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COVER NOTE

From:	European External Action Service (EEAS)
To:	European Union Military Committee (EUMC)
Subject:	EU Concept for Force Generation

Delegations will find attached document EEAS(2015) 1237 REV 6.

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EUROPEAN EXTERNAL ACTION SERVICE



EUROPEAN UNION MILITARY STAFF

Brussels, 11 November 2015

**EEAS(2015) 1237
REV 6**

**CSDP/PSDC
EUMC**

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From:	European Union Military Committee
To:	European Union Military Committee
No. Prev. doc.:	–
Subject:	EU Concept for Force Generation

Delegations will find attached the "EU Concept for Force Generation", which was agreed by the EUMC on 11 November 2015.

EUROPEAN UNION CONCEPT FOR FORCE GENERATION

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REFERENCES

- A. Suggestions for crisis management procedures for CSDP crisis management operations (doc. 7660/2/13 REV2, dated 18 June 2013).
- B. EU Concept for Military Strategic Planning at Political Strategic Level (doc. 6432/15, dated 23 February 2015).
- C. EU Concept for Military Command and Control (doc. 5008/15, dated 5 January 2015).
- D. EU Military Rapid Response Concept (doc 17036/1/14 REV1, dated 8 January 2015).
- E. EU Strategic M&T Concept (doc. 6457/06, dated 16 February 2006).
- F. Council Decision on the security rules for protecting EU classified information (doc. 2013/488/EU dated 23 September 2013 and amended by Council Decision of 14 April 2014 doc. 2014/233/EU).
- G. Note on the Organization on the EU Global Force Generation Conference (doc. 10850/14 dated 11 June 2014).

A. INTRODUCTION

1. Member States (MS) political commitment, which later translates into appropriate military assets/forces/capabilities offered, constitutes a key for the success of an EU-led military operation/mission. Without adequate offers from MS, the Force Generation Process cannot be successfully completed. The appropriate military assets/forces/capabilities to execute the operation/mission must have been committed before the EU Operation Commander (OpCdr) or EU Mission Commander (MCdr) can recommend the decision to launch the operation/mission.
2. This concept reflects the framework for preparing EU-led military operations/missions as well as the practical experience gained during the planning of EU-led military operations/missions.
3. This document should be read in conjunction with the EU Concept for Military Planning at the Political and Strategic level (Ref. B), the EU Concept for Military Command and Control (Ref. C) and the Suggestions for Crisis Management Procedures for CSDP Crisis Management Operations (Ref. A).
4. This concept supersedes the EU Concept for Force Generation (doc. 10690/08 dated 16 June 2008) as an improved version covering the Force Generation Process as a whole (for both new and ongoing operations/missions).

B. AIM

5. This document sets out the principles and procedures for the generation of military assets/forces/capabilities for EU-led military operations/missions.

C. SCOPE

6. The principles and the process described in this document apply to the full spectrum of potential, under preparation and ongoing EU-led military operations/missions. They have been designed to assist all relevant stakeholders to identify and activate military assets/forces/capabilities required for a particular EU-led military operation/mission, from the initial considerations up to their Transfer of Authority (TOA) to the OpCdr/MCdr.
7. As Force Generation and Manning are separate processes, this document does not cover manning of EU HQs.

D. DEFINITIONS

8. **Force Generation Process (FGP)**: FGP is the process leading to the formal identification of units made available to the EU by Troop Contributing Nations (TCN) and/or international organisations¹ and to their assembly as an EU force to meet the requirements of the EU-led military operation/mission.
- a. **Force Sensing (FS)**: Informal talks with MS to assess their intentions on possible capability contribution. It aims at facilitating Member States' early consideration of the estimated capability requirements (inter alia OpCdr/MCdr, size, nature and timeliness of estimated capabilities required) and may shape the planning.
 - b. **Force Generation (FG)**: Formal and binding step of FGP confirming and balancing level and specifics of TCN contributions based on the Provisional Statement of Requirements (PSOR) and the results of FS. It comprises the identification and the activation of the required assets/forces/capabilities and ends with their TOA by TCN to the OpCdr/MCdr.
 - c. **Force Anticipation (FA)**: Formal but non-binding step of FGP conducted by the EUMS in coordination with the OpCdr/MCdr during EU Global Force Generation Conferences (GFGCs) identifying mid- and long-term contributions of MS and third States to ongoing operations/missions expected to last longer than 12 months, possibly beyond the current mandate.
9. **Third States (TS)**: Non EU MS that could provide military assets/forces/capabilities for an EU-led military operation/mission.
10. **Troop Contributing Nations (TCN)**: Those EU MS and, after a Council decision (Ref. A), any TS providing military assets/forces/capabilities for a particular EU-led military operation/mission.

¹ The Berlin plus arrangements set the conditions for the release, monitoring and return or recall of NATO assets and capabilities for their use in an EU-led military operation.

E. PRINCIPLES

11. Within the overall FGP, there are up to three (3) different steps which need to be considered:
- a. **Force Sensing**: Informal. This takes place in advance of the distribution of a PSOR to MS where EU MS indicate (mainly informally) any intentions to provide assets/forces/capabilities. To this end, indicative contribution meetings could be conducted by the EUMS or the OpCdr/MCdr (once the OpCdr/MCdr has taken over the planning process), to provide MS with early information on the expected capability requirements. The aim is to gather indications from MS on possible contributions. FS could as well be conducted via other formal or informal ways (exchange of letters, visits...). Force Sensing ends when Force Generation starts.²
 - b. **Force Generation**: Based on the informal force offers during FS, FG is formal and, at the end, binding. Force Generation starts when a PSOR is issued. It covers a series of FG conferences (FGC³) to confirm forces, which occur before the Council decision to launch the operation/mission as well as later on during ongoing EU-led military operations/missions and TCN assets deployed have to be augmented or replaced. For new or potential operations/missions, FGC are organized in conjunction by the OpCdr/MCdr and the EUMS (see section F.). For ongoing operations: see section G.
 - c. **Force Anticipation**: Necessary, where longer term commitments to the EU-led military operation/mission, possibly beyond the current mandate, are requested. Half yearly EU GFGC will be organised to cover, inter alia, longer term perspectives. They are conducted by the EUMS and aiming at facilitation of MS' early consideration of the estimated capability requirements.
12. FGP is integral to the planning of an EU-led military operation/mission. It should be considered at the earliest stages of the planning process. It has to be tailored to the specific requirements, especially in the case of using the fast track process in the planning of each EU-led military operation/mission (see section H. and annex B). A lack of precise and timely information will affect adversely the MS' considerations and decisions regarding force contributions and the establishment of a chain of command, in particular the EU Operation Headquarters (OHQ), the EU Force Headquarters (FHQ) or an EU Mission Headquarters

² For further explanations, see paragraph 21.

³ At FG Conferences, MS and other TCN are required to confirm or anticipate the level and quality of their contributions as set out in the PSOR.

(MHQ).

13. MS' commitments of assets/forces/capabilities are the basis of the whole FGP. Ideally, the forces for an EU-led military operation/mission should be committed without caveats. Caveats imposed by TCN can delay the launch of a planned EU-led military operation/mission and/or limit the effectiveness of the forces offered for an operation/mission. Nevertheless, MS are ultimately responsible to define the conditions upon which their committed forces are made available to the EU. Caveats should be stated by TCN as early as possible to allow timely consideration by the OpCdr/MCdr and if necessary to adjust operations planning accordingly (i.e. modification of the Statement of Requirements (SOR)). A significant number and scope of limitations could result in an increase in the size of the force required.
14. During the FGP, competing bids could occur. The de-confliction decision for this case should be based on fixed criteria, in principle:
 - a. For new operations/missions, MS providing a substantial contribution and/or critical assets would have priority;
 - b. For ongoing operations/missions the de-confliction decision should be based on the criteria for assignment listed in Annex B of Ref. G.
15. The EU can invite TS to contribute to an EU-led military operation/mission⁴. When a TS participates, the principles and guidelines described in this document will apply.
16. When a military Rapid Response applies (triggered when the PSC chose the option for Urgent Response and/or the Fast Track Process), the early designation of the OpCdr/FCdr or the MCdr, the simultaneous activation of the OHQ/FHQ or the MHQ, as well as the identification of possible capability packages and C2 structures will facilitate an accelerated FG process (Ref. D). The mechanisms described in Ref. D will facilitate the identification of potential capabilities without creating additional "standing forces". Likewise, the timescales and procedures of the FGP should be abbreviated accordingly at the discretion of the EUMS and OpCdr/MCdr, see Annex B.
17. Lessons identified from the FGP should be included in Strand D of the Capability Development Plan.

⁴ Ref. A, paragraphs 46 to 48.

F. NEW EU-LED MILITARY OPERATION/MISSION

18. For new EU-led military operation/mission, the EUMS and the OpCdr/MCdr, once nominated by the Council, are responsible to conduct the FGP. The hand-over of the FGP from the EUMS to the OpCdr/MCdr is triggered by the release of the IMD which corresponds to the formal planning authority hand-over from the EUMS to the OpCdr/MCdr. The OpCdr/MCdr provides the level of detail necessary for the FGP, initially through the development of the Concept of Operations (CONOPS), with the associated PSOR, and later on in the planning process through the Operation Plan (OPLAN)/Mission Plan (MPLAN) (Ref. A).
19. An early designation of the OpCdr/MCdr and an early identification and activation of the OHQ/MHQ will facilitate timely development of the CONOPS and the associated PSOR, thus allowing a quicker initiation of the FG and more generally the timely production of all required planning documents.
20. If the Rapid Response has been decided by PSC, FGP has to be adapted and shortened as described in section H. and Annex B.
21. **Force Sensing**
 - a. In this phase, military tasks are derived from the mission and the set of capabilities and forces required to undertake these tasks are identified in a first estimation. Early identification of such requirements will allow further planning to be conducted and allow potential TCN to identify their possible contributions as well as likely financial consequences.
 - b. From the preparation of the Crisis Management Concept (CMC)⁵ Force Sensing could be conducted by the EUMS to provide MS with an early indication of the expected capability requirements, based on military assessment and analysis, and gather indications from MS on possible contributions, in particular for the OHQ/MHQ. Commitments made at indicative contribution meetings are not binding. An assessment of the indicative contributions could be part of the Military Advice on the CMC.
 - c. The development of the Military Strategic Options (MSOs) should include, for each MSO, an estimated capability requirement and an indication of forces that might be made available by potential TCN. Therefore, MS should provide the EUMS with indications of their intention to contribute to the potential implementation of the different MSOs

⁵ Ref. A, paragraph 28.

- presented, before the PSC selects a MSO. An assessment of the indicative contributions could be part of the Military Advice on the MSOs.
- d. Consultations with potential TS – following guidance from CMPD and taking into account Operation Security (OPSEC) - may take place at this point to ensure that they are informed of the EU's intentions.
 - e. Any requirement for rapid deployment of enabling force elements will necessitate early preparatory consultations with MS⁶.

22. **Force Generation**

- a. Following approval of the CONOPS and based on his/her PSOR, the OpCdr/MCdr will initiate the FG. In accordance with EU OHQ SOPs the OpCdr/MCdr will forward the EU Activation Warning message (EU ACTWARN)⁷ and the PSOR to all potential TCN. The EU ACTWARN formally informs the addressees that a force will be required, outlines the potential operation/mission, including the military tasks, and provides key planning dates, in particular for the FG Conference(s). The PSOR provides potential TCN with an indication of the type and scale of forces, assets/forces/capabilities required. Addressees should respond to the EU ACTWARN with formal offers including their intention to take a leading role in any area.
- b. The offers should be assessed by the OpCdr/MCdr as to the suitability of those forces and capabilities to participate in the EU-led military operation/mission. Based on the force offers, FG conferences will confirm the level and specifics of TCN contributions. These conferences are organized by the OpCdr/MCdr, in co-ordination with the EEAS (e.g. EUMS) (Ref. A and C)⁸.
- c. Once the offers meet the requirements, the OpCdr/MCdr will develop the Draft SOR reflecting TCN offered contributions⁹. It details the proposed force package for the EU-led military operation/mission. The OPLAN/MPLAN (including the SOR) will be developed coherently in an iterative process. If offers do not meet the requirements, the OpCdr/MCdr will report to the PSC through the CEUMC as his/her primary point of contact.
- d. Once the Draft SOR has been developed, the OpCdr/MCdr will issue the EU Activation

⁶ Considerations on early deployment should include, but not be limited to, ISTAR, CIMIC and PsyOps units.

⁷ EU OHQ SOP (doc. 3649/10, dated 1 September 2010), Procedure 05310 in Section 5.

⁸ Ref. A, paragraphs 60 to 62 and Ref. C, paragraph 22.

⁹ EU OHQ SOP (doc. 3649/10, dated 1 September 2010), Procedure 05360 in Section 5.

Request Message (EU ACTREQ) requesting TCN to formally commit to the force package detailed in the Draft SOR¹⁰. TCN will reply with the formal commitment of contributions through the EU Force Preparation Message (EU FORCEPREP)¹¹. This message may include caveats (geographical, logistic, time-related, rules of engagement, etc.) that govern the employment of committed forces.

- e. The activation process should start as early as possible and could be conducted simultaneously with the final steps of the force identification. Any additional information on national caveats should be sent to the OpCdr/MCdr as soon as possible.
 - f. Following the receipt of all EU FORCEPREP messages, the OpCdr/MCdr may conduct one or a series of FG Conferences to balance the MS bids and to address any shortfall or surplus commitment. Should the OpCdr/MCdr assess that he/she is unable to fulfil the mandate with the forces committed he/she will report to the PSC through the CEUMC as his/her primary point of contact (Ref. C).
 - g. Once the SOR is met through the FG Conferences and if the OpCdr/MCdr assesses that any remaining shortfalls are not critical to mission execution, he/she can release the EU Force List. This list confirms TCN commitments to the EU-led force and will be included in the OPLAN/MPLAN. This completes the Force Activation. Approval of the OPLAN/MPLAN with the associated SOR and the decision to launch the operation/mission by the Council will authorise the OpCdr/MCdr to issue the EU Activation Order (EU ACTORD)¹².
23. Initiated by the Activation Order, the deployment includes the assembly, deployment and the TOA of the forces to the OpCdr/MCdr. This phase is the responsibility of TCN. Ref. E provides guidance on movement and transportation of the force, under the co-ordination of the OHQ/FHQ or MHQ. TCN conduct TOA of their respective forces to the OpCdr/MCdr after their arrival in the Area of Operations.

¹⁰ EU OHQ SOP (doc. 3649/10, dated 1 September 2010), Procedure 05320 in Section 5.

¹¹ EU OHQ SOP (doc. 3649/10, dated 1 September 2010), Procedure 05330 in Section 5.

¹² EU OHQ SOP (doc. 3649/10, dated 1 September 2010), Procedure 05350 in Section 5.

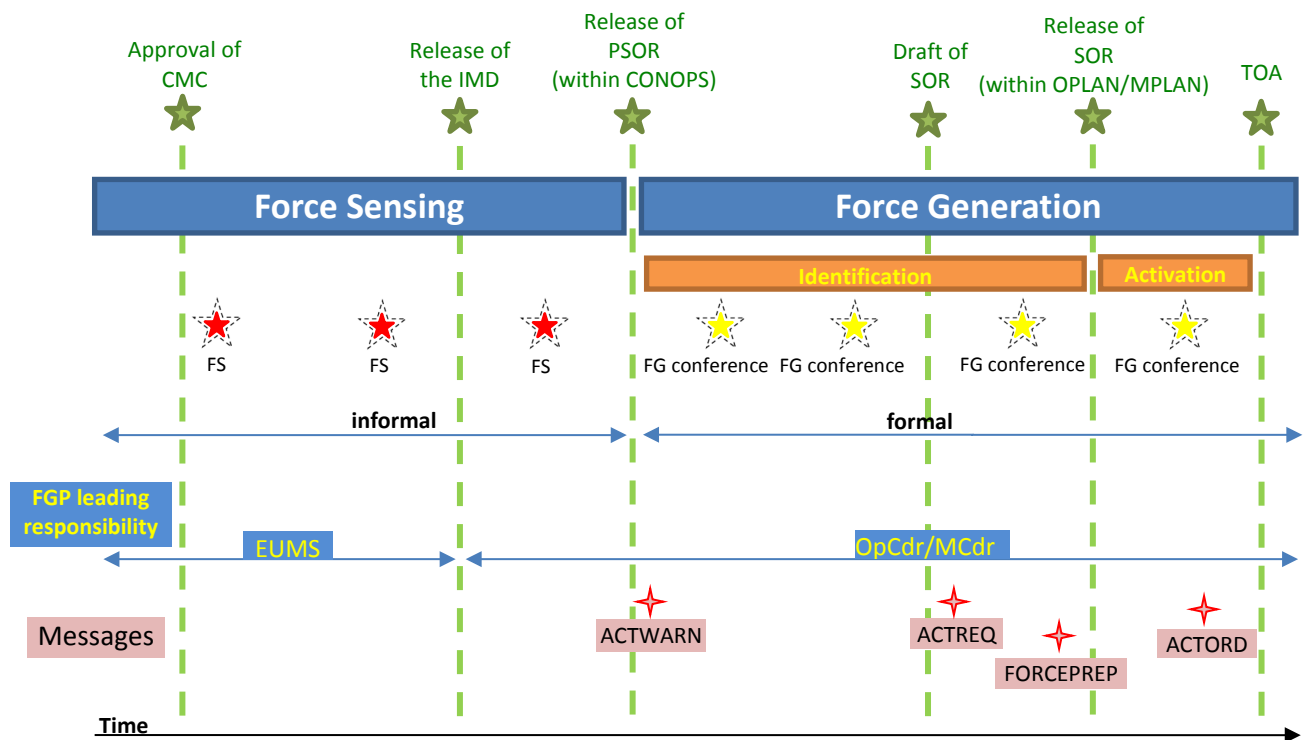


Figure 1 – Force Generation Process for new Operation/Mission

G. ONGOING EU-LED MILITARY OPERATION/MISSION

24. In order to ensure continuity between rotations, a longer-term approach is desirable for all EU-led military operations/missions. This will permit identifying and anticipating the requirements over time, assist MS' planning deliberations, facilitate the identification of mission critical elements and allow de-confliction of competing bids at an early stage. In addition, force rotations over time have to be executed without affecting the stability of the EU-led military operation/mission, particularly in terms of ensuring continuity in senior command appointments, enabling staff coherence and capability and in the provision of critical assets including manoeuvre units. Finally, the end of mandate should not be regarded as a limiting factor for force planning, and Force Anticipation should be pursued on the assumption that the EU-led military operation/mission could be extended.
25. With regard to the appointment of subsequent OpCdrs/MCdrs for ongoing EU-led military operations/missions, particular attention should be paid to their timely designation/nomination. This would allow them to be involved from the early stages in all those activities related to the planning/execution of their missions, including FGP. In case of rotation of OpCdr/MCdr and when major changes are introduced to an EU-led military operation/mission, due consideration should be given to ensure timely involvement of the designated OpCdr/MCdr in the subsequent planning and FGP.
26. Provision to MS (and potential non-EU TCN) on a regular basis of a consolidated picture of the longer-term requirements related to all EU-led military operations/missions is beneficial to enhance potential partnerships and facilitate re-balancing of efforts across all the operational engagements.
27. Force Generation conferences (FGC) for all ongoing operations/missions should be synchronized and consolidated in half-yearly EU GFGC to address all current requirements simultaneously, bearing in mind the specificity of these operations/missions. This would facilitate the global vision and thus, allow TCN to consider re-balancing their efforts across all the operational engagements in which TCN are involved. In addition, organizational benefit for the MS concerned could be achieved by aligning the timing of these conferences with NATO's GFGC.
28. The FGC should have a forward looking approach aiming at identifying in the long term (3 periods ahead) the envisaged commitments of potential TCN. Conferences could therefore be organised in a way that participants will be invited:
 - a. To commit assets/forces/capabilities for the first upcoming period (usually up to 6 months)

specified in the SOR;

- b. To indicate their intentions according to areas (e.g. C2, Force protection, Medical, Manoeuvre Elements, etc.), for the second period (usually for the next 6 to 12 months);
 - c. To give an early, non binding, indication about their intention to participate in the particular EU-led military operation/mission for the third period (Force Anticipation, more than 12 months). In this context, end of mandate dates and different rotation periods adopted by different TCN should not be considered as a limiting factor. Intentions regarding appointments of most relevant key leadership posts, such as Cdrs/DepCdrs/COS, should be indicated in this period¹³.
29. Priority in the allocation of key leadership posts (including the OpCdr/MCdr position) should be aligned with a substantial contribution in terms of critical capabilities and/or number of troops (e.g. training teams, manoeuvre elements, Force Protection, AirMedevac capabilities, etc.) depending of the nature of the mission (Ref. G).
30. For ongoing EU-led military operations/missions whilst OpCdr's/MCdr's assessment is absolutely required in case of shortfalls against agreed SOR or to ensure operational coherence of the offered resources/capabilities, occasions might occur where equivalent resources/capabilities are offered by competing MS and require balancing, taking into account considerations of political nature. Agreed detailed procedures and unified criteria for the assignment of posts as expressed in Ref. G is a requirement in order to facilitate the FGP.
31. Whilst the final responsibility for conducting the EU-led military operation/mission with the provided assets would remain an OpCdr's/MCdr's responsibility, the EUMS should facilitate the FGP by taking on its organisation on behalf of the OpCdr/MCdr, thus allowing him to fully concentrate on operational aspects whilst FGP - related issues of political nature would be handled directly with TCN Delegations and EU actors in Brussels.
32. The outcomes of the EU GFGC will be reported to the EUMC, together with OpCdr's/MCdr's respective operational assessment on the assets/forces/capabilities being provided¹⁴.
33. The EUMS will keep the EUMC constantly updated on the process, in particular in cases

¹³ Taking into consideration that the final decision to appoint OpCdrs, FCdrs or MCdrs remains with the Council or PSC upon recommendation by the EUMC. As a rule, the duration of senior positions - notably OpCdr/MCdr appointments - should be of around one year in order to ensure mission continuity.

¹⁴ After the creation of a Generation Cell within the EUMS and in case of major difficulties requiring Force balancing, after due liaison with the CEUMC, the EUMS could be in charge of liaising with the concerned TCN, in close coordination with the OpCdr/MCdr. Shortfalls will be addressed and staffed in order to investigate all potential solutions, including outsourcing if appropriate.

where shortfalls are not resolved after high level consultations. Final reports will be submitted to EUMC for information, together with the OpCdr's/MCdr's assessment, and might include recommendations for the conduct of subsequent EU (G)FGC.

34. When major new/additional tasks or capabilities are introduced, FS and FG would be conducted using ad hoc similar conferences, in line with the above mentioned guiding principles. As soon as circumstances allow, the FGP for that particular EU-led military operation/mission will be aligned with the EU GFGC.

H. RAPID RESPONSE (RR)

35. The Military RR mechanisms - including FG - are outlined in the EU Military RR Concept (Ref. D). The CSDP standard response is transformed into a Rapid Response when PSC decides the option for Urgent Response (developing a CMC without a PFCA) and/or the use of the Fast Track Process.
36. Forces and HQs offered at high/very high readiness in the Land, Maritime and Air RR Databases are more likely to be used in Military RR operations than those required for standard Military Response. Where the use of an EU BG is considered, its related (F)HQ and preferred OHQ should be activated.
37. FS and FG will follow the same principles as described in section F. for any new operation/mission but steps will be shortened. The timely launch of the operation/mission under RR requires a high degree of reactivity both from the EUMS (via a draft PSOR) and then the OpCdr/MCdr to identify capability requirements and from potential TCN to early indicate their intent to commit capabilities.
38. As a result of the initiation of an EU Military RR, EUMS will request the related MS commitment of the necessary declared and affirmed RR elements from RR databases and recheck/reaffirm MS potential caveats for those RR elements based on the concrete operation. Also as initiation measures the EUMS will conduct a FS on other not available RR critical elements or the recourse to the alternate RR mechanisms.
39. When developing the IMD, the EUMS shall develop a draft PSOR based on: already committed RR elements (from the EU BG roster, RR databases, MS RR database elements committed after EUMC request; and MS offered contributions after conducting a FS on not available RR critical elements or shortfalls). In the specific case where a MHQ-like structure is foreseen for an envisaged mission, the EUMS will prepare as well a draft MHQ composition.
40. After the release of the IMD, the OpCdr/MCdr with the assistance of the EUMS will conduct the FGC taking into account the EUMS preparatory work.

I. THIRD STATES PARTICIPATION

41. When TS are invited by PSC to participate in EU-led military operation/mission, their specific participation requirements should be considered under the FGP.
42. The way in which TS participate in the FG process, as it is determined in Ref. G¹⁵, depends on the stage at which the EU-led military operation/mission is at (new or ongoing) and whether the TS concerned is currently contributing to it or not. Three such situations exist:

a. TS invited to participate in a new EU-led military operation/mission:

The EEAS interaction with invited TS should enable the EUMS to know the ability and determination of these TS to participate in a new EU-led military operation/mission and determine their potential contribution. This interaction allows the EUMS and, if the case, OpCdr/MCdr to extend FS to include these States, thus creating a comprehensive picture of what forces/capabilities might be available to the EU-led military operation/mission (from both MS and invited TS). The feasibility of these contributions will be assessed in order to ensure their effectiveness. Once this information is available, an initial FGC for MS is organised where the ability, or otherwise, of MS to provide the required forces/capabilities is established. Once the shortfalls are clearly identified, they are communicated to the invited TS who will be able to offer their contribution in a subsequent FGC. TS offers will have to be recommended by OpCdr/MCdr to PSC which will have to formally accept them before authorizing TS units/staff to join the operation/mission.

b. TS invited to participate for the first time in ongoing EU-led military operation/mission:

The procedure followed in this situation is similar to the one described above for participation in new EU-led military operation/mission. Once information on existing shortfalls is provided to the invited TS and FS is conducted by the EUMS and OpCdr/MCdr, an ad hoc FGC for invited TS is conducted where these States can submit their offers. This is done separately from the EU GFGC to which MS and currently contributing with troops and/or capabilities TS (non-EU TCN) attend.

c. TS invited and already participating in ongoing EU-led military operations/missions:

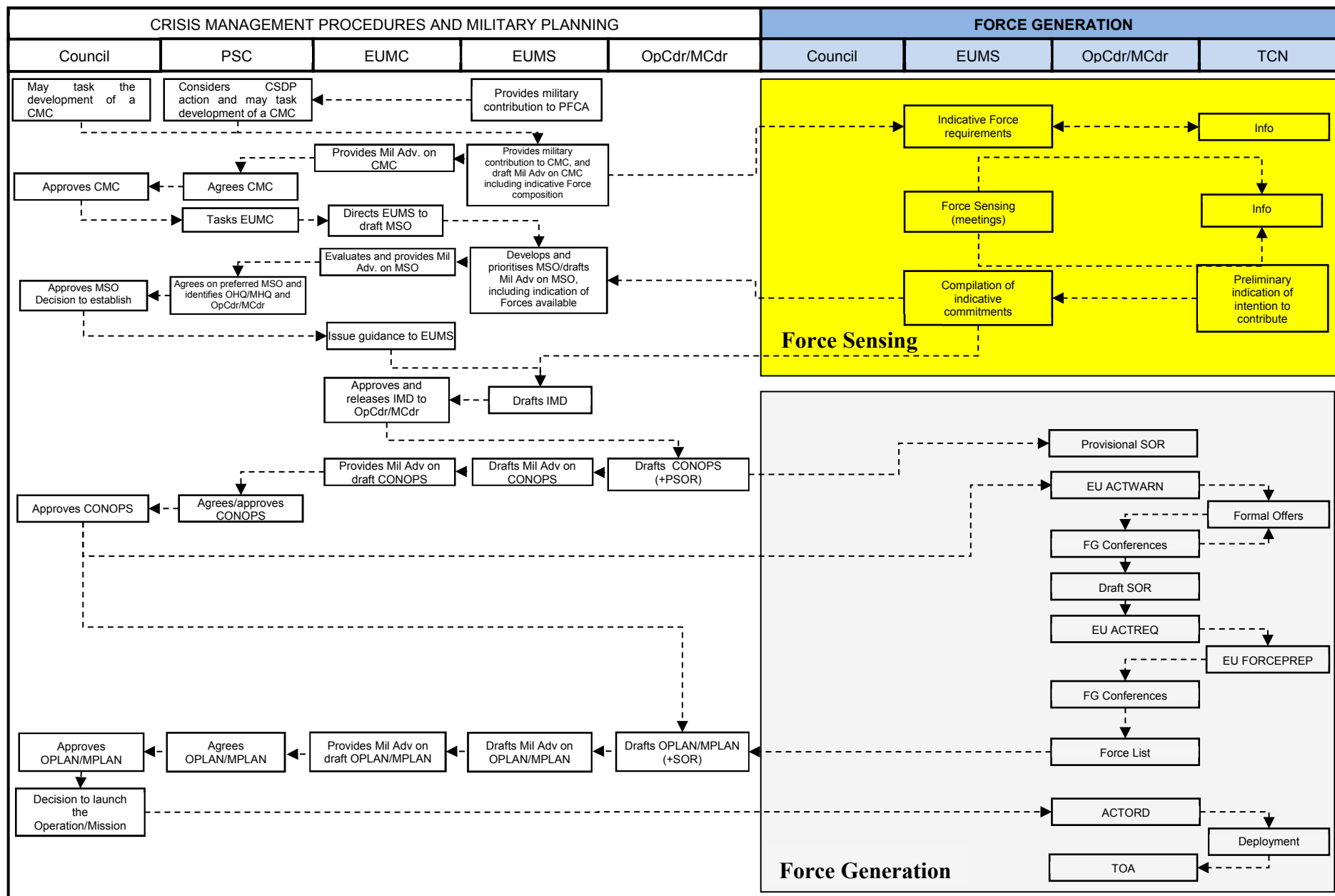
The non-EU TCN participating in ongoing EU-led military operations/missions will be invited to attend the EU GFGC for the session(s) dealing with the particular operation(s)/mission(s) to which they contribute. This does not include TS which had

¹⁵ And in accordance with FFT on Force Generation Process (doc. EEAS 02472/7/13 dated 6 May 2014).

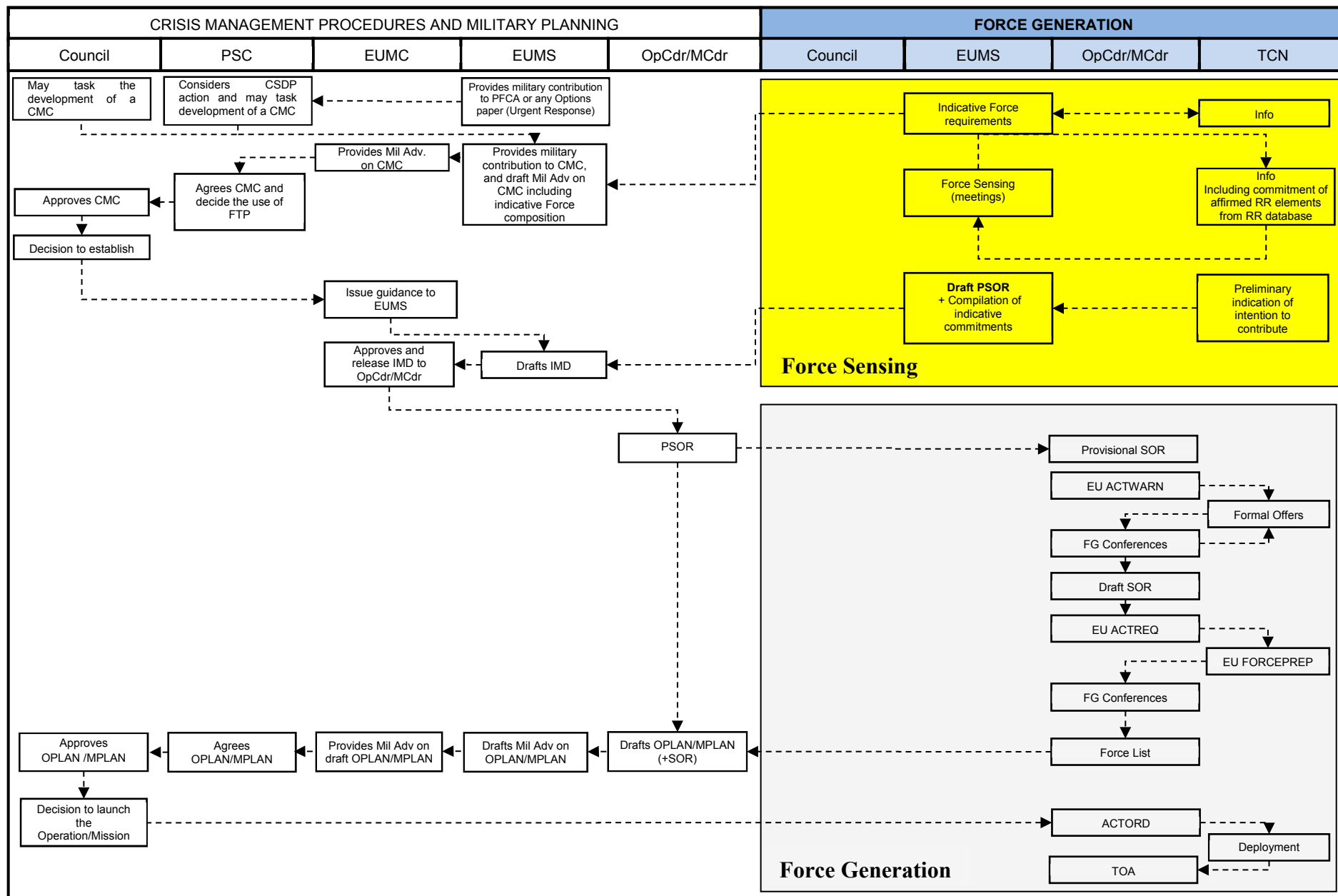
originally been invited to participate but have never contributed or former participating TS which do not currently contribute.

43. In the first two situations there might be the case where the acceptance of early declared contributions by invited TS is deemed desirable for political or operational reasons. It is then the OpCdr/MCdr and, if the case, EUMS role to convey such considerations to MS during the initial FGC or EU GFGC (whichever the case may be), without prejudice to the position of MS.
44. In the third situation, and in case of competing bids between MS and non-EU TCN, the MS should have the primacy, but it could be examined on a case by case basis for those adjudications that may have political repercussions. In that case the OpCdr/MCdr or the EUMS, on his/her behalf, based on OpCdr's/MCdr's assessment would be in charge of proposing compromise solutions to the EUMC who will forward it to the PSC.
45. FS and the provision of information to TS have to take into account the Council security rules for protecting EU classified information (Ref. F).

ANNEX A - FORCE GENERATION PROCESS



ANNEX B - FORCE GENERATION PROCESS – RAPID RESPONSE WITH FAST TRACK PROCESS



ANNEX C – TEMPLATE OF PROVISIONAL STATEMENT OF REQUIREMENTS AND STATEMENT OF REQUIREMENTS

PSOR/SOR													DATE
SERIAL	FORCE ELEMENT	SPECIFIC CAPABILITIES	LOCATION	HIGHER COMMAND	TYPE OF UNIT REQUIRED	UNIT SIZE	UNIT STRENGTH	ADVANCE FORCES	MAIN BODY	TOTAL STRENGTH	TCN OFFERS	DURATION	REMARKS

Information on force elements should be as complete and detailed as possible.

Any limitation for the employment of the force elements should be clearly stated in the remarks.

The columns shown in the table above are the minimum required information. Additional columns could be included as appropriate.

The information of the PSOR will constitute the basis for the development of the much more detailed draft SOR and SOR by the OpCdr