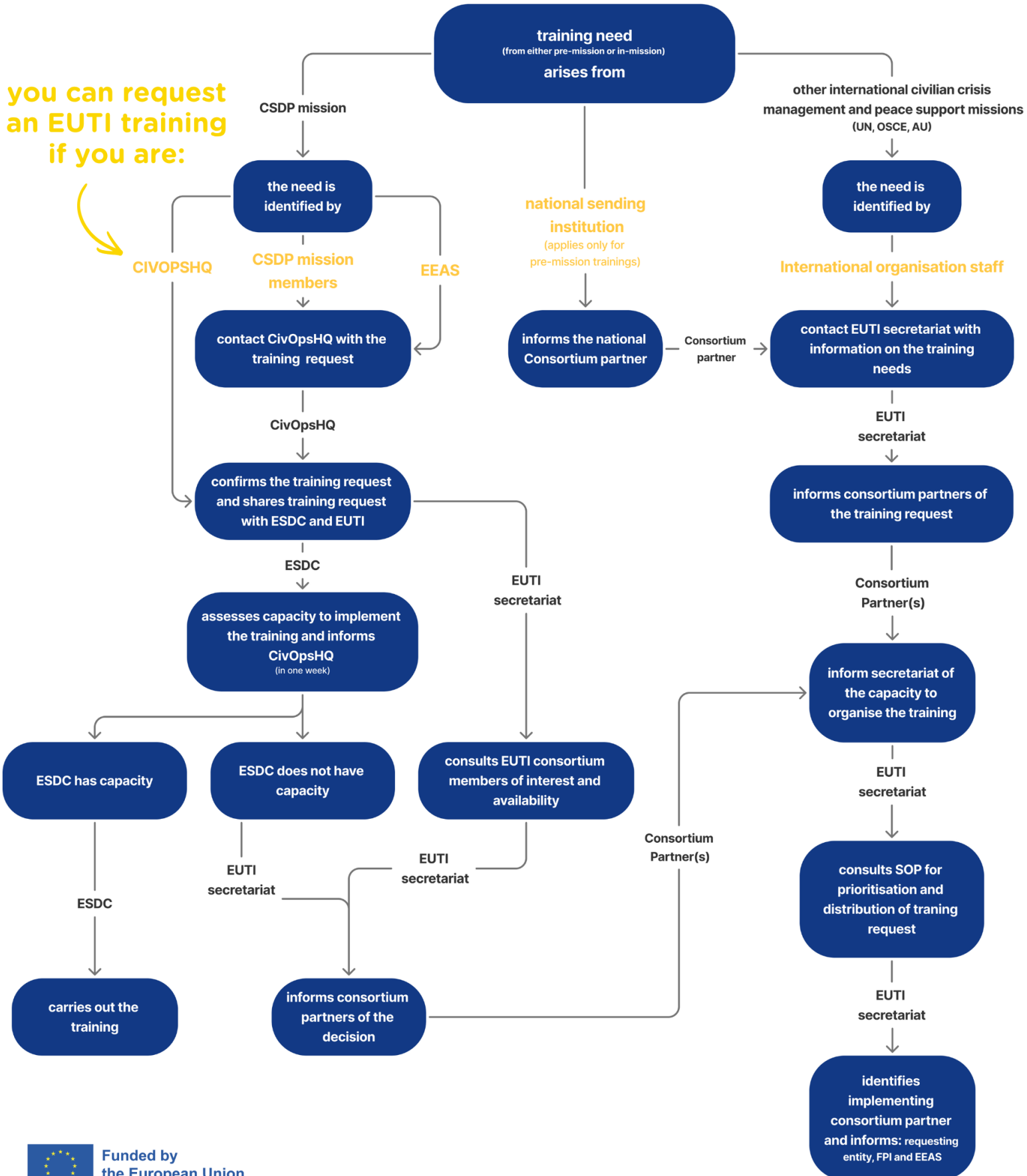
Conflict Analysis, Management, and Resolution

Transition Strategies and Sustainability



# Training request process

**you can request an EUTI training if you are:**



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