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Revised version with the addition of chapters missing in the original document:

Chapter H. TRAINING REQUIREMENTS

Chapter I. GLOSSARY

ANNEX: Reference documents

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Implementing Guidelines

for the EU Policy on Training for CSDP

A. INTRODUCTION

1. The aim of this document is to implement the EU Policy on Training for CSDP and to define responsibilities, chain of command, workflow and decision making processes.
2. The training architecture as set by the EU Policy on Training for CSDP is elaborated in dedicated chapters of this document. These chapters aim to provide the CSDP training community with necessary definitions and details for running the training cycle, in order to meet agreed training requirements.

B. GOVERNANCE AND RESPONSIBILITIES

3. CSDP Training is organised under the overall supervision of the PSC, which regularly approves the CSDP training requirements, CSDP training programme and the Comprehensive Assessment Report on CSDP training as submitted by the PMG. CIVCOM and EUMC are responsible for defining civilian and military training requirements respectively for CSDP training activities through their specialised training groups.
4. Due to their specific characteristics, two different training groups are tasked with defining CSDP Training Requirements within the CSDP training cycle. ESDC is the main training actor providing civ/mil training in the field of CSDP, with special focus on CSDP training courses on political-strategic, strategic and operational levels, also holding a major role within the CSDP training architecture. ESDC shall act as a facilitator between the two training groups as far as civ/mil training is concerned.

5. The EU Civilian Training Group (EUCTG) and the EU Military Training Group (EUMTG) are the recognised bodies for the systematic process of managing CSDP Training Requirements for CSDP training respectively. Their overall responsibility is to prepare the CSDP Training Requirements for CSDP training, the biennial CSDP training programme and the Comprehensive Assessment Report on CSDP training. To ensure better civilian and military coordination on CSDP training, at least one joint meeting of the EUCTG and EUMTG should be organised each year. PMG contributes to finalise the work of PSC.
6. The EUCTG is the recognised body for the systematic process of managing Training Requirements for civilian CSDP training. The EUCTG is a configuration of CIVCOM composed of training experts, supported by CMPD and CPCC. The EUCTG is chaired by the CIVCOM Chair.
7. The EUMTG is a configuration of the EUMCWG/HTF composed of training experts, which convenes within the framework of EU military training and education. The tasks and working procedures of the EUMTG are provided by its Terms of Reference, which set out the main rules and practices for the functioning of the EUMTG.
8. Defining and analysing CSDP Training Requirements may be a laborious process, which requires close cooperation with relevant stakeholders. In this context, EUCTG and EUMTG need expert support to conduct discipline-focused Training Requirements analyses, which can be provided by Training Discipline Leaders.
9. An EU Civilian Capabilities Thematic Coordinator and a Training Discipline Leader is an EU recognised expert body in a specific training area, a champion of best practice within his/her area of competence, a focal point of contact for that particular capability or discipline, a driver of change in his/her area of competence, and the EU linchpin for the training authorities of international organisations. CIVCOM and/ or EUMC should nominate civilian capabilities thematic coordinators or discipline leaders in their areas of competence.

WORKING PROCEDURES OF THE EUCTG AND EUMTG

10. Chairpersons and Membership

- (a) EUCTG meetings are chaired by the Chair of CIVCOM and are composed of training experts from the Member States, supported by CMPD and CPCC.
- (b) EUMTG meetings are chaired by the Chair of the EUMCW/HTF and are attended by national delegates participating in the EUMCWG/HTF, who may be reinforced by functional training areas experts from MS, as required.

11. Programme of Work

- (a) EUCTG and EUMTG will each meet every 3-8 months.
- (b) The first meeting, usually in Q2 of the first year, is dedicated to assessing the accomplishment of CSDP Training Requirements through the training activities of the previous training cycle.
- (c) The second meeting, ideally in Q1 of the second year, will aim to consolidate/review the CSDP Training Requirements for the next training cycle. Joint meetings are to be scheduled to define common civilian and military Training Requirements.
- (d) The purpose of the third meeting, generally in Q3 of the second year, is to finalise the EU CSDP Training Programme, to be further agreed by CIVCOM and EUMC, then presented to the PSC.
- (e) To ensure better civilian and military coordination on CSDP training, at least one joint meeting of the EUCTG and EUMTG should be organised each year.
- (f) The EUCTG and the EUMTG will explore the possibilities of pooling and sharing respective training activities among Member States and assess the feasibility to establish small short term training teams from Member States.
- (g) ESDC and other relevant training providers will be consulted and invited to support the work of EUCTG and EUMTG, as required.
- (h) PMG will be consulted, where necessary, in view of coherence, civil/military aspects and may contribute to finalise work for the PSC.

C. TRAINING CYCLE AND PROGRAMMING

12. The CSDP training cycle is an iterative sequence of activities aimed at supporting the achievement of CSDP Training Requirements. The CSDP training cycle is a continuous process and is informed by regular analysis of CSDP Training Requirements. It consists of four phases: planning, conduct, evaluation and assessment.
- (a) Planning is the process of identification, setting up and preparation of the training activities needed to meet CSDP Training Requirements. Its output is the development of the EU CSDP Training Programme. It is in this stage of the cycle that a global approach to training should be applied and that all potential training providers are consulted and included in the CSDP Training Programme, as appropriate (e.g. European Commission, UN, EDA, NATO). Training Requirements (per discipline) will be highlighted in the EU CSDP Training Programme, and agreed by CivCom/EUMC. The EU CSDP Training Programme will be drafted in electronic format and supported by the information uploaded to SCHOOLMASTER. Consideration should be paid to develop SCHOOLMASTER so to reflect Training Requirements: disciplines, thematics and objectives to be met by the training activities.
- (b) Conduct is the execution of the EU CSDP Training Programme, or what has been planned for a specific training requirement. It is the “implementation phase” of training. The output of this phase is the conduct of exercises, courses and other training events organised to meet CSDP Training Requirements and included in the biennial EU CSDP Training Programme.
- (c) Evaluation is verifying whether and to what extent the aims and learning outcomes/objectives have been achieved, by highlighting the most significant lessons and best practises from each individual training activity reflected in the EU CSDP Training Programme. The outputs of this phase are the unified evaluation reports of the individual training activities (e.g. Exercise Evaluation Report, Course Evaluation report). Training providers should submit their evaluation reports on the basis of a standard evaluation report format) to EUCTG/EUMTG for further assessment of the EU CSDP Training Programme. Finally, development of a evaluation mechanism which will measure the transfer of competencies and their impact at workplace following training.
- (d) Assessment is also known as external evaluation; it encompasses an analysis of how training conducted met the CSDP Training Requirements, and should highlight measures for

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improvement. The output of this stage is the Comprehensive Assessment Report on CSDP and CSDP-related training (CART), which provides a platform for feedback and recommendations. It identifies a number of areas where progress is needed, including selected priority areas. It also contains suggestions for further improvement of CSDP and CSDP-related training.

13. Based on conclusions derived from the evaluation of training activities, with support from the training discipline leaders and training providers, the EUCTG will conduct the assessment sequence and submit conclusions to CivCom in the Comprehensive Assessment Report on Training (CART). The of EU CSDP Training Programme is assessed on how well planned training activities met the Training Requirements, which informs the revision of the EU Training Requirements for the next training cycle.

D. EU CSDP TRAINING PROGRAMME

14. The EU CSDP Training Programme is the driver of the training cycle. It results from a series of analyses conducted iteratively by the relevant bodies. Distinct cycles may be conducted by civilian and military domains but they are consolidated in a continuous process in the EU CSDP Training Programme.

15. In the context of preparation of the draft EU CSDP Training Programme, three series of meetings are foreseen to take place over a two year period. The purpose of these meetings will be to consolidate the CART, the CSDP Training Requirements and the EU CSDP Training Programme, respectively, in view of forwarding it to the PMG. Wherever possible, exchange of best practise and lessons learnt from existing training projects such as ENTRi and EUPST will be taken into account. The first meeting will assess the accomplishment of CSDP Training Requirements through the training activities of the previous training cycle. The second meeting will aim to consolidate the CSDP Training Requirements for the next training cycle. The purpose of the third meeting is to finalise the EU CSDP Training Programme.

16. Developing the CSDP Training Programme follows the scheme illustrated below:

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Development of CSDP Training Programme
201X to 201X+1
-indicative example-

Training Cycle	201X-2				201X-1				201X..201X+1
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Definition of the CSDP Training Requirements			Prepare Training Requirements Discipline Leaders TRA 201X-201X+1		CSDP Training Reqs Report 201X to 201X+1				
					Consol. CMPD, CPCC, EUMS	EUCTG, EUMTG	CIVCOM, PMG, EUMC, PSC		
Planning						MS send trg opportunities 201X to 201X+1	CSDP Training Programme 201X to 201X+1		
							Consol. CMPD, CPCC, EUMS	EUCTG, EUMTG	CIVCOM, PMG, EUMC, PSC
Conduct									CSDP Training Cycle 201X to 201X+1
Evaluation	MS send Ev Reports 201X-4 to 201X-3								
Assessment		CART 201X-4 to 201X-3							
		Consol. CMPD, CPCC, EUMS	EUCTG, EUMTG	CIVCOM, PMG, EUMC, PSC					

E. TYPES OF TRAINING

17. Training for CSDP missions can be provided in various phases, settings and frameworks. Training activities can be classified as basic, advanced, pre-deployment and in-mission training.

- (a) Basic training provides participants with the basic knowledge and skills required on an international crisis management mission, independent of the specific functions they will perform as experts in their own fields.
- (b) Advanced training enables civilian experts in a particular field to understand how their expertise will need to be adapted for use in crisis areas, and what special considerations may apply to their particular area of work. These training courses can be seen as complementary to

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the basic training or function-specific preparation provided to the selected experts at the time of deployment. Advanced training can also be provided by MS and be attended in addition to the basic training to be prepared for the selection procedure. Advanced training may also take the form of complementary training for mission personnel delivered during their tour of duty in the mission area.

- (c) Nominated/selected personnel receive pre-deployment training just before the mission deployment. Pre-deployment training includes online security training and is ideally organised back-to-back with "Hostile Environment Awareness Training" (HEAT). It aims to harmonise the management culture of CSDP missions and ensure that the persons concerned receive the knowledge and skills they will need to be fully operational from the beginning of their tour of duty. This training also prepares the future mission members to make the most of the field induction training, in order to adapt to the new working environment as quickly as possible.
- (d) Induction training is given in the mission (area) immediately after deployment and is complementary to the pre-deployment training. Mission induction training is the responsibility of each CSDP mission or operation. This form of training aims to further familiarise the person with the administrative procedures for joining the mission, as well as the political, security and communication aspects applicable to all mission members. Mission induction training is the responsibility of the individual CSDP mission or operation.

18. In particular:

- (a) Basic training primarily helps participants to acquire the core skills and knowledge they will need on the missions, and thus enhance possibilities for successful recruitment.
- (b) Advanced / specialised training
 - (i) Advanced / specialised training gives participants a detailed overview of the tasks and challenges, their role and responsibilities of working in a specialised area of professional expertise in EU HQs or a CSDP mission or operation both at the operational and strategic level (e.g. training for Monitoring, Mentoring and Advising -MMA, Planning, Train the Trainer, Gender, Human Rights and Leadership for CSDP missions).

- (ii) Advanced / specialised training for the military personnel of the EU HQs shall focus on preparing the HQs to meet crisis management operational needs and be conducted in accordance with the detailed EU HQ training guide.
- (iii) Advanced / specialised training is a shared responsibility of the EEAS management and Member States. Specialised courses in relation to Athena mechanism are also organised by the Council Secretariat. CSDP missions and operations are responsible for sending the appropriate staff members to the advanced/ specialised training, with due regard to the operational priorities.
- (iv) Timing (pre-or post-deployment) and location (EU institution, Member State, strategic partner, third state, international organisation, CSDP mission or operation) of advanced/ specialised training shall be decided by the relevant EU bodies on a case-by-case basis by taking into consideration the principle of inclusiveness and availability of resources.

(c) Pre-deployment training

- (i) CSDP mission personnel shall receive pre-deployment training of an equivalent standard after recruitment and before taking up duty.
- (ii) Pre-deployment training assists in developing a common organisational culture and provides selected personnel with the basic skills required to help a mission achieve its mandate in accordance with the planning documents.
- (iii) Pre-deployment training is a national responsibility for Member States that have different ways of conducting pre-deployment training for civilian and military personnel for seconded staff to be deployed to CSDP missions and operations. Pre-deployment training for international contracted staff is the responsibility of the EEAS. Both Member States and EEAS can make use of the regularly organised pre-deployment training under the auspices of the ESDC.
- (iv) Pre-deployment training is an essential part of ensuring the early and continued success of each CSDP missions and operations by contributing towards better operational consistency of them. All CSDP mission personnel shall receive pre-deployment training of an equivalent standard after recruitment and before taking up duty. With regard to the duty of care both the Head of Mission and the Operation Commanders are responsible for providing the training accordingly.

- (v) The overall system of pre-deployment training aims at:
- (1) Enabling Member State who deploy civilian and military personnel to CSDP missions and operations to offer training based on agreed curricula prior to deployment;
 - (2) Enhancing the link between training activities and the operational needs of civilian and military CSDP missions and operations;
 - (3) Coordinating the pre-deployment training delivered by Member States with induction training received in-mission after deployment;
 - (4) Improving the overall link between training and deployment.

(d) In-mission training (in-service training at EEAS HQ level)

- (i) In-mission training (in-service training at EEAS HQ level) received after deployment aims at deepening the knowledge of mission / operation experts in particular on the specific situation in the host country. In-mission training (in-service training at EEAS HQ level) is a responsibility of the CSDP missions and operations and can be supported by other training actors.
- (ii) If appropriate, local target audience can participate at the in-mission training (in-service training at EEAS HQ level) based on the co-location and joint activities with local partners.
- (iii) As part of the in-mission training (in-service training at EEAS HQ level), induction training is an important element enabling the relevant staff of EEAS HQ and CSDP missions or operations to make an effective and efficient contribution to daily work by having a common and comprehensive understanding of CSDP, mission- and country-specific issues and to fulfil their tasks. It includes inter alia administrative procedures to join the HQ/ mission, the security or communication aspects.
- (iv) Induction training is a responsibility of the EEAS management and CSDP missions and operations.

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19. Pre-posting training (EEAS staff training)

EAS staff both in Headquarters and EU delegations as well as staff from other EU institutions involved in CSDP matters must have a thorough understanding of CSDP decision making processes, structures and working methods and understanding of CSDP as an integral part of the Common Foreign and security Policy (CFSP) of the EU. Staff and EEAS HQ and staff posted in EU delegation shall receive CSDP training as part of in-house or pre-posting training.

F. STANDARDS, CERTIFICATION and RECOGNITION

20. EUMTG and EUCTG are responsible for defining quality assurance standards and overseeing their implementation in CSDP training and education, in accordance with international educational standards, civ/mil standards developed by ESDC and the EU Qualification Framework.
21. Educational standards, in terms of learning outcomes (competencies) are reflected in the EU common core curricula of each training discipline.
22. Based on the agreed common core curricula, EU DL proposes EUMTG/ EUCTG those courses that meet CSDP civilian and military training requirements to be included in the CSDP Training Programme.
23. Each training provider is responsible for internal quality assurance (e.g. establishing quality assurance procedures, assessing the students, quality assurance of faculty and staff or, learning resources, student support).

G. CSDP TRAINING AUDIENCE

24. CSDP Training Requirements may have civilian, military or civil-military relevance, hence a relevant audience. The CSDP training audience shall be composed of all personnel who, by their regular duties or temporary assignments work or serve in the CSDP context, at national or EU level and those who may be concerned in the foreseeable future. The training audience should be directly relevant to the topic to be trained and carefully considered within the

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Training Requirements Analysis (TRA) to ensure a tailored training. EEAS staff both in Headquarters and EU delegations as well as staff from EU Institutions involved in CSDP matters must have a thorough understanding of CSDP decision-making processes, structures and working methods and understanding of CSDP as an integral part of the Common Foreign and Security Policy (CFSP) of the European Union.

25. Generically, the CSDP training audiences can be grouped by levels:

(a) Political-strategic level:

- (i) Senior leadership positions (e.g. PSC ambassadors, Chairs of PSC, PMG, CIVCOM, EUMC, Directors of CMPD, CPCC, EUMS, potential Mission and Operation Commanders);
- (ii) key staff in national and international positions dealing with CSDP, e.g. executive level positions in national Ministries of the Interior, Ministries of Defence and Ministries of Foreign Affairs;
- (iii) staff of MS representations to the EU;
- (iv) key personnel from third states and international organisations;
- (v) EEAS staff in Headquarters and EU delegations and other EU entities.

(b) Strategic level:

- (i) Earmarked and potential personnel to fill a staff position in CPCC, CMPD, EUMS and EU HQs;
- (ii) executive level positions in strategic level organisations at national level;
- (iii) academic staff, trainers;
- (iv) liaison officers to strategic HQs.

(c) Operational level:

- (i) Earmarked and potential personnel to fill positions in EU delegations and in civilian CSDP missions as individual experts e.g. advisors, mentors, trainers, mission support staff;

(ii) staff dedicated to EU FHQs and multinational forces (MNF) HQ available for EU operations;

(iii) liaison staff to operational level headquarters.

(d) Tactical level:

(i) Component and Battle Group HQs;

Formations and units available for EU CSDP missions and operations, e.g. field offices, teams and project cells.

H. TRAINING REQUIREMENTS

26. CSDP training requirements are defined as the training necessary to achieve and sustain the desired level of proficiency required to accomplish civilian and military tasks for CSDP missions and operations.

27. Member States' oversight of training policy is complemented by shared administration of training requirements. This involves the definition, review and evaluation of their implementation, with the aim of securing a common understanding of the outcomes that training should produce. Coordination of gap-analysis can form an overview of available EU and MS training, so as to optimise impact, and identify genuine gaps where further coordination or additional courses are required. Such a mechanism can also identify and suggest potential areas for Pooling and Sharing (P&S) in the area of training for CSDP missions/operations.

28. CSDP training requirements respond to identified needs for training activities, e.g. courses, seminars, exercises or e-learning, suitable for making sure that civilian and military audiences are able to perform their missions as directed by the political level. CSDP Training Requirements may derive from:

- high level political guidance, operational requirements of the EU generic civilian and military tasks and new capabilities;

- CSDP lessons identified;
 - emerging concepts, or trends in the security and defence environment;
 - operational shortfalls.
29. CSDP training requirements may have civilian or military focus and relevance, which is reflected in distinct civilian and/or military training requirements. Care should be taken to identify and exploit commonality among these requirements and define civil-military training requirements for CSDP.
30. The CSDP training process is organised by thematic civilian capabilities and military disciplines. A thematic civilian capability or discipline for CSDP training can be defined as a functional training category that groups distinct training thematics and requirements in support of capabilities for CSDP missions and operations. Thematics are areas within each discipline that group individual and collective performance objectives on a functional basis. Periodically, EUCTG and EUMTG will propose a common list of thematic civilian capabilities and disciplines specific to CSDP, on which further analysis is required by the expert bodies (i.e. thematic civilian capabilities coordinators and discipline leaders). CSDP Training Requirements should be implemented at the relevant level by the relevant EU or national actor. To understand whether, in the implementation process, training activities manage to meet the standing requirements, quantitative and qualitative analyses are required. These analyses are even more necessary when new requirements emerge and new training should be proposed or measures for improvement of existing training may be needed. For practical reasons and in order to approach training in an integrated manner, across all levels, for individual and collective needs alike, training requirements should be analysed per distinct thematic civilian capability and discipline.
31. CSDP training requirements can be classified as either standing – aimed at sustaining the desired level of operational effectiveness – or new requirements when lessons from missions, operations and exercises expose deficient areas that can be rectified by training and/or where new competencies should be developed. Operational shortfalls, for which insufficient or poor training has been identified as a cause, are critical indicators for prioritising training efforts in order to restore the desired level of performance. CSDP training requirements will be defined, for each thematic civilian capability and training discipline, by the EUCTG and EUMTG with

the direct support of the possible thematic civilian capabilities coordinators and discipline leaders, in accordance with the MS' agreed priorities.

32. For identified training disciplines, the EUCTG and EUMTG should conduct Training Requirements analyses (TRAs). The outcome of TRA is a clear picture of the training activities (courses, exercises, e-learning etc.) that should be conducted by the relevant training actors at the MS and EU level, in that specific discipline, in order to cover the training gaps, to improve existing training or eliminate unnecessary redundancies.

33. An important step in the TRA process is the development of common core curricula for each training discipline, derived from the analysis of the performance in training required to properly accomplish the CSDP civilian and military tasks. This high level modular curriculum indicates learning outcomes / learning objectives that have to be attained by relevant audience. It does not indicate themes, topics or methods of training and does not represent minimum standards. It only suggest MS towards what goals, their training should focus in order to meet CSDP training requirements. It is the benchmark / reference against which gaps or deficiencies are identified. It is also recommended to follow and apply the EU Qualification Framework in all course curricula and therefore learning outcomes should be reflected in terms of knowledge, skills and competences respective to the learning environment.

I. GLOSSARY

<u>CSDP Training</u>	Training aimed at providing civilian and military personnel with the new skills, competencies and job-specific tools required for the effective planning and conduct of CSDP missions and operations as part of a broader EU response to crises.
<u>CSDP Training Requirements</u>	Training necessary to achieve and sustain the desired level of proficiency required to accomplish civilian and military tasks for CSDP missions and operations.
<u>Pre-deployment training</u>	Training designed to develop a coherent organisational culture and provide selected personnel with the basic skills required to help a mission achieve early impact on its mandate.
<u>Induction Training</u>	Training designed to enable a smooth integration of the relevant staff of the EEAS headquarters and CSDP missions and operations to the HQ and missions/operations work rhythm and daily organisational routine.
<u>Advanced Training</u>	Training designed to give participants to CSDP missions and operations a detailed overview of the tasks and challenges, their role and responsibilities of working in a specialised area of professional expertise in EU HQs or a CSDP mission or operation.
<u>In-mission training (in-service training at the EEAS HQ level)</u>	Training designed at mission/ operation/ HQ level to deepen the knowledge of CSDP mission / operation or EEAS HQ personnel on a specific topic.

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<u>CSDP Thematic civilian capability coordinator</u>	A functional training category that groups distinct training thematics and requirements in support of civilian capabilities for CSDP missions and operations.
<u>CSDP Training Discipline Leader</u>	EU recognised expert body in a specific training area, acting as a focal point of contact for that particular discipline, in support of EU training authorities.
<u>CSDP training audience</u>	Audience composed of all personnel who, by their regular duties or temporary assignments work or serve in the CSDP context, at national or EU level.
<u>Discipline Core Common Curriculum</u>	The structured outcome of the training requirement analysis (TRA) that identifies the performance in training required to properly accomplish the tasks, indicating learning outcomes (learning objectives) that have to be attained by relevant audience. It suggests MS towards what goals their training should focus in order to meet CSDP training requirements.
<u>Planning of CSDP Training</u>	Process of identification, setting up and preparation of the training activities needed to meet CSDP Training Requirements.
<u>Conduct of CSDP Training</u>	Execution of the EU CSDP Training Programme, or what has been planned for a specific training requirement.
<u>Evaluation of CSDP Training</u>	Process of verifying whether and to what extent the aims and training/learning objectives have been achieved, by highlighting the most significant lessons and best practises from each individual training activity reflected in the EU CSDP Training Programme (aka internal evaluation).

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<u>Assessment of CSDP Training</u>	Process of analysing how training conducted met the CSDP Training Requirements, highlighting the improvement measures (aka external evaluation).
<u>Training Requirements Analysis (TRA)</u>	Process of identifying training gaps, deficiencies and redundancies as well as the appropriate corrective measures for a particular training discipline.
<u>EU HQ</u>	EU Operation Headquarters (strategic level) and Force Headquarters (operational level) for CSDP missions and operations.

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ANNEX: Reference documents

- (a) EU Training Policy in ESDP, doc. 14176/2/03 of 7 November 2003.
- (b) EU Training Concept in ESDP, doc. 11970/04 of 30 August 2004.
- (c) European Security Strategy, doc. 10881/03 of 25 June 2003.
- (d) Report on the Implementation of the European Security Strategy, doc. 17104/08 of 11 December 2008.
- (e) European Council 13/14 December 2012, Conclusions, doc. EUCO 205/12, dated 14 December 2012.
- (f) European Council 19/20 December 2013, Conclusions, doc. EUCO 217/13, dated 20 December 2013.
- (g) Global Strategy for the European Union's Foreign and Security Policy, dated 8 June 2016
Council Conclusions on implementing the EU Global Strategy in the area of Security and Defence, dated 14 November 2016
- (h) Foreign Affairs Council 25/26 November 2013, Conclusions, dated 26 November 2013.
- (i) Foreign Affairs Council, 17/18 November 2014, Conclusions, dated 18 November 2014.
- (j) The EU's comprehensive approach to the external conflicts and crises. Joint Communication to the European Parliament and the Council of 11 December 2013.
- (k) Mainstreaming Human Rights into ESDP (doc. 11936/4/06), Mainstreaming Human Rights and Gender into ESDP – Compilation of relevant documents, doc. 11359/07 EXT 1 of 9 October 2007, Lessons and best practices document (doc. 17138/1/10).
- (l) Package of three draft concepts containing standard training elements on Human Rights, Gender and Child Protection in the context of CSDP (doc. 17209/10).
- (m) Suggestions for crisis management procedures for CSDP crisis management operations, doc. 7660/2/13, of 18 June 2013).
- (n) Exercise Policy of the European Union under the Common Foreign and Security Policy (CFSP), doc. 18047/1/13 REV 1, dated 1 April 2014.
- (o) Guidelines for the Scheduling and Implementation of EU Exercises, 18048/1/13 REV 1, dated 1 April 2014.

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- (p) European Union Exercise Programme in place.
- (q) EU Military Lessons Learned Concept (document 12322/11, dated 1 July 2011).
- (r) CSDP Civilian Lessons Learned and Best Practices Concept (11120/12 of 17 September 2012).
- (s) Act of the Special Committee - Financial rules applicable to all expenditure financed through ATHENA (Doc 12-0598 dated 7 November 2012).
- (t) Guidelines for Command and Control structures of EU civilian operations in Crisis Management, doc. 9919/07 of 1 February 2008.
- (u) EU Principles for EU Headquarters (Doc. 11113/10, dated 15 June 2010).
- (v) EU Operational Headquarters Standard Operating Procedures (EU OHQ SOP) (Doc. SN 3649/10, dated 01 September 2010).
- (w) EU Force Headquarters Standard Operating Procedures (EU FHQ SOPs) (Doc. SN3821/10, dated 20 September 2010).
- (x) EU Battle Group Concept.
- (y) EU Military Concept Development Implementation Programme in place.
- (z) Draft EU Concept for Comprehensive Planning (doc 13983/05 dated 03 Nov 2005.)
- (aa) Civil Military Co-ordination (CMO) (doc 10828/1/07 29 Jun 2007).
- (bb) Concept for Military Planning at the Political and Strategic level (doc 10687/08 16 Jun 2008).
- (cc) EU Concept for Military Command and Control (doc 10688/5/08 24 Sep 2012).
- (dd) Terms of Reference of EU Military Training Group, doc. 9357/14, dated 30 April 2014.
