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From:	European External Action Service
To:	Committee for Civilian Aspects of Crisis Management
Subject:	Revised draft list of generic civilian CSDP tasks

Delegations will find attached document EEAS(2015) 654 REV 1.

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EUROPEAN EXTERNAL ACTION SERVICE

Crisis Management and Planning Directorate

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Title / Subject	**DRAFT LIST OF GENERIC CIVILIAN CSDP TASKS**
[Ref. prev. doc.]	**EEAS(2015) 654**

Delegations will find attached the draft List of generic civilian CSDP tasks to be agreed by CIVCOM.

DRAFT LIST OF GENERIC CIVILIAN CSDP TASKS

General rationale:

In 2012, building on the work conducted under the two Civilian Headline Goals, Member States agreed on a multi-annual civilian capability development plan (CCDP) as a lasting framework for civilian CSDP capability development.

From the outset, the civilian capability development followed the same planning methodology as the military, though both were put on separate tracks.

CCDP was modelled on the Capability Development Plan (CDP), which is managed by the European Defence Agency (EDA).

A List of generic civilian CSDP tasks (hereinafter the List) is one of the structural parameters underpinning the CCDP and is therefore indispensable for its implementation. The draft is circulated herewith as Annex 1.

The need to take the work forward to develop such a list was stressed also by the November 2013 and October 2014 Council Conclusions.

Aim:

Establishing such a List will contribute to a common understanding of generic tasks occurring in civilian CSDP throughout the whole mission cycle.

It will help civilian CSDP structures and Member States to identify capability requirements related to planning, conduct and overall support of civilian CSDP missions.

It will also facilitate the work on civilian-military synergies to maximize the efficient use of resources.

The List will play a central role in implementing the CCDP and be linked to the area of training and other important work strands in the field of civilian capability development.

Key principle:

Tasks included in the List are generic and organised around key functional areas that are independent from decision making procedures laid down in the crisis management procedures and from any chain of command considerations laid down in the Chain of command guidelines.

Organisation and conduct:

Delegations were circulated the document "List of generic civilian CSDP tasks – draft proposal for the workshop to take place on 17 April 2015" (doc. 7656/15) at the end of March 2015.

It was a joint CMPD/CPCC effort to encompass generic civilian CSDP tasks that can be expected to occur in every civilian CSDP mission, regardless of its mandate. It built on efforts from the two CHGs, while at the same time fully taking into account the growing body of operational experience from past and current civilian CSDP missions.

The draft proposal in Annex 1 is the result of the Workshop on generic civilian CSDP tasks that took place on 17 April 2015.

The proposed structure of the List adopts a similar approach to the one used in the military, where military generic tasks are organised in six capability development areas: command, inform, engage, protect, deploy and sustain, adapted however to civilian CSDP terminology where appropriate. Thus, in the proposed List, the generic civilian CSDP tasks are grouped in five capability clusters:

> - Under **COMMAND and CONTROL** there are generic tasks of initiating, conceiving, enabling, monitoring and directing missions across the chain of command.
> - The **ENGAGE and IMPLEMENT** cluster encompasses both aspects of mandate delivery, engagement with local authorities and with other relevant stakeholders.

- ➢ The **INFORM** cluster encompasses tasks of gathering, analysing and transmitting information to be well informed and to inform others.
- ➢ The **SET UP and SUSTAIN** contains generic tasks enabling a civilian CSDP mission from a practical point of view in particular for mission start-up, as well as sustainability of such efforts during the mission life time.
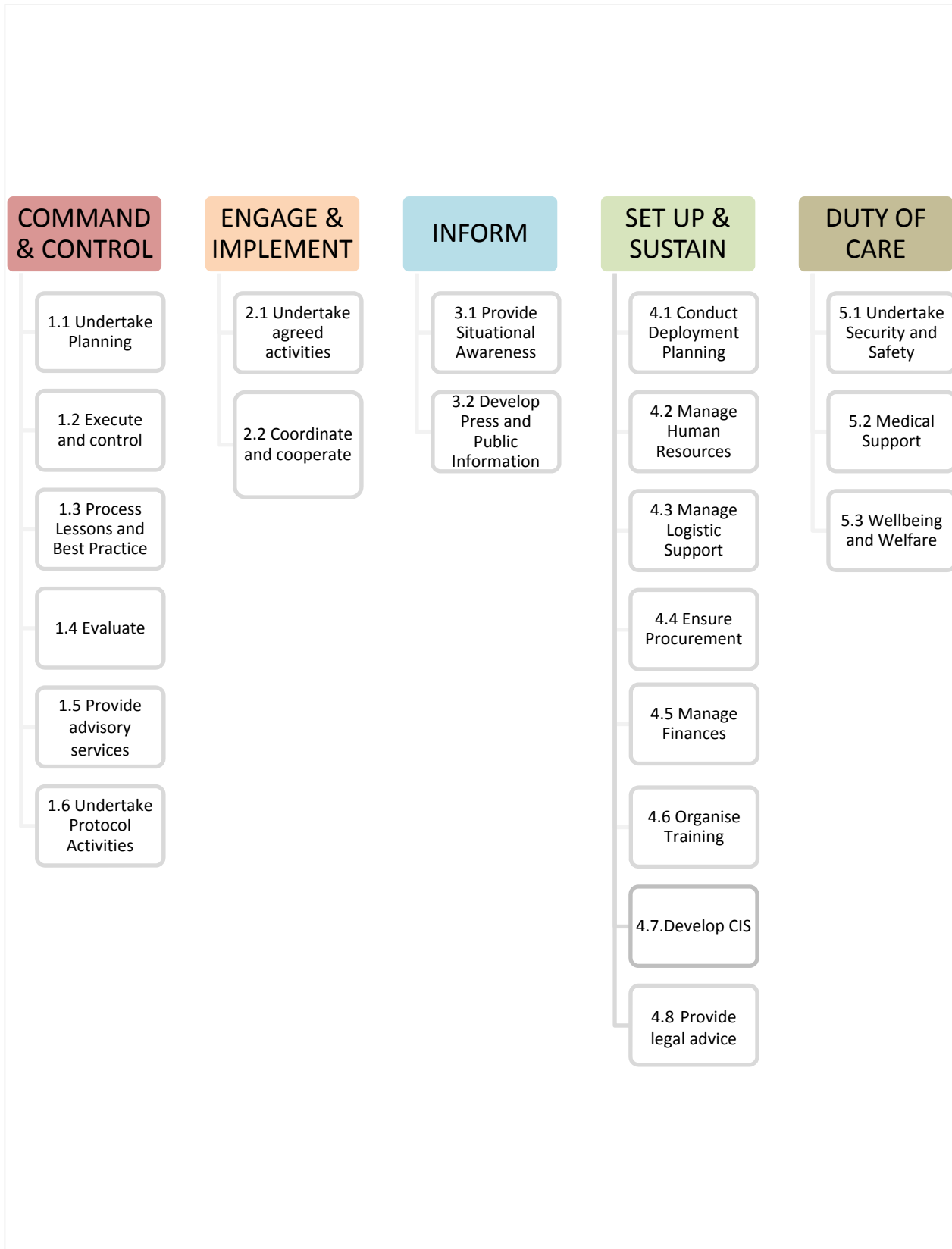- ➢ Under **DUTY OF CARE** there are generic tasks related to security, safety and well-being.

An explanation is provided for each of the tasks in the List.

Way forward:

The Committee for Civilian Aspects of Crisis Management (CIVCOM) is invited to endorse the proposed draft List of Generic Civilian CSDP tasks, with a view to its submission to PSC for notation.

The next step will be to prepare a Requirements List in order to identify what capabilities (personnel requirements, training requirements, equipment and guidelines and/or concepts etc.) are needed in order to fulfil the listed generic tasks.

Comparing what we need with what we have will already provide us a realistic picture of the extent to which the EU is able to address these tasks as well as any shortfalls identified.

1	**COMMAND & CONTROL**	**This cluster encompasses tasks for initiating, conceiving, enabling, monitoring and directing missions across the chain of command.**
	Generic Civilian Task	**Explanation of the task**
1,1	**Undertake Planning**	Planning is a process and a method, the purpose of which is to translate intent into actions, striving to keep a clear view of the objective from the outset and to stay faithful to the end to ensure its final success.
1.1.1	Undertake Political-Strategic Planning	The starting point in civilian CSDP planning is the development of the Crisis Management Concept (CMC) which builds, where applicable, on the Political Framework for Crisis Approach (PFCA). The CMC defines the political strategic objectives for CSDP engagement, describes the context and how the CSDP engagement links with other EU tools. It is carried out in close consultation with local authorities and subsequently adapted in order to ensure local buy-in. Identifying key local actors and interlocutors, mapping their intent and activities as well as transition strategy on how to exit from the CSDP mission need to be articulated from the start. CMCs serve as a framework and guidance for the subsequent operational planning of a mission. This task extends to the regular follow-up of missions. Strategic reviews periodically check whether the parameters of existing CMCs remain valid.
1.1.2	Undertake Operational Planning incl. Benchmarking and MIP	This task includes the process whereby guidance and framework received from the CMC are developed into the mission concept and mission design. The key question is the 'how' and 'what is needed' to achieve the objectives. There are numerous determining factors such as political, local buy-in and absorption capacity, logistical, legal, security, financial, human resources etc. Benchmarking and mission phasing are part of this task. Planning products are primarily the Concept of Operations (CONOPS) and the Operations plan (OPLAN). Operational planning informs about the mission set up (numbers of staff and staff profiles) and the logistical and financial set up. A Mission implementation plan (MIP) is developed by the mission, once established, detailing the mission activities in accordance with the defined lines of operation. All these planning documents are subject to review and are eventually complemented nearer to the mission closure with a transition strategy, where relevant.

1.1.3	Prepare the Budget (BIS)	This task is about the preparation of the mission budget in close coordination with mission operational planners and based on intensive research/fact finding with a view to the most cost-efficient approach.
1,2	**Execute and control**	This task is about initiating, enabling and monitoring mandate implementation towards the achievement of the mission objectives and is about exercising authority and direction over assigned and attached resources.
1.2.1	Undertake Reporting	This task is about the timely, accurate and concise regular and special reporting at each level of the chain of command (reporting to HoM / Mission HQ, HoM / mission to CivOpsCdr, CivOpsCdr to PSC / Council).
1.2.2	Carry out Analysis	This task is about supporting the planning and conduct of the mission with analysis as required, in close coordination with other actors.
1.2.3	Direct	This task is about giving direction to the mission where required.
1,3	**Process Lessons and Best Practice**	Lessons and best practice emanate from activities and, if taken on board, feed into improving future activities and the planning thereof.
1.3.1	Identify lessons and best practice and promote their implementation	For the purposes of civilian CSDP, lesson and best practice observations are captured from all relevant CSDP activities (missions, exercises, capabilities development) and from a variety of sources, such as strategic reviews, regular or special mission reports, impact assessments and experience from planning or other relevant processes such as exercises. They are analysed and fed into concepts, training and future planning and conduct of missions. Identification of best practice and knowledge transfer also takes place within missions.
1.3.2	Develop guidelines and concepts	This task implies the development of conceptual documents for mission planning and conduct, including the setting of standards and definitions.
1,4	**Evaluate**	Evaluation is the appraisal of the efficiency and effectiveness of missions, as well as missions' impact alongside the relevance and sustainability of their achieved results at a certain moment in time, taking due account of local buy-in and absorption capacity.
1.4.1	Undertake Internal Support Reviews	This task is about evaluating a mission ability to deliver on mandate implementation through integrated analysis.
1.4.2	Undertake Impact Assessments	This task is about evaluating the impact in the field and relevant attributions to CSDP engagements.

1,5	**Provide advisory services**	Mission command has to be supported by advice and assistance.
1.5.1	Provide Political Advice	This task is about providing political advice to the chain of command, including on conflict analysis.
1.5.2	Provide advice on Human Rights	This task is about providing the mission chain of command with advice on HR.
1.5.3	Provide advice on Gender issues	This task is about providing advice to ensure an integrated gender perspective throughout the entire mission life cycle.
1,6	**Undertake Protocol Activities**	Protocol implies the organisation and management of formal relationships by planning and coordinating the conduct of official visits according to established protocol rules.

2	**ENGAGE & IMPLEMENT**	**This cluster encompasses aspects both of mandate delivery, engagement with local authorities and with other relevant stakeholders.**
	Generic Civilian Task	**Explanation of the task**
2,1	**Plan and undertake agreed activities**	Mandate implementation is conducted through strengthening and/or substitution tasks in areas such as police, security and justice, border management and maritime security, or monitoring tasks in consultation with local authorities, including Parliaments. To this effect, missions use the MIP (mission implementation plan) to keep record of all related mission activities. The MIP has a number of dimensions: first of all, it is used as a management tool to assign tasks to mission members. As the mission evolves, the MIP is being regularly reviewed and updated. It informs mission reporting. Handling the MIP requires a clear understanding of planning, benchmarking and project type skills.
2.1.1	Undertake MMA activities, where applicable	The task of monitoring/mentoring/advising encompasses the transfer of knowledge via close, constant and constructive contact with host country entities with a view to help develop and improve performance of sustainable structures, organisations and processes and/or contribute to state and/or institution building.
2.1.2	Undertake training activities, where applicable	Training includes the identification of training requirements, the design of training curricula and audience, the organisation and conduct of training events and evaluation.
2.1.3	Undertake monitoring activities, where applicable	Monitoring tasks encompass the informed observation of a situation, for example following a peace agreement.
2.1.4	Undertake substitution activities, where applicable	Substitution tasks in civilian CSDP can encompass all fields of state competence in the area of Rule of Law, including police and judiciary functions, normally when host country structures have failed in their executive tasks or are non-existent, taking into account any Use of Force requirements.
2,2	**Coordinate and cooperate**	Civilian CSDP missions operate in a in a complex environment among many international and local stakeholders. They aim to avoid duplication and to seek synergies where applicable. In order to maximise the outcome and sustainability of mission activities.

2.2.1	Ensure coordination with EU actors	This task involves designing and setting up coordination and cooperation mechanisms as well as sharing information with relevant EU actors, including other CSDP missions/operations, EU Delegations, EUSRs, EU agencies and/or Member States.
2.2.2	Ensure coordination with other IC actors and partners	This task involves designing and setting up robust coordination and cooperation mechanisms as well as sharing information with other relevant stakeholders such as international organisations and bilateral partners.
2.2.3	Liaise with Civil Society Organisations	This task involves getting women and men from civil society on board by gaining their support for an inclusive process, seeking their advice where appropriate and receiving from them information that helps getting mission objectives on the national agenda and that helps securing national ownership. This implies coordination, outreach etc.

3	INFORM	This cluster encompasses tasks of gathering, analysing and transmitting information to be well informed and to inform others.
	Generic Civilian Task	**Explanation of the task**
3.1	**Provide Situational Awareness**	For the purposes of civilian CSDP, situational awareness underpins the planning and conduct of missions and allows the chain of command in its decision making. It is required for the necessary forward looking and anticipation of requirements, challenges and circumstances, and is also very relevant for security purposes.
3.1.1	Assess the Situation in the field	This task is about gathering, evaluating and analysing information received from various sources and providing situational awareness in the field. The analysis can be enhanced through good knowledge of the conflict dynamics, political developments, actors and processes, including from a gender and HR perspectives.
3,2	**Develop Media and Public Information**	This task is about providing media expertise and equipment to inform on mission activities, to create and sustain public support and to manage expectations.
3.2.1	Undertake Media and Public Information Activities	This task is about ensuring that the right information is communicated in the right way, also by using appropriate means/CIS, at the right time to the right audience, including opponents' opinions, in order to reach strategic communication goals.

4	SET UP & SUSTAIN	This cluster encompasses tasks enabling a civilian CSDP mission from a practical point of view in particular for mission start-up, as well as sustainability of such efforts during the mission life time.
	Generic Civilian Task	**Explanation of the task**
4,1	**Conduct Deployment Planning**	Deployment planning is the process encompassing mission personnel selection and actual deployment on the ground.
4.1.1	Organise Mission Establishment (posts and profiles)	This task is about identifying numbers and profiles of mission staff required as part of the operational planning process and during mission conduct where applicable. It implies the preparation of job descriptions.
4.1.2	Organise Mission staffing (selection)	This task is about launching calls for contributions and selecting staff taking into account agreed requirements.
4.1.3	Carry out Deployment (sequencing)	This task is about assisting the actual deployment of selected mission staff on the ground, including practical aspects and sequencing in accordance with agreed plans.
4,2	**Manage Human Resources**	Human resources management involves not only the handling of personnel files (selection, work regime and leaves, appraisal, salary and payment) but also management/direction of mission staff.
4.2.1	Manage Human Resources	This task is about the handling of mission staffing, including employment, performance and evaluation, as well as human resources policies.
4.2.2	Organise Staff rotation	This task is about mission staff rotation, its forecasting and management.
4,3	**Manage Logistic Support**	Logistics is the organisation of mission assets and resources. In its most comprehensive sense, it involves all aspects of integrated support functions such as: (i) design and development, acquisition, storage, movement, distribution, maintenance, modification, evacuation and disposition of materiel; (ii) transport of personnel; (iii) acquisition or construction, maintenance, operation, and disposition of facilities; (iv) acquisition or furnishing of services and; (v) Health and Medical (H&M) service support.
4.3.1	Organise Integrated Logistic Support	This task is about the identification and processing of necessary logistic support considerations that need to be integrated into the mission design.
4.3.2	Organise Logistics Resources	This task is about planning, acquiring and testing, where required, of equipment, personnel, supplies and services.

4.3.3	Organise Movement and Transportation (M&T)	This task is about planning, acquiring and testing mission movement and transport requirements, including infrastructure, organisation, facilities and equipment necessary for the deployment and movement of mission staff and assets.
4,4	**Manage Procurement**	Procurement encompasses the entire process of procuring goods and services for civilian CSDP missions in compliance with applicable EU procurement rules.
4.4.1	Prepare a Procurement Plan	This task is about the preparation of a plan that includes all assets and services that a civilian CSDP mission requires, including the timing and sequencing of tenders and the establishment of costs and other data required for the mission budget. Such a plan is updated throughout the life cycle of a mission.
4.4.2	Manage and implement mission procurement processes	This task is about ensuring that mission procurement is done in accordance with the agreed plan and resources allocated, in full compliance with applicable financial and procurement regulations as a means to contribute to mission effectiveness.
4,5	**Manage Finances**	Finance is the organisation of the mission budget in accordance with EU rules and regulations applying to the CFSP budget.
4.5.1	Set-up and Implement Financial Circuits and Processes	This task is about drafting standard operating procedures for financial circuit and ensuring that it is respected (including the payment of expenses and management of bank accounts).
4.5.2	Implement Accounting Controls and Systems	This task is about putting an adequate, safe accounting system in place, recording of eligible expenses in accordance with financial regulations and reconciliations.
4.5.3	Undertake Financial Reporting and Legal Obligations	This task is about preparing monthly financial reports for the Commission in accordance with obligations under the Financing Agreement and requires regular liaison with auditors.
4,6	**Organise Training**	Training is a crucial part of mission preparedness and efficiency. In complex and hostile environments civilian CSDP Missions often work in, tailored training based on the specific requirements in the Mission area also becomes part of the duty of care.
4.6.1	Identify Training Requirements and Develop Curricula	This task is about civilian CSDP training needs assessment. Gaps have to be regularly identified with a view to design targeted training for potential mission and HQ staff.

4.6.2	Organise Pre deployment Training	Pre-deployment training is a requirement for all staff (seconded or contracted) deployed to civilian CSDP missions. The related task is about developing training curricula and organising training that focuses on issues such as country specifics, mission mandate, mission context, chain of command and standards, SOPs, guidance, including on gender sensitivity.
4.6.3	Organise Induction	Induction encompasses both, Brussels-based induction organised by the CPCC for mission key personnel/core staff during mission start prior to deployment and induction in-mission for newcomers. The related task is about the organisation of such induction courses, their programming and programme content including country specifics, mission mandate and state of play, mission context, chain of command and standards, SOPs, guidance.
4.6.4	Organise In-mission Training	This task is about programming any in-mission training, including on gender sensitivity, for target audiences within a given mission based on a gap analysis.
4,7	**Develop CIS**	Communication and Information Systems are the assembly of equipment, methods and procedures, and if necessary personnel, organised so as to accomplish specific information requirements and processing functions in support of civilian CSDP missions and their entire chain of command.
4.7.1	Organise Command And Control System	This task is about identifying and organising the assembly of equipment, methods and procedures and, if necessary, personnel, that enable commanders and their staff to conduct command and control (Note: command and control systems encompass command and control communications systems, command and control information systems, sensors systems and communication facilities).
4.7.2	Organise Command and Control Communication System	This task is about setting up a communication system which conveys information between authorities for command and control purposes (Note: a Command and control communication system is complementary to Command and control information system and contrasts with C3 system.
4.7.3	Organise Command and Control Information System	This task is about setting up information systems, including archives, which support command and control.
4.7.4	Directing Configuration Management	This task is about technical and administrative direction and surveillance to the following activities: configuration identification and documentation, configuration control, configuration status accounting and configuration audit.

4,8	**Provide Legal Advice**	Legal advice in the context of civilian CSDP missions encompass the mission's legal basis, its international status, any contractual (services) and Human resources legal issues as well as the use of force.
4.8.1	Advise on the establishment of a SOMA	This task is about the negotiation with the host country and with the Council RELEX working group of a Status of Mission agreement. It involves liaison with operational planners.
4.8.2	Advise on the conclusion of contracts	This task is about the preparation of contracts that the mission will have to conclude, be it for services, financing or in the field of human resources. It involves the preparation and supervision of such contracts and any other legal advice needed.
4.8.3	Advise on the implementation of applicable Staff Regulations	This task is about advising on the implementation of the applicable staff regulations for all staff categories (seconded, international contracted, local contracted) as well as giving advice in dispute handling, court cases. The further development of staff regulations is also an implied task.
4.8.4	Advise on MOUs/Technical arrangements	This task is about legal advice for the drafting of MoUs and technical arrangements required by civilian CSDP missions.
4.8.5	Advise on Disciplinary Matters	This task is about legal advice on all issues related to the mission Code of Conduct and Discipline, including legal advice to the Deputy Head of Mission investigating disciplinary matters.

5	**DUTY OF CARE**	**This cluster encompasses tasks related to security, safety and well-being.**
	Generic Civilian Task	**Explanation of the task**
5,1	**Organise Security and Safety**	Missions require the identification and management of protective measures to ensure an operationally acceptable level of security and safety of personnel, assets (including premises, transport and communication), resources and information in the area of operation.
5.1.1	Develop mission-specific operating standards	This task is about defining the mission security management concept, including the security recommendations and the minimum security operating standards (CONOPS) as well as mission specific security operating standards (OPLAN).
5.1.2	Establish the Security Office	This task is about structuring and establishing the Mission Security Office, including recruitment of appropriate qualified personnel.
5.1.3	Undertake Security Risk Assessment	This task is about assessing the security situation, identifying threats, estimating risk levels and identifying appropriate mitigation measures.
5.1.4	Manage Security assets	This task is about identifying and prioritising security requirements in terms of equipment and services, including cost estimates and advice in related procurement process (technical specifications etc.).
5.1.5	Organise Security Training	This task is about defining security training needs, developing course curricula, courses organisation and evaluation.
5.1.6	Develop the Mission Security Plan (MSP)	The MSP describes the security arrangements for the daily activity of the mission as well as for emergency situations. The MSP contains Standard Operating Procedures, Contingency Plans, Emergency Evacuation and Relocation Plans. The MSP covers all elements for the security and safety of personnel, assets, resources and information.
5.1.7	Manage Information security	Protect sensitive or classified information against unauthorised disclosure, transfer, modification or destruction, whether accidental or intentional. Set up rules and procedures for handling sensitive and classified information.
5,2	**Organise Medical Support**	This task encompasses the identification of medical support requirements and the provision thereof. This includes disease prevention, medical evacuation, and rapid treatment of diseases, the injured and wounded. Establishing appropriate medical care measures, including appropriate insurance coverage and medical evacuation.

5.2.1	Organise Psychological Assistance	This task is about establishing professional capacities for psychological support of mission staff, including through peer support, related training and post-incident handling.
5,3	**Organise Wellbeing and Welfare**	This task is about ensuring that adequate capacities are in place that contribute to the wellbeing and welfare of mission personnel, for example sports and leisure facilities.

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