



**COUNCIL OF
THE EUROPEAN UNION**

Brussels, 6 July 2012

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LIMITE

**COPS 238
CIVCOM 259
COSDP 568
PESC 848
RELEX 624
PROCIV 113
JAI 497
COSI 57
CONUN 94**

COVER NOTE

From: : European External Action Service (EEAS)
To: : Political and Security Committee (PSC)
Subject : Multi-annual Civilian Capability Development Plan:
– Action Lines for 2012-2013

Delegations will find attached the multi-annual Civilian Capability Development Plan - Action Lines for 2012-2013, with EEAS (2012) reference number 01187. This document was finalized by CIVCOM on 2 July 2012.

PSC is invited to agree the Multi-annual Civilian Capability Development Plan - Action Lines for 2012-2013.

Encl.: EEAS (2012) document 01187.

EUROPEAN EXTERNAL ACTION SERVICE



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

Brussels, 6 July 2012

EEAS (2012) 01187

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PSC is invited to agree the Multi-annual Civilian Capability Development Plan - Action Lines for 2012-2013.

Table of Content

1. Introduction	4
1.1. Background	4
1.2. Aim.....	4
2. Action Lines 2012-2013	5
2.1. Overarching actions	5
2.1.1. Introduction of the Civilian Capability Development Plan	5
2.1.1.1. Establishment of a List of generic civilian CSDP tasks	5
2.1.1.2. Introduction of a mechanism allowing the processing of information	6
2.1.1.3. First reporting round	6
2.1.1.4. Milestones	6
2.1.2. Goalkeeper development	6
2.1.2.1. State of play	6
2.1.2.2. Milestones	7
2.2. Actions concerning EU Ambitions	8
2.2.1. Border Management Concept.....	8
2.2.1.1. Milestones	8
2.2.2. Rapid Deployment.....	8
2.2.2.1. Review of the current parameters	8
2.2.2.2. Warehouse	9
2.2.2.3. Milestones	9
2.2.3. Improved ways of force generation	9
2.2.3.1. Regulatory framework and financing	9
2.2.3.2. Milestones	10
2.2.3.3. European Gendarmerie Force	10
2.2.3.4. Milestones:	11
2.2.3.5. National Expert Teams and other "niche" capabilities	11
2.2.3.6. Milestones	12
2.2.3.7. Establishment through Goalkeeper of Inventory of potentially deployable personnel	12
2.2.3.8. Milestones	12

2.2.4. Strengthening ties between CSDP and FSJ actors.....	12
2.2.4.1. Milestones	13
2.2.5. Synergies	14
2.2.5.1. Civil-military synergies	14
2.2.5.2. Synergies with United Nations	14
2.2.5.3. Milestones	14
2.3. Actions concerning Capability Trends.....	16
2.3.1. Civilian participation in EDA's Future Global Context workshops	16
2.3.2. Milestones.....	16
2.4. Actions concerning national strategies	17
2.4.1. National strategies	17
2.4.1.1. Milestones	17
2.4.2. Training	18
2.4.2.1. Milestones	18
2.5. Actions concerning Lessons Learned.....	20
2.5.1. Incorporation of lessons learned and best practices	20
2.5.1.1. Milestones	20
ANNEX Calendar for 2012-2013	22

Multi-annual Civilian Capability Development Plan: Action Lines for 2012-2013

1. INTRODUCTION

1.1. Background

On 1 December 2011 the Council adopted Conclusions in which it stressed "the importance of strengthening and sustaining the efforts for the civilian capability development, in particular in the context of current financial constraints, building on the work conducted under the two Civilian Headline Goals and in synergy with other EU instruments, with a view to responding more rapidly and effectively to crisis management tasks", and invited the High Representative "to propose a multi-annual work programme in this regard".¹

In response to above Council tasking, the European External Action Service (EEAS) presents the multi-annual workprogramme for civilian capability development under the Common Security and Defence Policy (CSDP) in two separate parts:

- A multi-annual Civilian Capability Development Plan (doc. 12110/12), containing the multi-annual workprogramme's envisaged methodology and structured conduct;
- Action Lines for 2012-2013 (the present document).

The rationale for this set-up is expounded in the Civilian Capability Development Plan mentioned above and is therefore not replicated here.

1.2. Aim

The present document sets out the concrete action lines on which CSDP civilian capability development will focus in 2012-2013. They derive from shortfalls identified during our previous work and the challenges of operations on the horizon.

A calendar overview of milestones in CSDP civilian capability development occurring in this time-frame is at the Annex.

¹ Doc. 17991/11. On the work conducted under the two Civilian Headline Goals, see: Final report on the Civilian Headline Goal 2008 (doc. 14807/07) and Final Report on the Civilian Headline Goal 2010 (doc. 16817/10).

2. ACTION LINES 2012-2013

2.1. Overarching actions

2.1.1. Introduction of the Civilian Capability Development Plan

To enable introduction of the Civilian Capability Development Plan as outlined, the following preliminary steps must be completed.

2.1.1.1. Establishment of a List of generic civilian CSDP tasks

Establishment of lists of civilian key tasks and subordinated tasks under CHG 2008 and CHG 2010 has been a first step towards the eventual establishment of a list of generic civilian CSDP tasks. At the conclusion of CHG 2008 it was found that the CHG 2008 task list had anticipated the evolving reality of civilian CSDP missions with a fair amount of accuracy.²

However, the research conducted under the Workplan on promoting synergies between the EU civil and military capability development has demonstrated that, in order to obtain a generic civilian task list, it is necessary to abstract tasks from scenarios. The same research furthermore demonstrated that parallel experiences obtained by EDA in the framework of the military CDP are fit to inform the development of a such a generic task list at civilian side.³

The next step should therefore be the actual establishment of a list of generic civilian CSDP tasks, in accordance with above findings and recommendations.

² A reality check was conducted in October 2007 by comparing tasks set out in Joint Actions, Concepts of Operations and Operation Plans pertaining to ongoing and planned civilian ESDP missions and calls for contributions for those missions, with the CHG 2008 list of required capabilities. Cf. para. IV.4. and Annex 7 of the Final report on the Civilian Headline Goal 2008 (doc. 14807/07).

³ Cf. Promoting Synergies between the EU Civil and Military Capability Development - Final report on the outcomes of Phase 2 of the Workplan (doc. 9850/11+ADD1+ADD2).

2.1.1.2. Introduction of a mechanism allowing the processing of information

Taking account of the small number of EEAS staff dedicated to CSDP civilian capability development, an efficient mechanism needs to be established that is able to facilitate reception and collation of the considerable amount of disparate data obtained through the conduct of the Civilian Capability Development Plan. The software EDA has developed for the management of the CDP has been identified as a viable solution to manage the matrix of the three structural parameters underpinning the Civilian Capability Development Plan. EEAS will introduce this software for that purpose. Contacts at technical level have been established with EDA to organize the transfer of this software.

2.1.1.3. First reporting round

At the end of the first semester of 2013, a first comprehensive report on CSDP civilian capability development will be established in line with the methodology set out in the Civilian Capability Development Plan.

2.1.1.4. Milestones

- May-December 2012: Establishment of a list of generic civilian CSDP tasks (process includes both the establishment of the draft list and the necessary consultation rounds).
- Early 2013: Implementation of software (identical to EDA's CDP software) for the Civilian Capability Development Plan.
- First semester 2013: first comprehensive report on CSDP civilian capability development established in line with the methodology set out in the Civilian Capability Development Plan.

2.1.2. Goalkeeper development

2.1.2.1. State of play

Finalization and implementation of Goalkeeper requires a joint effort of Member States and the EEAS. In order to harness this effort, EEAS has set up a Goalkeeper Project Team consisting of a Goalkeeper Project Manager (seconded by Italy), who under EEAS guidance ensures the daily management of the project from Brussels, IT experts from the Council General Secretariat and the EEAS, and Member States' experts who contribute to the Goalkeeper development working from their respective home bases (in Finland and Germany) under the Project Manager's coordination.

The Goalkeeper Project Team started its work in mid January 2012. Six team meetings have been held since then and work is progressing according to plan.⁴ A presentation of finalized Goalkeeper system to Member States via CIVCOM/PSC and dissemination campaign is scheduled in the second semester of 2013.

2.1.2.2. *Milestones*

- Registrar:
 - First semester 2013: Adaptation of ZIF software in line with Registrar requirements and start testing phase for Registrar with a pilot group of Member States.
- Headhunter:
 - June 2012: Finalization of the Catalogue of Standard Job Descriptions in the areas of Police, Rule of Law, Civilian Administration and Head of Mission Office (this last to be further updated);
 - Second semester 2012: Finalization of the Catalogue of Standard Job Descriptions in the areas of Mission Support and Security, to be followed by a testing phase.
- Schoolmaster:
 - Second semester 2012: Outreach campaign to Training Institutions and improvement of compatibility with other EU training databases (ENTRI, EDA, EUMS...).
- Governor:
 - June 2012: Update of library of conceptual documents contained in Governor EU Section.
 - End 2012: Development of Governor National Section (Database of relevant documentation on civilian international deployment produced by Member States).

⁴ For the most recent update on Goalkeeper development, see: Goalkeeper: - Second progress report on development and operationalization; - Assessment of upcoming needs (doc. 10870/12).

2.2. Actions concerning EU Ambitions

2.2.1. Border Management Concept

The existing concept on border management in the framework of civilian crisis management needs to be reviewed.⁵

2.2.1.1. Milestones

- March-October 2012: Information-gathering (examination of existing documents and practices, including Lessons Learned from missions to areas of operations) for initial scoping of work.
- End second semester 2012 (tentative): revised border management concept to be submitted to Member States.

2.2.2. Rapid Deployment

2.2.2.1. Review of the current parameters

Work on rapid deployment will include a review of the current parameters for civilian rapid deployment under CSDP to assess their consistency with the overall ambition of the EU in the field of (civilian) crisis management, and with existing rapid-deployment parameters for specific civilian CSDP capabilities (such as Civilian Response Teams, Integrated Police Units (IPUs), and Formed Police Units (FPU)). Investigations into a possible future civilian rapid-deployment concept will also be launched, taking into account extreme requirements, such as very tight response time, and unpredictable and potentially remote places of deployment.

Work on rapid deployment will take account of implications for civilian CSDP capabilities of the post-Lisbon environment and the changing international strategic context.

⁵ Draft Concept for ESDP Border missions in the framework of Civilian Crisis Management (doc. 16137/06)

2.2.2.2. Warehouse

Member States have in Council Conclusions of November 2009 and December 2011 called for the establishment of a permanent CSDP warehouse. On 24 January 2012, the European Commission has issued a tender for a Common Security and Defence Policy warehouse, aiming "to secure a service provider, who will supply warehouse premises, personnel and services related to managing the warehouse to the Commission. The service provider will be capable of delivering warehoused assets at short notice to areas where crisis management operations are established".⁶

2.2.2.3. Milestones

- Second semester 2012: Kick-off meeting with key stakeholders aiming i.a. to elaborate a workplan for the development of a civilian rapid-deployment concept;
- Third trimester 2012: Council Decision establishing the warehouse to be finalized and adopted;
- Fourth trimester 2012: Completion of all contractual arrangements necessary to ensure that the CSDP warehouse is operational.

2.2.3. Improved ways of force generation

2.2.3.1. *Regulatory framework and financing*

In the Council Conclusions on CSDP adopted on 1 December 2011, the Council "invites the High Representative and the Commission to examine improved ways of force generation based on a sound regulatory framework in order to make proposals in the first half of 2012 for consideration by the Council".⁷ EEAS is currently consulting with the Commission on this issue.

The Commission has drafted a communication on the financial management of CSDP missions, which would replace the current "Special Advisors' Communication". This is work in progress, as a number of issues will need clarification: notably the status of the Head of Mission and of the contracted staff, as well as the legal status of civilian CSDP missions.

⁶ The tender was published on the EU's Tender Electronic Daily. See: <http://ted.europa.eu/udl?uri=TED:NOTICE:22618-2012:TEXT:EN:HTML>.

⁷ CSDP - Council Conclusions (doc. 17991/11).

As regards the financing of the staffing of missions, the costs of the seconded personnel are, to a large extent, borne directly by Member States. They pay salaries and all social contributions, while the CFSP budget provides for daily allowances, high risk insurance and the running costs in the theatre. It therefore remains crucial to continue ongoing work on national strategies to facilitate the deployment of civilian personnel through secondment. This said, the repartition of costs paid by Member States and from the CFSP budget could be reconsidered on the basis of clear evidence and a business case could be made with an eye to providing additional incentives to the personnel and seconding Member States.

2.2.3.2. *Milestones*

- Ongoing: consultation between EEAS and the Commission to clarify aspects of the regulatory framework and formulate proposals for possible improvements.
- CMPD will present a paper to Member States exploring the financing of civilian CSDP missions.

2.2.3.3. *European Gendarmerie Force*

In the document on Lessons and best practices for CSDP from the European Union Police Force Training 2008-2010, it was stated that "*it should [...] be established what rapid deployment police capabilities for a substitution/executive-type mission are available to the EU*". Hence it was recommended "*to draw up an inventory for this purpose*".⁸

⁸ Doc. 18536/11. EU criteria defining this kind of police capabilities are laid down in:

- Guidelines for rapid deployment of Integrated Police Units - IPU - in the initial stage of an EU-led substitution mission and interoperability of IPU and Police Headquarters (doc. 15956/04);
- Concept for rapid deployment of police elements in an EU-led substitution mission (doc. 8508/2/05);
- Concept for rapid deployment of police elements in an EU-led substitution mission. Draft standard IPU and FPU Structures (8884/06).

Gendarmerie-type police elements corresponding to these criteria are already covered by the European Gendarmerie Force's (EGF) Catalogue of Capabilities, which was drawn up with the explicit purpose to provide "*an updated and realistic overview of the Countries' available capabilities, under quantitative and qualitative point of view*".⁹ Because the different police assets and means the EGF's Full Members indicate in the Catalogue are "*first and foremost at disposal of EU*", and the EGF explicitly states that "*when deployed for the EU, the PSC (Political and Security Committee of the EU) assumes the political control and the strategic direction*",¹⁰ it is self-evident that all these resources should be considered as potentially available for CSDP as well.

In order to be able usefully to draw on resources registered in the EGF Catalogue (see above), current arrangements with EGF need to be elaborated into a proper framework arrangement allowing more ready access to these resources through the EGF mechanism.

2.2.3.4. *Milestones:*

Second semester 2012: elaboration of framework arrangement with EGF

2.2.3.5. *National Expert Teams and other "niche" capabilities*

To establish an inventory of Member States' police elements not included in the EGF Catalogue, the EEAS will issue a dedicated questionnaire. This questionnaire will invite Member States to indicate the areas where they are developing highly qualified national expert teams with specific capabilities, in accordance with existing guidelines and concepts for police rapid deployment, to be used to compose Specialised Elements within a CSDP mission, or other so-called "niche" capabilities of other dedicated civilian personnel that may be used for crisis management.¹¹

⁹ The most recent "EGF Catalogue of Capabilities" was issued by the EGF Commander in Vicenza on 7 May 2010.

¹⁰ <http://www.eurogendfor.eu/>

¹¹ According to the Concept for rapid deployment of police elements in an EU-led substitution mission (doc. 8508/2/05), Specialised Elements are to be composed of highly qualified national expert teams with specific capabilities, or multinational teams where the concerned speciality allows it. Areas of interest for Specialized Elements could be, for example (the list is not exhaustive): Border policing; War crimes; Criminal investigation and forensic police; Antiterrorist/SWAT; Information gathering and analysis; Major and organised crimes; Explosives Ordnance Disposal; Traffic control and surveillances; Environmental police; Illegal immigration; Negotiations experts; Security police and close protection; Dog units; Victim identification units.

2.2.3.6. *Milestones*

- Third trimester 2012: Questionnaire to be sent to Member States on national expert teams with specific ("niche") capabilities.
- Fourth trimester 2012: Analysis of Member States' replies and report on findings.

2.2.3.7. *Establishment through Goalkeeper of Inventory of potentially deployable personnel*

In order to update the 2008 inventory of Member States' personnel potentially available for CSDP civilian crisis management,¹² an inventory of individual experts in the areas Police (including Border Police), Rule of Law, Mission Support, Civilian Administration, and Head-of-Mission-Office will be established through Goalkeeper, using the Registrar application. A number of development milestones will have to be met before this survey can be conducted in the second semester of 2013.

2.2.3.8. *Milestones*

- Second semester 2013: Start of establishment of inventory of potentially deployable personnel using the Goalkeeper-Registrar application.

2.2.4. Strengthening ties between CSDP and FSJ actors

CMPD has been tasked, with other relevant stakeholders including the Commission, to take work forward along the lines contained in "Strengthening Ties between CSDP and FSJ - Draft Road Map" (doc. 18173/11 of 5 December 2011), so as to elaborate lines of action in view of obtaining concrete outcomes. This document contains 27 lines of action in five key areas. From among these, CIVCOM and the COSI Support Group indicated twelve lines of action as priority.

The PSC-COSI meeting of 14 December 2011 focused on the methodology for implementing the Road Map, as well as the need for contributions from Member States to carry this work forward. For this purpose, a Call for Contributions for Joint Expert Panels to carry forward the development of each line of action was addressed to Member States, and a workshop was organized on 12/13 March, gathering 80 experts from Member States and the EU, including EU agencies (EUROPOL, CEPOL, FRONTEX, SATCEN) and ICPO- INTERPOL with a view to establishing the Joint Expert Panels, a working Method & Process, as well as a Timetable.

¹² On the conduct and outcomes of the 2008 capability survey, see: Final Report on the Civilian Headline Goal 2010 (doc. 16817/10).

2.2.4.1. Milestones

- July-September 2012:
 - Identification of potential actions/deliverables (including Establishment of a work plan, Form Summary of Actions/Deliverables filled in to be communicated to Core Team) by Joint Expert Panels;
 - (Possible)* Presentation of State of play on initial actions to CIVCOM & COSI Support Group;
 - (Possible)* Agenda item on CSDP civilian capabilities for Ministers' of Justice / Interior meeting.
- Second semester 2012: Presentation to PSC and COSI (incl. orientation /validation of initial actions (possible* Joint Meeting));
- 1 September 2012 to first semester 2013: Exploration feasibility of propositions/potential actions by Joint Expert Panels (Form Detailed Description of Actions /deliverables filled in to be communicated to Core Team). Possible intermediate reports before final report.

* Competent FSJ Council bodies to be consulted.

- First semester 2013:
 - Presentation of actions/deliverables which have been completed to PSC/COSI; PSC/COSI to agree deliverables and give further guidance;
 - Implementation of completed actions of 12 priority lines of action & development of remaining lines of action by Joint Expert Panels.

2.2.5. Synergies

2.2.5.1. *Civil-military synergies*

On 5 July 2011 the PSC endorsed a document providing a way ahead beyond Phase 2 of the Workplan on promoting synergies between the EU civil and military capability development.¹³ An implementation period was launched, during which all actions were to be carried forward and reports were to be made to PSC as required. All outcomes of the 31 identified actions are to be submitted to PSC for consideration when completed, under packages aimed to rationalise work.

End 2011, PSC agreed a report containing a first package of outcomes of actions finalized during the second semester of 2011, together with related recommendations. The report also presented a state of play of actions that could not be finalized as planned before end 2011, including reasons for this delay.

2.2.5.2. *Synergies with United Nations*

On 29 November 2011, in order further to enhance EU CSDP support to UN peacekeeping, the PSC welcomed a list of actions prepared by the EEAS with the active involvement of the UN Departments of Peacekeeping Operations (DPKO), the UN Department of Field Support (DFS) DPKO and other UN departments.¹⁴ On that basis, the EEAS has established a Plan of Action to enhance EU CSDP support to UN peacekeeping, in which modalities for implementation are set out.¹⁵ EEAS and UN also agreed to organize a joint seminar on civilian capabilities. This seminar will be conducive to the implementation of actions from that Plan of Action related to civilian capabilities.

2.2.5.3. *Milestones*

– Civil-military synergies:

- July 2012: Conclusion of initial implementation period (started in July 2011); assessment of the methodology used so far to produce concrete outcomes to be submitted to PSC together with proposals for a further way ahead, possibly including an identification of new concrete actions.

¹³ Doc. 12035/11 of 29 June 2011 and its COR1 of 6 July 2011.

¹⁴ Actions to enhance EU CSDP support to UN peacekeeping (doc. 17497/11).

¹⁵ Plan of Action to enhance EU CSDP support to UN peacekeeping (doc. 11216/12)

- Synergies with United Nations:
 - Second semester 2012: EEAS to organize a joint EU-UN seminar on civilian capabilities, with particular focus on actions related to civilian capabilities from the Plan of Action to enhance EU CSDP support to UN peacekeeping.

2.3. Actions concerning Capability Trends

EU actors such as the European Commission, EDA and the EU Institute for Security Studies, as well as other supranational actors and actors at national level, develop long-term visions that feed into planning processes.¹⁶ It should therefore be ensured that considerations pertinent to EU civilian crisis management are taken into consideration in every long-term vision on which the CSDP capability development is likely to draw. Some actions to that effect have already been identified.

2.3.1. Civilian participation in EDA's Future Global Context workshops

Civilian experts from EEAS will be participating in the upcoming workshops on the Future Global Context organized by EDA.¹⁷

2.3.2. Milestones

- July 2012: EDA Workshop on Science, Technology & Innovation
- October 2012: EDA Workshop on Conflict & Security

¹⁶ An example of a European Commission project is the “European Strategy and Policy Analysis System”, an initiative of the Commission's Bureau of European Policy Advisers (BEPA) aimed at highlighting challenges and scenarios for the Union in 2030 (http://ec.europa.eu/bepa/espas/index_en.htm).

An example of a national actor developing a long-term vision is the German Centre for International Peace Operations (Zentrum für Internationale Friedenseinsätze - ZIF), which develops strategic foresight as part of an overarching project "Peace Operations – Fit for the Future" (<http://www.zif-berlin.org/en/projects/peace-operations-fit-for-the-future.html>). In that framework, ZIF i.a. aims to develop scenarios for peace operations in the year 2025.

¹⁷ Civilian experts from EEAS already contributed to the EDA Future Global Context workshop held on 22 March 2012, in which topics such as environment, natural resources, energy, economics, governance, demographics and culture & society were addressed.

2.4. Actions concerning national strategies

2.4.1. National strategies

Exchange of information on best practices and problems encountered at national level with force generation for CSDP missions, covering issues such as national regulatory measures (e.g. supporting legislation, career developments/incentives, financial remuneration systems), budget lines, training and candidate rosters is set to continue. The two main vehicles for this exchange are the yearly High-level seminars on "Facilitating the deployment of civilian personnel to CSDP" and the report on Member States' progress in this field.

EEAS has also started to establish contacts with national professional associations of personnel in areas where there are known shortfalls, notably in Rule of Law as regards judges and prosecutors. This approach is promising and will be developed further, in full coordination with the authorities of the Member States concerned. This approach will also form a specific point of attention during the high-level seminar.

2.4.1.1. *Milestones*

- A fourth High-level seminar has been tentatively scheduled for the second half of September 2012.
- During this High-level seminar, EEAS will report on contacts with national professional associations of personnel in areas where there are known shortfalls, notably in Rule of Law. Representatives of these associations will be invited to the seminar
- The report on Member States' progress is due December 2012.
- A fifth High-level seminar has been tentatively scheduled for mid 2013.
- In 2012, the launch is envisaged of a new round of bilateral consultations of the EEAS with Member States' capitals, to discuss and promote with national stakeholders the facilitation of the deployment of civilian personnel for CSDP.¹⁸

¹⁸ A first round of such consultations was conducted between November 2009 and November 2010. See the Second report on Member States' progress in facilitating the deployment of civilian personnel to CSDP missions (doc. 16989/10).

2.4.2. Training

Efforts continue to improve civilian crisis management pre-deployment training. In 2011 the EEAS conducted a comprehensive survey of civilian crisis management pre-deployment training capacities and activities carried out by Member States. In June 2011 the PSC agreed a document on 'Civilian crisis management pre-deployment training – report on survey results and elements for way ahead' which identified priority areas for further enhancement.

Furthermore, feedback from CSDP civilian missions revealed also some specific training issues that have to be addressed in close collaboration between Member States as sending authorities and civilian CSDP Missions as the 'final users'.

2.4.2.1. *Milestones*

- New EU Senior Mission Leaders course (conducted under the aegis of the European Security and Defence College (ESDC), was conducted (Brussels/Bruges, 15-27 April 2012) with a view to preparing participants for senior roles within civilian and military CSDP missions and operations. Lessons will be drawn from the course before end 2012.
- Meeting of the Heads of Training serving in CSDP missions and operations and Training Providers, including ESDC, CEPOL, ENTRi and EUPST)¹⁹ took place on 7-8 May 2012 with a view to identifying gaps between training needs and training offers and finding solutions. Information on two training modules in Mentoring, Monitoring and Advising (MMA) will be prepared at strategic and operational level by end 2012-early 2013;
- Targeted training packages/modules/minimum standard training elements, developed with the support of Member States' training institutions and EU-level training actors such as ESDC and CEPOL) to be presented/finalized during 2012 on, i.a., MMA, Security Sector Reform, Human Rights, Gender and Child protection.
- Concept for pre-deployment training of international contracted staff to be presented during the second semester of 2012.

¹⁹ CEPOL = European Police College.
ENTRi = Europe's New Training Initiative for Civilian Crisis Management.
EUPST = European Union Police Services Training.

- Throughout the year 2012:
 - Systematic support in the area of training will continue to be provided through the ENTRi project (co-financed through the Instrument for Stability), whose training activities (both pre-deployment and specialist/thematic courses) aim to strengthen the capabilities of staff working in civilian crisis management missions, while at the same time fostering the interoperability and the harmonization of approaches to training.
 - EEAS will guide ESDC and CEPOL on their training activities relevant to CSDP civilian capabilities.

2.5. Actions concerning Lessons Learned

2.5.1. Incorporation of lessons learned and best practices

Lessons and best practices of civilian CSDP missions, lessons provided by Member States and from other actors should be integrated into civilian capability development at regular intervals.

Experience outside CSDP is relevant, such as the lessons from major international campaigns involving civilian/state-building efforts, in the same way that non-CSDP lessons are currently incorporated into EU military capability development through seminars organized by EDA.

Once the new civilian CSDP lessons learned and best practices structure is in place, notably the Lessons Management Group, the web portal and the database, yearly seminars (comparable to the lessons-learned seminars organized by EDA in the context of military capability development) will be held with Member States. The purpose is to transform lessons identified into lessons learned in the field of capability development by means of considering the lessons identified in relation to, i.a., the tasks list, the catalogue of standard job descriptions and any available plans for research and development.

A similar undertaking will be made in the area of CSDP training to reflect lessons identified to date in the training planned both at national and EU level, i.a. through agreed curricula.

The annual report on lessons and best practices in CSDP will contain information on progress made with the implementation of lessons in this regard.

2.5.1.1. *Milestones*

- Second semester 2012: Lessons-learned item in PSC for discussion, and tasking to working bodies for advice:
 - CSDP civilian lessons-learned and best-practices concept;
 - Lessons from CSDP support to Security Sector Reform (SSR);
 - First common civilian-military annual report (covering 2011) on lessons learned and best practices in CSDP;
 - Update on implementation of the CSDP Lessons and Best Practices Web Portal and the shared military (ELMA) and civilian (CiLMA) CSDP database for lessons learned.

- Early September 2012 (tentative): Lessons report on the move of the civilian CSDP mission EUJUST LEX into Iraq.
- July-September 2012: Information-gathering to scope work and request from Member States input on lessons learned and best practices, with a view to informing the lessons-implementation seminars and for inclusion on the web portal.

CALENDAR FOR 2012-2013

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Introduction of the Civilian Capability Development Plan												
Establishment of a List of generic civilian CSDP tasks					■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■
GOALKEEPER												
Meetings of GK Project Team	■	■		■	■	■	■					
Development work on GK applications	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■	■■■■■■

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Border Management Concept												
○ Information-gathering			■	■	■	■	■	■	■	■		
○ Revised border management concept submitted to MS												■
Civilian rapid-deployment concept												
○ Meeting to elaborate workplan for development of concept										■		

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Inventory of Member States' Capabilities												
Elaboration of framework arrangement with EGF										■		
Questionnaire to be sent to MS								■				
Analysis of MSs' replies										■■■■■	■■■■■	■■■■■

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Civ-Mil Synergies												
○ Assessment of methodology used and proposals for way ahead to be submitted to PSC (conclusion of initial implementation period that started in July 2011)							■					
Synergies with United Nations												
○ Joint EU-UN Seminar (tentative)										■		

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Strengthening ties between CSDP and FSJ actors												
<ul style="list-style-type: none"> ○ Identification of potential actions/deliverables ○ Presentation to CIVCOM & COSI SG for validation /orientation ○ Agenda item on CSDP civ cap for Ministers of Justice / Interior mtg 							■	■	■			
Presentation to PSC and COSI									■			
Exploration feasibility of propositions/potential actions									■	■	■	■
Civilian participation in EDA's Future Global Context workshop												
EDA Workshop on Science, Technology & Innovation							■					
EDA Workshop on Conflict & Security										■		

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
National strategies												
Fourth High-level seminar									■			
Report on MSs' progress												■
Bilateral consultations of EEAS with Member States' capitals							■	■	■	■	■	■
Training												
New EU Senior Mission Leaders course				■								
Meeting of the Heads of Training serving in CSDP missions and Training Providers					■							

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Targeted training packages/modules/minimum standard training elements to be presented/finalized				■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■
Concept for pre-deployment training of international contracted staff									■			
Systematic support through ENTRi	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■	■■■■■
Lessons learned and best practices												
○ Information-gathering							■■■■■	■■■■■	■■■■■			
○ Discussion of LL item in PSC									■			
○ Lessons report EUJUST Lex in Iraq									■			
○ Full operational capability for lessons and best practices portal									■			

2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Introduction of the Civilian Capability Development Plan												
Implementation of software for Civilian Capability Development Plan	■■■■■■■	■■■■■■■										
First reporting round according to new methodology						■■■■■■■						
GOALKEEPER												
Development work on GK applications	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■		
Presentation of finalized Goalkeeper system to Member States											■	
Inventory of Member States' Capabilities												
Test phase of Capabilities inventory using Goalkeeper-Registrar	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■		
Start of Capabilities inventory using Goalkeeper-Registrar											■■■■■■■	■■■■■■■

2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Strengthening ties between CSDP and FSJ actors												
<ul style="list-style-type: none"> ○ (continued) Exploration feasibility of propositions/ potential actions ○ Completion of actions of 12 priority lines of action 	■■■■■■■	■■■■■■■										
<ul style="list-style-type: none"> ○ Presentation of completed actions/deliverables to PSC/COSI; PSC/COSI ○ Implementation of 12 priority actions & devpt. of 15 other lines of action by Joint Expert Panels 			■■■■■■■									
National strategies												
Fifth High-level seminar							■ ■					
(continued) Bilateral consultations of EEAS with Member States' capitals	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■	■■■■■■■						