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Subject: Best practice guidelines - Coordination and cooperation between CSDP missions/operations, EU Delegations and EU Special Representatives

Delegations will find attached document EEAS(2016) 937.

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Title / Subject	Best practice guidelines – Coordination and cooperation between CSDP missions/operations, EU Delegations and EU Special Representatives
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Delegations will find attached the above document for information.

Best practice guidelines
Coordination and cooperation between CSDP missions/operations,
EU Delegations and EU Special Representatives

Background

Effectiveness of EU action requires coordination and cooperation among EU actors on the ground. The Annual 2014 CSDP Lessons Report identified the need to enhance such coordination and cooperation (Key Lesson 2014.5): “*The EEAS should consider ways to improve coordination and cooperation between EU delegations and CSDP missions, inter alia in regard to mission relocation, SOMA and understanding of CSDP*”.¹ In subsequent discussions in the Political and Security Committee and in the relevant Council working groups, Member States indicated that such coordination and cooperation should extend also to other EU actors including EU Special Representatives.² The need for more regular and systematic interaction between EU delegations and CSDP missions/operations was also highlighted by the April 2015 Joint Communication on Capacity building in support of security and development and by the relevant Implementation plan.³

In September 2015, the EEAS asked EU delegations in countries where CSDP missions and operations are located to report jointly with CSDP missions and operations about coordination and cooperation. Delegations sent their inputs to Brussels. The best practice from EU Delegations and from CSDP missions and operations was discussed by the CSDP Lessons Management Group, which includes both EEAS and Commission services, and informed the guidelines that are set out below. These guidelines are grouped by areas of activity.

¹ EEAS(2015) 256 of 23.2.2015, p.14

² CIVCOM advice on the Annual 2014 CSDP Lessons Report, 7727/15 of 1.4.2015; PMG recommendations 7553/15 of 26.3.2015, p. 3.

³ JOIN(2015) 17 final of 28.4.2015, p.10 and EEAS(2015) 1586 of 10.11.2015, p. 9.

1. General coordination

- 1.1. The EU Delegation, and the Head of Delegation in particular, is the focal point of EU presence in third countries and should – at that level - play a central role in delivering and coordinating EU dialogue, action and support. However, Heads of EU Delegations should respect the autonomy of CSDP missions/operations within their CSDP mandates.
- 1.2. Heads of CSDP missions/operations⁴ and EUSR or their senior resident staff should be invited to participate in regular EU Heads of Missions meetings as is already common practice.
- 1.3. It is beneficial for Heads of EU Delegations, Heads of CSDP missions/operations and EUSR if applicable to meet and coordinate in advance of EU Heads of Missions meetings. These meetings help share information on recent activities and prepare the EU HoMs meeting.
- 1.4. It is also beneficial for CSDP mission/operation and EUSR staff to participate in any regular meetings of EU heads of Political Sections and for CSDP mission/operation staff to participate in EU heads of Cooperation Section when any projects related to security are discussed.
- 1.5. EU Delegations, CSDP missions/operations and EUSR should regularly share reports about their respective activities. Where reports cannot be shared electronically in a secure way, they should be shared in a paper version in accordance with the EU document security rules.⁵
- 1.6. Heads of CSDP missions/operations should be invited to take part in regular video-teleconferences between EU Delegations and Brussels HQ.

2. Mutual advice

- 2.1. The Head of the EU Delegation gives local political guidance to CSDP missions/operations. He/she will work in close consultation with the EUSR where applicable.

⁴ In this document, "Head of mission/operation" shall mean Head of Mission for civilian missions, Mission Commander for military missions, and both Operation Commander and Force Commander for military operations.

⁵ Decision of the High Representative of the Union for Foreign Affairs and Security Policy of 19/04/2013 on the security rules for the European External Action Service, HR(DEC)2013 006.

- 2.2. Where appointed, a EUSR will provide local political guidance to a CSDP mission/operation within his/her specific role and responsibilities.
- 2.3. Within their means and capabilities, CSDP missions/operations may provide technical advice to EU Delegations and vice versa in their fields of competence within their respective mandates.

3. Relations with the host country authorities

- 3.1. The EU Delegation is the main interlocutor of the host country authorities. CSDP missions/operations should consult the EU Delegation in advance of contacts with host country authorities at ministerial level or equivalent.

4. Donor coordination in the field of security

- 4.1. Depending on the local conditions, donor coordination meetings in the field of security can be organised by the EU Delegation or by a CSDP mission under the umbrella of the EU Delegation.

5. Coordination of activities

- 5.1. All EU actors should coordinate their activities. They should exchange information on any proposed project in fields of shared competence from the early stages of planning and identification.
- 5.2. EU Delegations, EUSR and CSDP missions/operations should explore operational cooperation in particular on human rights and gender, as is already the case in some countries.

6. Reporting

- 6.1. CSDP missions/operations should contribute to EU Delegation reporting in their fields of competence.

7. Press and information

- 7.1. Under the local political guidance of the EU Delegation, all EU actors in one country should broadcast coordinated public messages.
- 7.2. On CSDP-related matters, Master Messages approved by Member States are to be taken into consideration when available.
- 7.3. The EU Delegation and the other EU actors in the country should pool their media monitoring resources whenever feasible and produce integrated press reviews on issues of common concern.

8. Monitoring of the security situation

- 8.1. EU Delegation, CSDP missions/operations and EUSR should strive for joint monitoring of the local security situation for instance through a joint analytical cell or through synchronized reporting.

9. Administrative and logistical support

- 9.1. EU Delegations and CSDP missions/operations may benefit from each other's administrative and logistical support as needed based on local conditions and within their means and capabilities.
- 9.2. With the downsizing of a CSDP mission, upon authorization from the competent EU authorities the surplus of equipment could be transferred to local EU actors taking into account the operational needs of other CSDP missions/operations.
- 9.3. Given the limited capacities of a CSDP mission/operation in the initial phase, the EU Delegation should provide support, including on administrative aspects, to Fact-Finding Missions (FFM), Technical Assessments Missions (TAM) and Core Teams and facilitate contacts with local authorities as required, in particular in the context of the negotiation of a Status of Mission Agreement (SOMA)/Status of Forces Agreement (SOFA).

10. Transition

- 10.1. When a CSDP mission/operation downsizes before it ends and when part of its tasks are taken over by the EU Delegation, mission/operation and Delegation should meet local stakeholders together in order to mitigate any loss of momentum and ensure an appropriate transfer of know-how.
 - 10.2. The Head of Delegation should play a leading role in local coordination of the transition from a CSDP mission/operation to another EU tool.
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