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COVER NOTE

From :	Committee for Civilian Aspects of Crisis Management
To :	Political and Security Committee
Subject :	Civilian crisis management pre-deployment training - report on survey results and elements for way ahead

Delegations will find attached the EEAS document of 6 June 2011 with ARES reference (2011) 686485 on Civilian crisis management pre-deployment training - report on survey results and elements for way ahead, as finalized by CivCom at its meeting of 6 June 2011.

Encl.: EEAS document ARES (2011) 686485

EUROPEAN EXTERNAL ACTION SERVICE



**Crisis Management and
Planning Department (CMPD)**

Brussels, 8 June 2011

ARES (2011) 686485

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NOTE

From:	Crisis Management and Planning Department (CMPD)
To:	Committee for Civilian Aspects of Crisis Management
Subject:	Civilian crisis management pre-deployment training - report on survey results and elements for way ahead

Delegations will find attached the report on civilian crisis management pre-deployment training survey results which has been revised following a discussion at the CivCom's meeting on 6 June 2011.

This report presents an overview of the main results of the civilian crisis management pre-deployment training survey conducted in February-April 2011.

It includes also elements for a possible way ahead and provides related recommendations.

CIVILIAN CRISIS MANAGEMENT PRE-DEPLOYMENT TRAINING

REPORT ON THE OUTCOMES OF THE CIVILIAN CRISIS MANAGEMENT PRE-DEPLOYMENT TRAINING SURVEY AND ELEMENTS FOR WAY AHEAD

I. INTRODUCTION

General

1. Document 17506/09 (Enhancing civilian crisis management pre-deployment training) agreed by the PSC in December 2009 has identified the need to enhance delivery of pre-deployment training of personnel seconded to civilian CSDP missions, which remains the primary responsibility of Member States. Annual lessons identified report 2010 and CART 2010 report further recognized the importance of systematic pre-deployment training for operational effectiveness of civilian CSDP missions.
2. The PSC conclusions of 14 September 2010 recalled the crucial importance of training for the effectiveness of CSDP missions and operations and underlined in particular the need for efforts towards harmonization and standardization of pre-deployment training activities.
3. The supporting Hungarian Presidency organised on 18 March 2011 a conference on civilian pre-deployment training in the field of CSDP. As envisaged by the above mentioned documents a survey was conducted with the help of the CMPD in order to produce a comprehensive overview of existing civilian crisis management pre-deployment training capacities and assets in Member States, identify best practices and possible catalysts, establish a basis for further harmonisation and standardisation of the pre-deployment courses and enhance international cooperation in this field.

Aim and scope of the paper

4. This document presents an overview of the main results of the above mentioned survey conducted in February-April 2011 timeframe to which all 27 Member States contributed.

- 5 Furthermore, this document also includes elements for a possible way ahead in enhancing civilian crisis management pre-deployment training and provides related recommendations to be agreed by CivCom.

II. MAIN SURVEY RESULTS

6. The following issues were addressed in the survey:

LEGAL AND CONCEPTUAL FRAMEWORK

7. The situation has improved in recent years concerning the adoption or preparation of sectoral or national strategies for deploying civilian personnel to international crisis management operations, covering also training aspects. They already exist or are in preparation in 17 Member States. In most MS there are different line ministries involved in providing the civilian crisis management training, most often Ministry of Interior (18 MS), Ministry of Foreign Affairs (10 MS) and also Ministry of Defence (10 MS).
8. The picture is somewhat mixed in terms of training being compulsory for seconded national experts deploying to CSDP missions. It is the case in 18 MS (in some of them only for certain categories of personnel, usually police and gendarmerie), while in 9 MS it is only recommended.

TRAINING INFRASTRUCTURES

9. Providers of civilian crisis management training exist in 19 MS, in principle covering all relevant categories of personnel deploying to civilian CSDP mission, or at least some of them. In certain MS more than one training provider exists, covering then different categories of personnel. Within the above mentioned group of 19 MS, 16 training providers operate on a permanent basis and a further 8 training providers operate only during training periods. The remaining 8 MS rely on sending their seconded national experts for training courses abroad or organise pre-deployment training only on ad-hoc basis.

10. Some MS have at their disposal integrated training centres which are also responsible for recruitment and deployment of their civilian experts. However, the majority of MS rely on sectoral training centres being run mostly by MoI, police or gendarmerie. In 7 MS either joint civil-military training facilities or training activities exist. Private training centres are used by 5 MS and feedback on this model has been mostly positive. Training of contracted mission personnel or civil society experts through the above mentioned training providers is allowed in 13 MS.
11. 5 MS have their training courses certified by the UN or EGT mechanisms, while a few more training providers are undergoing the process of certification of their courses. Several training providers do not have their courses formally certified by the UN, but are using standard UN training materials for selected training modules.

TRAINING CURRICULA

12. According to the survey results the 19 MS organising pre-deployment training directly build training courses firstly on their own experiences, but follow also agreed EU guidelines (as set out for example in the doc. 16849/06, 10825/06, etc.). Out of these 19 MS, 17 also organize the generic core courses foreseen in the EU guidelines. Training curricula of pre-deployment training courses also reflect a UN model (in 14 MS), an EGT model for some courses (in 7 MS) and a European Gendarmerie Force (EGF) model for training gendarmerie forces in a small number of MS.
13. Although replies to the survey include information on pre-deployment training covering, in more than 15 MS, also specific topics such as CSDP structures, mainstreaming gender, human right and child protection issues into the CSDP missions, the feedback from CSDP missions points to gaps remaining in the quality and extent of the training delivered on these subject to personnel deploying to civilian CSDP missions.
14. Survey results also indicate that a significant majority of MS include in their pre-deployment training also topics where military expertise might be beneficial such as field security or mine/IED awareness. In some cases HEST/HEAT courses are directly organised in cooperation with the national armed forces.

15. While a significant majority of MS conduct a regular review and updating process on their pre-deployment training activities, only 11 MS perform quality control of such activities.

ORGANISATIONAL ASPECTS

16. While some form of records on trained personnel exist in an absolute majority of EU Member States, fully-fledged rosters for human resources planning and eventual deployment exist only in 13 MS (in some of them only for certain categories of personnel); 8 MS keep lists of trained personnel and their contact details; 2 MS keep only overall numbers; 2 MS have only ad-hoc/fragmented data on trained personnel; and the remaining MS retain no data at all.
17. Certificates are issued to course participants in a majority of MS, while some follow this practice only in certain categories of personnel or only for specialization courses, and some MS do not issue any certificates at all.
18. The dominant mode of financing pre-deployment training activities is through budgets of respective line ministries or government departments. 3 MS reported having a central budget covering these expenses.

INTERNATIONAL COOPERATION

19. International cooperation has been systematically encouraged in the EU guidelines for delivery of civilian crisis management training. The survey results show that international cooperation arrangements exist in 14 MS, but actual numbers of personnel trained in pre-deployment courses abroad remains rather low (less than 10-20 experts per year sent abroad and 10-30 per year received). It is to be noted that only 7 MS indicated their willingness to provide pre-deployment training to personnel from other MS or to contracted personnel (while in both cases applying the principle that participants cover all their participation costs).
20. Information sharing on pre-deployment training opportunities has been also strongly encouraged by the EU and a purpose-built software platform "Schoolmaster" exists to that effect within a Goalkeeper environment. However, its use by MS remains regrettably very limited. This point will be addressed separately under a specific action under the civ-mil synergies framework.

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IV. ELEMENTS FOR WAY AHEAD

29. Member States have different ways of training personnel deploying to civilian CSDP missions or to international crisis management missions broadly defined. It is therefore important that we can ensure a maximum degree of interoperability and, by sharing best practices, promote better and more effective and efficient training for civilian CSDP missions.
30. As described above, although the current system of civilian crisis management pre-deployment training shows signs of improvement it is still far from satisfactory. Civilian crisis management training needs to be strengthened in order to better meet the operational needs of CSDP missions as well as the current ambitions of the EU and its Member States.
31. An improved system should be based on better utilisation of existing training facilities in Member States, and reflect the following principles to be taken into account in further work:
 - Ensuring a sustainable system of pre-deployment training for civilian personnel about to be deployed to international civilian crisis management operations (primarily under the CSDP, but also other UN and OSCE operational activities), while reiterating main responsibilities of Member States in this area;

- Utilising existing national training actors and facilities, while encouraging their further improvement and development using mechanisms both at the national and EU level such as ENTRi, CEPOL and ESDC where appropriate;
- Sharing in a timely and systematic manner, as appropriate, the information on available training activities/opportunities as well as exchanging information on their content among Member States, EU institutions and CSDP missions, while utilizing newly developed tools (such as the 'Schoolmaster' application) - this commitment from December 2009 document has not been fulfilled yet by any MS;
- Harmonising the objectives for training and identifying major gaps with a view to establishing EU minimum-defined standards. Evaluation of effectiveness of pre-deployment training would remain an essential part of the process. The initial assessment of such effectiveness should be carried out in civilian CSDP Missions by CMPD in consultation with CPCC;
- Ensuring coherence between, and avoiding duplication of, pre-deployment training and in-mission training, including through systematic exchange of information between all relevant training actors, innovative use of available e-learning techniques and eventually issuing clearer guidelines on their respective content;
- Member States would continue to meet their responsibility in ensuring the training activities of their seconded personnel;
- CMPD in its overall CSDP training coordination role and in cooperation with the CPCC and EU-level training actors will explore possible options for establishing pre-deployment training opportunities for international contracted personnel deploying to civilian CSDP Missions. One possible source of funding could come from respective CSDP Mission budgets, as outlined for example in the document 15567/2009 "Enhancing civilian crisis management pre-deployment training";
- CMPD having the overall responsibility for coordination of the CSDP training will oversee establishing a link and seeking synergies with the EU-level training actors such as the ESDC and CEPOL, and to other IfS-supported training actions such as ENTRi, EUPST (to be established as an IfS co-financed project in the coming months) and proposed training for the SSR Pool of Experts, thus improving also the link between strategic, operational and tactical training;
- Joint training with International Organisations (such as the UN and the OSCE) may help in using existing relevant models and training materials, as well as achieving interoperability;

- Modalities for certification of training¹ will be further examined in cooperation between the EEAS, the European Commission and Member States, informed by best practices from the UN or other relevant frameworks, including under the IfS-supported project ENTRi.

V. NEXT STEPS

32. Based on the results of the comprehensive survey described in section II the following concrete steps should be undertaken in line with the principles mentioned above in the para. 31:

- comprehensive training needs for personnel in the EU-led civilian crisis management operations should be established;
- an assessment to identify potential “regional training hubs” should be carried out, taking into account inter alia the criteria of Member States’ training capacities, training activities currently being conducted, complementarity and comparative advantages following a geographical approach;
- a concept of the provision of pre-deployment training for international contracted staff of civilian CSDP missions should be developed;
- Member States as sending authorities should systematically include information on the content of pre-deployment training provided to the seconded personnel deployed to civilian CSDP Missions (e.g. to include a standard training information form in Selection Letters sent by CPCC);
- Basic information on the valid CSDP concepts should be available through pre-deployment training, but these concepts should be further covered in detail by in-mission training in the civilian CSDP Missions so as to ensure that both seconded and contracted personnel are informed of such concepts to a comparable degree.

33. CMPD, supported by CPCC, is invited to carry out next steps as set out in paragraph 32 and present results to PSC before the end of 2011, or as soon as possible thereafter, within means and capabilities of the EEAS.

34. CivCom is invited to agree on these principles and on next steps and forward the document to the PSC for endorsement.

¹ As referred to already in doc. 16849/06.