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To:	Political and Security Committee (PSC)
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## EUROPEAN EXTERNAL ACTION SERVICE



Peace, Partnerships and Crisis Management

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## CONTENTS

<b>REFERENCES</b> .....	3
<b>1. INTRODUCTION</b> .....	4
<b>2. POLICY FRAMEWORK FOR CSDP TRAINING</b> .....	6
<b>3. CSDP TRAINING ARCHITECTURE</b> .....	9
3.1. Member States .....	9
3.2. EEAS and ESDC .....	11
3.3. FPI funded training projects .....	13
<b>3.4. Other relevant stakeholders and partners</b> .....	15
<b>4. STATE OF PLAY ON IMPLEMENTING THE EU POLICY ON TRAINING FOR CSDP</b> .....	16
4.1. CSDP Training Programme .....	16
4.2. Training Requirement Analysis Process .....	20
4.3. Quality Assurance .....	24
4.4. Financing CSDP training .....	25
<b>5. CONCLUSIONS AND WAY AHEAD</b> .....	26
<b>ANNEXES</b> .....	28
<b>ANNEX 1: ALL TRAINING AREAS AND DISCIPLINES (INCLUDING TRA:S, CCT:S and DL:S)</b> .....	29
<i>Civilian Training Areas (CTA) and Civilian Coordinators for Training (CCT)</i> .....	29
<i>Military CSDP Training Disciplines (MTD) and Discipline Leaders (DL)</i> .....	32
<b>ANNEX 2: CSDP TRAINING PROGRAMME 2022/2023</b> .....	35
<i>Civilian Training Areas</i> .....	35
<i>Military CSDP Training Disciplines</i> .....	36
<b>ANNEX 3: UPDATE ON THE KEY ACTIONS TO SUPPORT THE IMPLEMENTATION OF THE CSDP TRAINING POLICY</b> .....	38
<i>Member States</i> .....	38
<i>CSDP missions and operations</i> .....	50
<i>ESDC</i> .....	51
<i>Civilian Coordinators for Training and Military Discipline Leaders</i> .....	52
<i>FPI funded training projects</i> .....	53

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## 1. INTRODUCTION

On 17 November 2003, the Council approved the first *EU Training Policy in European Security and Defence Policy (ESDP)*, to foster the development of a European security culture under then ESDP, encompassing both civilian and military dimensions. The current *EU Policy on Training for CSDP* was adopted in 2017 by the **Foreign Affairs Council**.<sup>1</sup> It focuses on clarifying priorities for the training of professionals directly involved in Common Security and Defence Policy (CSDP), whether in national capitals, Brussels, or in CSDP missions and operations, **noting that proper training is key for effectiveness, which is an essential requirement for CSDP**. The policy also underlines that training for CSDP should promote EU principles, pursue the objectives set out in Articles 3 and 21 of the Treaty on European Union, reflect the developments within EU policies, such as the EU Global Strategy, Integrated Approach to External Conflicts and Crises, the Strategic Compass for Security and Defence and the Civilian CSDP Compact and be adaptable to new security challenges.

The CSDP training architecture has evolved, both at the policy level, but also in practical implementation, such as the establishment of the EU Civilian Training Group (EUCTG)<sup>2</sup> in 2018, following that of the EU Military Training Group (EUMTG) in 2014<sup>3</sup>. It also encompasses the launch of the ongoing Training Requirement Analysis (TRA) process in 2019 also on the civilian side and subsequently finalising multiple TRA reports, conducted to identify the training requirements for civilian areas and military disciplines. The *Implementing Guidelines for the EU Policy on Training for CSDP*<sup>4</sup> were revised in 2022, launching the CSDP Training Programme, hosted in the online tool Goalkeeper-Schoolmaster that was completely revised during 2022-2023. Moreover, the only EU entity dedicated to CSDP training, the European Security and Defence College (ESDC), has significantly expanded its activities in the recent years, based on the requests from Member States and the needs of the CSDP missions and operations.

As agreed by the Council in the revised Implementing Guidelines, it is necessary to periodically assess the overall CSDP training architecture, providing the basis for the revision of the CSDP Training Policy and the CSDP training architecture, as needed, in order to deliver efficient CSDP training ensuring that properly trained staff is available to the CSDP missions and operations. The **aim of this Comprehensive Assessment Report on Training for CSDP (CART)** is to assess the implementation of the CSDP training policy, including the effectiveness and efficiency of the CSDP Training Programme, in order to take stock of the state of play and provide information on the way

<sup>1</sup> EU Policy on Training for CSDP, doc. ST7838 2017 INIT, 3 April 2017.

<sup>2</sup> See Terms of References for EUCTG (doc. ST 12312 2018 INIT, dated 20 September 2018).

<sup>3</sup> See Terms of References for EUMTG (doc. ST 14695 2018 INIT, dated 23 November 2018).

<sup>4</sup> Doc 11437, 15 July 2022.

ahead. The CART addresses training from a political-strategic perspective and at the training architecture levels, not individual trainings or courses. **The objective of the CART is to constitute the basis for informing the decision making to steer the overall CSDP training**, serving as the background document for the envisioned changes within the CSDP training architecture during 2024-2025.<sup>5</sup>

This assessment report is a joint effort with all the relevant stakeholders in the CSDP training architecture. It is based on the input provided by the key stakeholders: Member States and their training providers<sup>6</sup>; the European External Action Service (EEAS), including the Peace, Partnerships and Crisis Management Directorate – PCM (former ISP), Security and Defence Policy Directorate – SECDEFPOL, the Civilian Planning and Conduct Capability – CPCC, the EU Military Staff – EUMS and the Military Planning and Conduct Capability – MPCC, the ESDC<sup>7</sup>, as well as relevant Justice and Home Affairs (JHA) actors and agencies, including the European Union Agency for Law Enforcement Training (CEPOL). Other relevant stakeholders such as the Service for Foreign Policy Instruments (FPI) of the European Commission have also contributed.

The report addresses the key areas of interest in relation to implementing the EU policy on Training for CSDP. Each chapter first outlines the state of play, followed by an assessment based on the lessons process conducted with the Member States, as well as the EEAS analysis. Moreover, a key issue is outlined when appropriate.

The report first provides an outlook on the policy framework for CSDP training (Chapter 2), followed by an overview of the main elements of the CSDP training architecture (Chapter 3), and the state of play on implementing the EU Policy on Training for CSDP (Chapter 4). Annex 1 provides the updated list of civilian training areas and military disciplines, including also the contact details for the relevant focal points. Annex 2 includes the statistics from the CSDP Training Programme 2022/2023 and Annex 3 an update on the key actions to support the implementation of the CSDP Training Policy, as

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<sup>5</sup> To enable this, EEAS provided a draft *EUCTG-EUMTG Strategic Guidance on CSDP training* (doc. WK 14367/2023 INIT, dated), a novel document discussed in the first joint EUCTG and EUMTG meeting organised on 13 November 2023. Subsequently, the EUCTG and EUMTG were asked to agree on the Strategic Guidance (doc. 16281/23, dated 30 November 2023), which were then together with the CART submitted to the Political and Security Committee (PSC) for endorsement, functioning as the overall steering document for CSDP training. The Strategic Guidance is building on the CART that has also been adjusted based on the discussion in the joint meeting, and is meant to be read in conjunction.

<sup>6</sup> A lessons process was conducted during the fall 2023 by EEAS, with the support of the European Centre of Excellence for Civilian Crisis Management, CoE (<https://www.coe-civ.eu/>), and a questionnaire was circulated to all Member States via the Council channels (the EUCTG and the EUMTG). In total, 22 responses (15 from the civilian side and 7 from the military side) were received on time. In total of 32 responses were received, 20 civilian and 12 military.

<sup>7</sup> The draft ESDC Annual Report 2022-2023 was not available in the time of drafting this report (October 2023) due to different timelines in the drafting processes, but was utilised in finalising this report. Aligning the drafting processes of these two interlinked reports would be beneficial in the future.

originally outlined in the revised 2022 Implementing Guidelines. The Guidelines remain valid to a large extent and should be read in parallel with this report, providing further details on the specificities of CSDP training.

## **2. POLICY FRAMEWORK FOR CSDP TRAINING**

The *EU Policy on Training for CSDP* and its respective *Implementing Guidelines*, as well as the *CSDP Training Programme*, lay the foundation for the CSDP training architecture and are kept under regular review.<sup>8</sup> The *Implementing Guidelines for the EU Policy on Training for CSDP* were drafted in parallel with the policy in 2017<sup>9</sup>, defining the responsibilities, chain of command, workflow and decision making processes for CSDP training architecture. In 2019, both training formations provided strategic guidance on their respective sides<sup>10</sup>, with the aim of contributing to the framework for the overall functioning of the CSDP training architecture, including the TRA process, as well as other relevant processes and responsibilities. In 2022, the *Implementing Guidelines*<sup>11</sup> were revised, outlining the CSDP training architecture and current state of play of CSDP training. Moreover, they provide guidance to Member States and relevant training providers on the CSDP training cycle and training requirements, as well as identify key actions to support the implementation of the CSDP Training Policy. With the revised Implementing Guidelines, a joint civilian-military CSDP Training Programme was launched, hosted in the online portal Goalkeeper Schoolmaster (see Chapter 4.1) and managed by EEAS (PCM.1).

Several Council Conclusions, most recently those of December 2021<sup>12</sup>, 2022<sup>13</sup> and 2023<sup>14</sup>, have reiterated the importance of training for civilian CSDP missions and called for increasing synergies with capability development in the framework of the Civilian CSDP Compact. CSDP training is an integral part of both civilian and military capability development.

In the Civilian CSDP Compact (Compact) of May 2023<sup>15</sup>, the Member States committed themselves to an ambitious plan to further develop CSDP training and to ensure that all international experts and other mission personnel receive training in line with the revised *EU Policy on Training for CSDP* and

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<sup>8</sup> Art 7, EU Policy on Training for CSDP.

<sup>9</sup> Doc. 5199/1/17 REV1, dated 17 January 2017 (replaced with the revised guidelines in 2022).

<sup>10</sup> EUCTG Strategic Guidance on CSDP Civilian Training, doc. ST 10345 2019 INIT, 16 June 2019; EUMC Strategic Guidance on CSDP Military Training, doc. ST 7355 2019 INIT, 11 March 2019.

<sup>11</sup> Doc 11437, 15 July 2022.

<sup>12</sup> Art 5.c, Council Conclusions on the Civilian CSDP Compact, doc. 15682/22, dated 12 December 2022.

<sup>13</sup> Art 7.c, Council Conclusions on the Civilian CSDP Compact, doc. 14740/21, dated 13 December 2021.

<sup>14</sup> Art 12, the forthcoming 2023 Council Conclusions on Civilian CSDP, doc 16128/23.

<sup>15</sup> Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, doc. 9588/23, dated 22 May 2023.



the CSDP Training Programme, including identified requirements, building on the role of the ESDC. While the Compact is civilian in nature, CSDP Training Policy covers both civilian and military CSDP and the implementation of both the Compact and the policy requires extensive coordination and cooperation between both sides.

The Commitment 18 in the Compact entails a revision of the CSDP Training Policy. Moreover, the Compact requires setting up a quality assurance mechanism for CSDP training, including the development of standard training materials and training paths<sup>16</sup>, the assessment of the long-term impact of training given, as well as the elaboration of a certification mechanism for pooled and shared CSDP training. In addition to this specific commitment, the Compact includes a number of other references to training, including in the areas of climate change, increased contribution to civilian CSDP, safe and inclusive working environment, multilateral cooperation as well as civilian-military cooperation.

#### EEAS Assessment

**Key issue:** *The key documents defining the roles and responsibilities of the EEAS and the ESDC in the area of CSDP training, the EU Policy on Training for CSDP and the ESDC Council Decision respectively, are not reflecting the evolution of the CSDP training architecture. Moreover, implementing the policy should be further improved, including streamlining the complex training cycle.*

*As concluded in the revised Implementing Guidelines, and supported by many Member States' answers to a PCM.1 questionnaire during fall 2023, the overall EU Policy on Training for CSDP remains valid but its implementation could be improved. However, it does not yet consider the elements such as the TRA process or the joint CSDP Training Programme. Moreover, the roles and responsibilities could benefit from clarification, including those of the ESDC and the EEAS, including in terms of coordination and pooling and sharing. Also, the roles of the EUCTG and the EUMTG are not mentioned at all. They are further outlined in the respective Terms of References, as well as the revised Implementing Guidelines. Furthermore, the MS have called for more interaction with regard to lessons and best practices, as well as for further support to pooling and sharing of resources.*

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<sup>16</sup> Developing standard training paths to different civilian staff categories (e.g. leadership personnel, operational staff, security staff, admin staff) will be one of the first deliverables of the new Compact in the area of training. This means outlining the mandatory and recommended training for different staff categories, which will support Member States in preparing their staff to missions. Moreover, it can support the CPCC and the missions to require/recommend certain trainings in their call for contributions. The training paths can also provide basis for drafting the standard training materials and support linking recruitment with training and eventually enable determining the annual need for training in different categories



*Member States concluded a review of ESDC activities through a feasibility study during 2020-2021. In line with Article 25 of the ESDC Council Decision, the next review of the training and education activities of the ESDC will begin no later than 20 October 2024, at the initiative of the Head of the ESDC, in consultation with all stakeholders. The current ESDC Council Decision<sup>17</sup> dates back to 2020. While the Council Decision does not contain a mandatory deadline for a substantial revision, the ESDC mission, objectives and tasks need to reflect the overall developments within the CSDP training architecture, as outlined by the Member States in the EU Policy on Training for CSDP. The discussions on the revision of the policy, led by the EEAS, in consultation with the ESDC, before the formal proposal of the HR to the Council, provide a frame and opportunity to revise both the policy and the ESDC mandate in parallel, ensuring clear roles and responsibilities, as well as consistency in the CSDP training architecture. Hence, the (forthcoming) revision the ESDC Council Decision should take due account of the EU Policy on Training for CSDP as well as the overall CSDP training architecture.<sup>18</sup>*

*The strategic guidance provided separately by the EUCTG and the EUMTG lays out a complex cycle for the overall CSDP training<sup>19</sup>, with different roles and responsibilities between Member States, the training institutions, the relevant EU entities (the EEAS and the ESDC), the Civilian Coordinators for Training (CCT), the Military Discipline Leaders (DL) and other relevant stakeholders, including FPI funded training projects. The process, as well as the roles and responsibilities, including at the policy level, could be further clarified as appropriate, making the cycle more effective and streamlined.*

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<sup>17</sup> Council Decision(CFSP) 2020/1515 establishing a European Security and Defence College, and repealing Decision (CFSP) 2016/2382, ([OJ L 348, of 20.10.2020, p. 1](#)).

<sup>18</sup> As per Article 5(3) of the Council Decision 2020/1515, the ESDC works under the overall responsibility of the High Representative of the Union for Foreign Affairs and Security Policy ('HR'). As per Art 30 of the Treaty of the European Union, the HR may submit to the Council proposals in matters of Common Foreign and Security Policy. In fulfilling his mandate, the HR is assisted by the EEAS.

<sup>19</sup> The CSDP training cycle is an iterative process, consisting of four phases: planning, conduct, evaluation and assessment. See a more elaborate description on the different phases under Chapter 5.1 of the Implementing Guidelines.

<sup>19</sup> See respective ToRs (EUCTG para 27, EUMTG para 19.1). See also e.g. Chapter 7.1, Implementing Guidelines.

### 3. CSDP TRAINING ARCHITECTURE<sup>20</sup>

#### 3.1. Member States

The training of personnel for CSDP missions and operations is primarily the responsibility of Member States, with each of them preserving full discretion with regard to the organisation of their own training system. The overall training architecture for CSDP training is a shared responsibility between the Member States, EU institutions and dedicated bodies.<sup>21</sup> Member States have different training architectures: some have one dedicated training entity in both civilian and military sides for all experts, others have multiple training centres for specific areas of expertise, and there are some with no dedicated CSDP training architecture at all. Member States pool and share resources bilaterally as well as through ESDC and the FPI funded training projects. Some Member States have a mandatory training path prior to deployment, including basic training, Pre-Deployment Training and Hostile Environment Awareness Training (HEAT) when required. Most of the Member States indicated that at least Pre-Deployment Training (PDT) is a prerequisite prior to deployment.

The EUCTG and the EUMTG are the configurations of the Council preparatory bodies of the Committee for Civilian Aspects of Crisis Management (CIVCOM) and the EU Military Committee (EUMC) Working Group/Headline Goal Task Force (EUMCWG/HTF) respectively for the systematic process of managing CSDP training at large, including the training requirements for their respective training areas and disciplines, under the overall supervision of the PSC. They provide a platform to discuss and give overall guidance on CSDP training. Supported by the EEAS and the ESDC, they should discuss jointly issues of common interest, including the assessment of the implementation of the *EU Policy on Training for CSDP* and the *CSDP Training Programme*, as well as potentially common civilian and military training requirements. Moreover, the EUCTG and the EUMTG shall explore opportunities for pooling and sharing training expertise among Member States.<sup>22</sup>

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<sup>20</sup> Art 31, EU Policy on Training for CSDP: ‘A European training architecture provides an agreed framework for all stakeholders, covering existing CSDP training systems and practice, defining different types of training and the CSDP training audience. The training architecture is to foster alignment in training standards and methodologies, thereby contributing to operational effectiveness.’

<sup>21</sup> Art 28-29, EU Policy on Training for CSDP.

<sup>22</sup> p. 10-11, *Implementing Guidelines*, doc. 11437/22, 15 July 2022.

EEAS Assessment

**Key issue:** While the EUCTG and the EUMTG have the responsibility to steer the CSDP training overall, a process to achieve this has not existed.

*Between 2020-2022, less than 5% of seconded international staff within the civilian missions did not receive any PDT.<sup>23</sup> The number for contracted staff was 25%. For both staff categories, 8% had not attended any HEAT training prior or during deployment.<sup>24</sup> According to the EU Policy on Training for CSDP and the Implementing Guidelines, both HEAT and PDT trainings are mandatory. In the EU context the responsibility to ensure adequate training, corresponding to the needs of a given mission or operation, rests with the contributing authorities, but also the chain of command<sup>25</sup> Consequently, both the Member States and the CSDP missions need to ensure that that all staff have been properly trained.*

*One aim for the questionnaire to Member States in autumn 2023 was to map the national CSDP training architectures. The National Training Experts (NTEs) were asked to facilitate discussions at national level between relevant stakeholders and multiple actors, as envisioned especially on the civilian side.<sup>26</sup> On the military side, there are currently no NTEs embedded in EUMTG, however, MS training experts are invited in support when the situation requires it. The EEAS is aiming to engage the NTEs more and has established a direct line of communication to NTEs.*

*Both the EUCTG and the EUMTG have met regularly, mainly in relation to the TRA process. However, until November 2023, there has been no joint meeting, although the Terms of References of both formations foresee a regular coordination.<sup>27</sup> The Implementing Guidelines envision a broad role for the two configurations as the recognised bodies for the systematic process of managing CSDP training at large, including the training requirements for their respective training areas and disciplines, under the overall supervision of the PSC.<sup>28</sup> To lay the ground for the necessary changes in the CSDP training architecture during 2024-2025, including the revisions of the EU Policy on Training for CSDP and the proposed revision of the ESDC Council Decision (which is a regular exercise to revise the overall functioning of the ESDC), the Chairs of CIVCOM and EUMCWG/HTF*

<sup>23</sup> Currently there is no mechanism for quality assurance, including for standardisation and certification (see Chapter 4.3). As such, received PDT can range from a short briefing to a week long course.

<sup>24</sup> Based on the CPCC Report on the results of the survey on Pre-Deployment Training (PDT) and Hostile Environment Awareness Training (HEAT) and In-Mission Training, EEAS CPCC/TU/mc(2023)3741312, Brussels, 5 April 2023. The reporting period was between 1 Jan 2020 until 1 Dec 2022.

<sup>25</sup> Art 24-26.

<sup>26</sup> Art 14, EUCTG ToR, doc. 12312/18, dated 20 September 2018: NTEs shall facilitate the exchange of information with their respective line ministries to assist in identifying expertise and establishing relevant links within their respective national civilian CSDP training community.

<sup>27</sup> See the ToRs for EUCTG (Art 17) and EUMTG (Art 9-10).

<sup>28</sup> p. 10, doc 11437, 15 July 2022.

*decided to organise the first joint meeting on 13 November 2023, with the support of the EEAS (PCM.1, EUMS, CPCC) and the ESDC Secretariat. The objective of the meeting was to provide overall guidance to CSDP training, based on the novel 'EUCTG-EUMTG Strategic Guidance on CSDP Training' as well as the draft CART, finalised after the meeting. This first meeting provided useful insights. Member States appreciated the joint approach and urged for more regular meetings, annually or as appropriate, to provide overall strategic guidance on CSDP training and to assess the progress in the implementation of the EU Policy on Training for CSDP implementation, annually or as appropriate. A joint meeting should take place at least when a CART is drafted, together with a discussion on EUCTG-EUMTG Strategic Guidance on CSDP training.*

### **3.2. EEAS and ESDC**

To support, facilitate and complement the training activities provided by Member States and training institutions, the EEAS provides basic guidelines and procedures covering the training cycle. Whereas the civilian and military sides of CSDP have different training cycles and different procedures, they have an overall shared objective: **to deliver efficient CSDP training ensuring that properly trained staff is available to CSDP in all levels (political-strategic, strategic, operational or tactical), whether in national capitals, EU institutions or in CSDP missions and operations.**

The creation of the **ESDC** in 2005 aimed at streamlining training efforts of Member States, enable pooling and sharing of resources, as well as avoiding duplications. The ESDC mission is to provide, under the overall responsibility of the High Representative, training and education in the field of the CSDP in the wider context of the Common Foreign and Security Policy (CFSP) at European level in order to develop and promote a common understanding of CFSP and CSDP among civilian and military personnel and to identify and disseminate best practices in relation to various CFSP and CSDP issues through its training and education activities.<sup>29</sup> Since training is a Member State responsibility, the ESDC was set up as a network between national institutes, colleges, academies and institutions within the EU, bringing together civilian and military training entities dealing with security and defence policy issues, as identified by Member States.<sup>30</sup> Through this network, members are conducting the training offered under the auspices of the ESDC.

<sup>29</sup> Art 2, COUNCIL DECISION (CFSP) 2020/1515 establishing a European Security and Defence College, and repealing Decision (CFSP) 2016/2382, L 348/2, dated 19 October 2020.

<sup>30</sup> The ESDC secretariat and its Head are formally engaged/employed as staff of the EEAS but only for the purpose of their secondment to the ESDC under Article 15(1) of the Council Decision 2020/1515 where they shall perform their tasks in accordance with the provisions of that Decision, especially Articles 11 and 12 thereof which inter alia foresee that "[t]he Head shall be accountable to the Steering Committee for his or her activities". In addition, under Article 15(2)

The **ESDC Steering Committee** is the decision making body of the ESDC responsible for the overall coordination and direction of the ESDC, including training and education activities. In line with Article 9(3) of the ESDC Council Decision, the Steering Committee is chaired by a representative of the High Representative of the Union for Foreign Affairs and Security Policy (HR) who has appropriate experience.<sup>31</sup> The role of chair does not entail a right to vote. The role of the ESDC steering Committee, as part of the ESDC structures, should not be confused with the EUCTG and EUMTG, which operate within the Council. The Steering Committee decisions are supported by an **Executive Academic Board** (EAB) that ensures the overall quality and coherence of ESDC training activities. The role of the EAB is to ensure that the training activities remain in line with policy developments and their delivery – including curriculum development, content and methodological approach – and that they reflect the highest possible standards. Furthermore, the ESDC has a **Secretariat** that supports the Head of the ESDC, and - through the Head of the ESDC - the Steering Committee, as well as the EAB, in the fulfilment of their tasks. Not all CSDP training providers are members of the ESDC, although all Member States have at least one network member. The ESDC is the only EU entity dedicated to CSDP training and therefore holds a key role within the CSDP training architecture.

#### EEAS Assessment

**Key issue:** *The roles and responsibilities of the EEAS and the ESDC are not aligned with the current overall CSDP training architecture.*

*The overall roles and responsibilities of the EEAS and the ESDC in the area of CSDP training are outlined in the CSDP Training Policy<sup>32</sup>, articulated in accordance with the ESDC in the Council Decision 1515/2020. Currently the policy entails a coordinating role for the ‘EEAS entity in charge for CSDP training’ to act as the focal point of training for CSDP. The EEAS (PCM.1) is responsible for coordinating the policy implementation with Member States as well as for ensuring cooperation and collaboration within the EEAS through the EEAS CSDP Training Working Group (established in 2021). It also develops policy recommendations (such as Council Conclusions and training-relevant input for the Civilian CSDP Compact), monitors and reports on the policy implementation. The EEAS, who shall assist the High Representative under Article 27(3) TEU, has a clear role to*

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of the Council Decision 2020/1515, the EEAS is providing administrative support to the ESDC as agreed in the Service Level Agreement.

<sup>31</sup> Traditionally, this role has been fulfilled by the Deputy Head of Division of PCM.1 Directorate of the EEAS. The role of the Chair is detailed in the Rules of Procedure (currently DECISION SC/2013/1 of October 2013 adopting the rules of procedure of the Steering Committee of the ESDC), e.g. convening the meetings, drawing up the provisional agenda for each meeting etc.

<sup>32</sup> Art 32 and 33, doc. ST 7838 2017 INIT, 3 April 2017.



*ensure policy coherence and to foster the cooperation at the policy level, as well as within EU entities and partners. The EEAS is currently also responsible for the overall CSDP Training Programme in Schoolmaster. However, except for the NTEs, the EEAS does not have any direct link to the training implementers in the Member States.*

*The ESDC role relates to training provision, as well as developing and promoting a culture of excellence, a common understanding of CSDP among civilian and military personnel as well as identifying and disseminating, through its training activities, best practices in relation to various CSDP issues. As noted in the Implementing Guidelines, the 'ESDC could become further engaged to support the implementation of the training policy, as well as to contribute to the harmonisation of training and dissemination of lessons and good practices.'<sup>33</sup> The ESDC secretariat has over 20 dedicated training experts and a network of over 200 training organisations across the EU Member States, as well associated partners in third countries. Whoever has the role to coordinate the policy implementation with Member States training institutions, should have close contacts with the relevant training institutions and vast expertise on conducting training. As envisioned by the Council, the ESDC could have a role to support the EUCTG and the EUMTG in the definition of the quality assurance standards to be reached and their implementation thereof, in identifying gaps and overlaps in training offers and in promoting civ-mil synergies.<sup>34</sup> The crucial role of ESDC within the overall CSDP training architecture could be further strengthened in the EU Policy on Training for CSDP, as the main framework for Member States to implement the policy, operationalising the earlier proposals.*

### **3.3. FPI funded training projects**

The FPI is funding training projects, co-funded and implemented by consortia, consisting of training institutions across EU Member States. Currently there is one ongoing project, the European Union Civilian Training Initiative (EUCTI 2021-2023)<sup>35</sup>. Together with the FPI, the EEAS is providing strategic guidance to these training initiatives through their Steering Group, where the EEAS services are represented. The FPI funded training projects are aimed at enhancing the capacity of states, including but not limited to EU Member States, and international organisations, to deploy specialised and prepared personnel to CSDP missions and other international civilian crisis management missions, supporting them to implement their mandates. Moreover, their objective is to increase the

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<sup>33</sup> P. 10-11, Implementing Guidelines for the EU Policy on Training for CSDP.

<sup>34</sup> See Art 36, ToR for the EUCTG.

<sup>35</sup> EUCTI is drawing on the experience of the ENTRi (2011-2019), which training materials are saved here [https://esdc.europa.eu/training\\_material/training-material-provided-by-entri-new/](https://esdc.europa.eu/training_material/training-material-provided-by-entri-new/). EUCTI can revise training developed as a part of ENTRi or develop entire new training courses. See more information here <https://www.eucti.eu/>.

effectiveness of civilian CSDP missions, EU stabilisation actions and international stabilisation missions. By providing specialised courses fitting diverse profiles and nationalities by the participants, they are complementing, but not replacing, the training conducted by EU Member States, ESDC, third countries and international organisations active in the field of civilian crisis management. They contribute to the implementation of the CSDP Training Policy by providing relevant tailored training that is responding to the training requirements, filling gaps and building up relevant capabilities, especially for personnel coming from the Member States with limited training capabilities.

### EEAS Assessment

**Key issue:** *The FPI funded training projects are important elements of the CSDP training architecture and need to be aligned with the overall system, ensuring the sustainability of the results.*

*The two previous FPI funded training projects, EU Police and Civilian Services Training (EUPCST, period 2019-2023, EUR 5 mil)<sup>36</sup> and EUCTI (2021-2023, EUR 2,5 mil)<sup>37</sup> had a funding of EUR 7,5 mil from the then Instrument contributing to Stability and Peace (IcSP) (with additional EUR 1,45 mil co-financing by the consortium members). This is a substantial contribution and the added value of such projects needs to be carefully assessed. The EUCTG Terms of Reference states that the EU civilian CSDP training should make the best use of existing funded training activities and make sure training projects are well designed to support CSDP.<sup>38</sup> The new Civilian CSDP Compact calls upon the relevant Commission services to align relevant Commission-funded training projects with the Compact in 2024.<sup>39</sup>*

*The planning of the potential future training project from 2024 onwards is ongoing. The next and final phase will have to support the overall CSDP training architecture, under the overall guidance of the FPI and EUCTG and in close cooperation with EEAS and ESDC, and be flexible to adjust to the policy needs as well as emerging training requirements. Resources invested in CSDP training must be used effectively and strategically. For this purpose, and given the past implementation of projects, only one training project is envisioned to be funded from the Global Europe instrument (Neighbourhood, Development and International Cooperation Instrument, NDICI), starting from 2024. The consortium will contain both civilian and police training actors representing a wide array*

<sup>36</sup> Under EUPCST, Consortium partners implemented 42 activities (9 conferences, 2 comprehensive live exercises and 31 training courses) and enhanced the skills of 768 participants.

<sup>37</sup> Until 10 November 2023, EUCTI Consortium partners developed and implemented 27 training courses and trained 498 civilian experts from 51 countries (4 continents: Europe, Asia, Africa and North America).

<sup>38</sup> p. 6, 11.g, ST 12312 2018 INIT, dated 20 September 2018.

<sup>39</sup> Commitment 18, doc. 9588/23, dated 22 May 2023.



*of Member States, contributing to the EU's Integrated Approach to external Conflicts and Crisis, as well as to capacity building of the participating training institutions.*

*Building on the good practices and lessons from the previous FPI funded projects, it is planned that the new project will provide needs based training and exercises, support EU actors and other relevant bodies in the identification of training requirements and needs and in the development and piloting of a quality assurance mechanism for CSDP training (with clear handover plan to existing structures, namely the ESDC). It will also function as a laboratory for innovation and research intended to provide enhanced support to CSDP missions. While overall the funding of CSDP training is the responsibility of Member States, FPI funding has provided an important room for innovation. Examples of this have included the certification mechanism of ENTRi and related capacity building (within and beyond the EU), that would have been beyond the capacities of the training institutions. As such, it creates an important addition to the overall CSDP training architecture and has been appreciated by Member States.*

### **3.4. Other relevant stakeholders and partners**

Justice and Home Affairs (JHA) actors and relevant agencies, especially CEPOL, have been organising relevant training for CSDP and can also contribute to the *CSDP Training Programme*. National or multinational structures and facilities may provide support to Member States as appropriate and where agreed, in an inclusive manner in full complementarity with and in support of existing EU structures.

CSDP training is also part of the global training architecture in the field of peace, security and defence, and there is a need to explore synergies and avoid overlaps, in close cooperation and coordination with other relevant international actors, as called for in the Strategic Compass, based on the principles of inclusiveness, reciprocity, openness and transparency, as well as the decision-making autonomy of the EU. Moreover, relevant networks, such as the European Association of Peace Operations Training Centres (EAPTC) and International Association of Peacekeeping Training Centres (IAPTC), bringing together international training organisations and actors, are part of the larger framework relevant for CSDP training. EEAS Assessment

*CEPOL aims to strengthen the skills of law enforcement staff through training also in the area of CSDP and has been involved with CSDP related training at various levels, including on strategic advising and operational planning (together with CPCC). In CEPOL's Law Enforcement Education (LEEd) platform there are some 30 recorded webinars from 2018 until today that are relevant for*

*CSDP missions and operations (<https://leed.cepol.europa.eu/>). In the next years, CEPOL's CSDP related activities will be covered only through webinars.*

*The importance of cooperation with partners in the area of training has been highlighted by the Council, for example in the Commitment 20 of the Compact. The ESDC has been actively working with partners, based on the objectives set in the Council Decision,<sup>40</sup> and further increased its strategic outreach to international and regional organisations, in particular the UN and NATO, as well as increased its activities in the Eastern Neighbourhood countries, the Western Balkans, South-East Asia, and Latin America. Moreover, in July 2023 the ESDC organised the Annual conference of the European Association of Peace Operations Training Centres (EAPTC), in close cooperation with the EEAS, bringing together experts from military, police, diplomatic and civilian training institutions, think-tanks and universities to enhance training capacities and cooperation in the fields of peace, security and defence. Organising the event in Brussels enabled many EEAS staff to participate, and allowed to discuss important areas, such as the implications of the Compact in the area of training, CSDP training architecture, knowledge management, leadership and management, environmental peacebuilding and climate security, as well as international cooperation, focusing on the United Nations New Agenda for Peace and its implications for the EU peace missions and operations.*

#### **4. STATE OF PLAY ON IMPLEMENTING THE EU POLICY ON TRAINING FOR CSDP**

##### **4.1. CSDP Training Programme**

Based on the extensive TRA process, a joint civilian-military CSDP Training Programme was launched in 2022 within the revised *Implementing Guidelines*, starting from the academic year 2022-2023 (reporting period September 2022-August 2023). To enable easy access and wide dissemination, as well as a relevant and updated content, the CSDP Training Programme consists of a living list of courses in the online portal Goalkeeper Schoolmaster (available in <https://goalkeeper.eeas.europa.eu/goalkeeper/>).<sup>41</sup> The training provided should relate to identified training requirements and be continuously updated by Member States, including their training

<sup>40</sup> Art 3(g), ESDC Council Decision, 'to support Union partnerships in the field of CSDP, in particular partnerships with those countries participating in CSDP missions.'

<sup>41</sup> The Schoolmaster module is integrated with the Goalkeeper portal, which is a web-based information hub that serves Member States, EU institutions, and CSDP missions and operations by supporting training, recruitment, capability development and building institutional memory. Schoolmaster aims to capture the largest possible amount of information on training opportunities relevant to CSDP, and to make this information easily accessible at a central location. Schoolmaster consist of a public page where login is not required, allowing to explore the list of courses facilitated by a search function and an e-mail notification service to subscribed users, as well as the back-office, which requires registration.

institutions, Civilian Coordinators for Training (CCT) and military Discipline Leaders (DL) as appropriate, ESDC and other relevant training providers<sup>42</sup>, supported by EEAS.

The aim of the *CSDP Training Programme* is to allow Member States and training providers to offer training activities in selected training areas and/or disciplines, which can accommodate external participants (pooling and sharing element), and avoid overlaps, while covering identified training gaps. It should enable training providers to analyse to what extent the training offer matches the training priorities (requirements). Furthermore, it can serve to provide a framework for pooling and sharing of resources between Member States, training institutions as well as between civilian and military training resources.

The Schoolmaster has been fully revised by EEAS IT Division within the lead of PCM.1 (back office 2022<sup>43</sup>, public interface 2023<sup>44</sup>) to host and support the CSDP Training Programme, as well as the ongoing TRA process, including for example providing access to key policy documents in the back-office for registered users. With the 2023 revision, the public interface has been completely renewed in design and content, including improved filtering and search functions, as well as the possibility to export advanced search results, allowing for better planning (e.g. HEAT courses within certain time period). Furthermore, the system now allows for bookmarking and sharing of interesting courses, as well as adding to calendar or printing the content. Furthermore, the public web address was changed due to technical reasons (see above).

Some training relevant for CSDP is not necessarily CSDP specific. For example CEPOL, European Defence Agency (EDA), UN, NATO and other relevant actors are conducting courses that are relevant for staff working within the CSDP and may provide opportunities for cooperation and synergies. As such, all training that can complement and reinforce courses provided by Member State training institutes, with respect to the EU principles of inclusiveness and transparency, are relevant and should be taken into consideration when assessing the gaps and overlaps within the CSDP Training Programme.

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<sup>42</sup> e.g. European Commission, United Nations, European Defence Agency (EDA), European Peace Facility (EPF) and NATO.

<sup>43</sup> See Information note – Schoolmaster revision 2022 and key actions for Member States, EEAS(2022) 1469, 9 August 2022 (available in <https://www.europa.eu/public-register/>).

<sup>44</sup> See Information note – way ahead with implementing the EU Policy on Training for CSDP, doc. WK 11208/2023 INIT, 08 September 2023.

The number of courses in Schoolmaster has been steadily increasing (see Table 1). In the 2022/2023 academic year, a total of 192 courses were registered in the CSDP Training Programme<sup>45</sup> in Schoolmaster, out of which 119 were organised under the umbrella of the ESDC and thus added by the ESDC as a standard practice.<sup>46</sup> 73 courses were organised outside the ESDC framework, thus added by the course provider. With the launch of the joint civ-mil CSDP Training Programme in 2022, the number of courses increased from 106 to 192 (81% increase). More importantly, the number of courses outside the framework of ESDC that were added into the system increased from 9 to 73 (over 700%). The courses under the ESDC network represent the majority of the CSDP Training Programme. A total of 531 courses were provided in the CSDP Training Programme between 2018 and 2023, of which 397 (approx. 75%) were organised under the ESDC network

Academic year	2022/2023	2021/2022	2020/2021	2019/2020	2018/2019	TOT
ESDC	119	97	65	46	70	397
Non-ESDC	73	9	16	7	29	134
TOT	192	106	81	53	99	531

Table 1. CSDP Training Programme 2018-2023 – courses in Schoolmaster.

## EEAS Assessment

**Key issue:** *There is a need for better coordination and prioritisation, delivering on the agreed requirements, avoiding overlaps and fulfilling gaps. Having two training programmes, overall CSDP Training Programme and ESDC training programme, is not an effective approach.*

*A training programme is not a novelty but has been planned for the past 20 years. It was first envisioned in 2004<sup>47</sup> and Schoolmaster has been available since 2009. There have been multiple attempts to set up a programme that would include relevant training for CSDP and support Member States in their efforts to provide qualified staff to CSDP missions and operations, as well as to capitals and Brussels. The key added value of a comprehensive CSDP Training Programme is that it includes*

<sup>45</sup> During the past four years, one training provider has provided significantly more courses to the CSDP Training Programme than any other individual actor (199 in total, 91 during 2022-2023 academic year). While this is in principle positive, the numbers have been removed from the statistics as such outlier (values that are notably different from other data points) would distort the overall numbers.

<sup>46</sup> ESDC had 128 training events in total during the academic year of 2022/2023. Some are not added to Schoolmaster as they do not fall under the category of CSDP training that would be available for registration from Member States but are falling under other programmes (e.g. Military Leadership training is part of the Military Erasmus and is not open for registrations but the registrations are coming directly from the institutions under military Erasmus).

<sup>47</sup> See e.g. Draft EU Training Concept in ESDP, doc. 11970/04, 30 August 2004.

*all training events organised by Member States and other relevant stakeholders (that are open for external participants) including those conducted under the umbrella of the ESDC. Therefore, it enables identifying gaps and overlaps of overall CSDP relevant training provision and assessing at what extend the identified training requirements have been met. Moreover, it supports the training institutions and recruiting entities to search for required training (e.g. HEAT prior to deployments, often in short notice). However, until now the low level of engagement outside the ESDC framework is a challenge that hampers sustainability.*

*Despite the complete revision of Schoolmaster and multiple efforts aimed at engaging the Member States and their training institutions to the CSDP Training Programme in Schoolmaster, currently the level of usage is still low although the number of courses in the system has been increasing. While all the Member States have a specific Compartment (contrary to 24 in the mid-term review in March 2023), only 18 Member States have appointed a Compartment Admin, and only 14 Member States have Institutional Coordinators under the institutions added under their Compartments. This means that only 18 Member States can administer their Compartments (e.g. add/delete training institutions) and 14 Member States can add courses themselves (potentially multiple training institutions within those Compartments). The Member States' Compartment should include the relevant training institutes in the respective Member State, Currently there are in total of 183 training institutes added to all Compartments, out of which only 24 are active. This is a slight increase compared to March 2023 (144/12) but still showcases the low level of engagement. It is necessary for Member States to assign Compartment Admins who ensures that the training institutes added under their Compartments are relevant, up to date and have Institutional Coordinators assigned therein.*

*The ESDC has its own academic program, where Member States are providing training courses.<sup>48</sup> Having two parallel training programmes makes it difficult to draw comprehensive and reliable statistics, and burdens all stakeholders, including the Member States. The overall programming that would address the coordination challenge, including the management of the overall CSDP Training Programme, is not a task provided in the current ESDC Council Decision. When it comes to resources, any new task to ESDC would require either additional resources or prioritisation within the existing ones.*

*Following the academic year of the ESDC, the next reporting period for the CSDP Training Programme is September 2023 - August 2024. It is of utmost importance to **add courses to Schoolmaster immediately once the dates are known**, in order to support the mid-term training*

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<sup>48</sup> Managed on ILIAS based platform using the ENLIST application.



*planning of the seconding entities and of the individual training audience. This applies equally to Member State training providers and the ESDC (especially the dates of PDTs and HEATs should be included as soon as decided). To facilitate this, a functionality has been added to Schoolmaster, allowing to add courses without notifying the subscribed users (e.g. if adding all planned courses per year at once). Moreover, it would be beneficial to have a guidance to Schoolmaster back-office users (Compartment Admins and Institutional Coordinators) on what courses are to be added to the system, and consequently what not to, including a unified approach to linking the courses in Schoolmaster to training area(s) or discipline(s). Currently, it is Member States (Compartment Admin) responsibility to ensure that the training provided under their respective compartments is relevant for CSDP and reflects identified requirements.*

#### **4.2. Training Requirement Analysis Process**

During the past years, multiple TRAs have been carried out, covering a broad range of civilian training areas (CTA) and military training disciplines (MTD), which have been outlined by Member States.<sup>49</sup> Under the supervision of the EUCTG and the EUMTG, the TRAs were conducted by CCTs and DLs appointed by the Member States, coordinated by CPCC and EUMS. 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. The TRA is a structured process of assessing the level of required skills and knowledge in a particular training area or discipline, and subsequently aims to identify gaps and overlaps in the available training offer, aiming to suggest measures necessary to meet training requirements for a specific CSDP training area or discipline. The recommendations of these TRAs, as agreed by the Council bodies in the corresponding reports, constitutes the basis of the *CSDP Training Programme*, which will seek to ensure relevant training in CSDP and meet the identified priorities and requirements.

**CCTs and MDLs** are EU recognised expert bodies or networks in a specific civilian training area or military training discipline acting as points of contact for that particular topic. Under the direction of, and nominated by, the EUCTG and EUMTG, CCTs and DLs support the EEAS and the ESDC in supporting and advising the EUMTG and the EUCTG on managing the training requirements by identifying, analysing, monitoring and assessing training requirements for a particular area.<sup>50</sup> They furthermore contribute to the assessment of the CSDP Training Programme with a summary of their

<sup>49</sup> Functional training categories that group distinct training thematic and requirements in support of capabilities for CSDP missions and operations. Thematic are areas within each discipline that group individual and collective performance objectives on a functional basis.

<sup>50</sup> Updated list available in Annex 1 and in Schoolmaster for registered users.

assessment of the progress achieved. In their respective areas, they can act as champions of good practices and drivers of change, also contribute to harmonisation and mutual recognition between the civilian and military counterparts.<sup>51</sup>

As part of the role of the EUCTG and the EUMTG to provide strategic guidance in the area of CSDP training and to manage the CSDP training requirements, both configurations have actively managed the TRA process. In the military side, there are 22 Military Disciplines, out of which 12 have been covered by a TRA and 10 areas are missing a Discipline Leader.<sup>52</sup> During 2023, the EU Military Committee (EUMC) has agreed on three new TRAs: Weapon of mass destruction (WMD)/ Chemical, biological, radiological and nuclear (CBRN) Defence, Civil-Military Cooperation, and Military Support to Security Sector Reform (SSR) and Disarmament, Demobilization and Reintegration (DDR), the latter elaborated by the ESDC Executive Academic Board (EAB SSR) led consortium. One more TRA, for Personnel Recovery, is finalised by their respective DLs, with the aim to have the final reports approved by the end of 2023. The EU Military Training and Education Annual Report 2022-2023<sup>53</sup> contains updates on all areas that have active DL, as reported to the EUMTG. All activities are conducted in accordance with recommendations in relevant TRAs, having at core the agreed Common Core Curricula for each discipline.

In the civilian side, some amendments to the civilian training areas were agreed by the EUCTG on 13 September 2023. Existing training area on 'Strategic Communication, Press and Public Information (PPI)' was amended and renamed to 'Foreign Information Manipulation and Interference (FIMI), Strategic Communication & Press and Public Information (PPI).<sup>54</sup> 'Standards of behaviour' and 'Code of conduct' were merged as one priority area under the training cluster 'Duty of Care' and was renamed as 'Code of conduct & Standards of behaviour.'<sup>55</sup> In the EUCTG Strategic Guidance

<sup>51</sup> For more details, see EUCTG and EUMTG ToRs, as well as their respective strategic guidance documents.

<sup>52</sup> Financing of CSDP Military missions and operations; Legal aspects of CSDP; Pre deployment Training; Crisis Management in CSDP; Military support to Counter terrorism; Space support to Operations; Military Role in Energy Security; Communications and Info Integration (Communications and Information Systems, Info Management); Intelligence / ISTAR and Information Environment (InfoOps, PsyOps).

<sup>53</sup> Doc. 12093/23, dated 20 July 2023.

<sup>54</sup> In 13 September 2023 EUCTG meeting, Centre for European Perspective, CEP (SI) volunteered as the CCT for the amended training area. FIMI is an important emerging area also in the area of training, see Non-paper on Stratcom support to CSDP Missions and Operations, doc. WK 11174/2023 INIT, 8 September 2023: *The Strategic Compass for Security and Defence calls for further developing the range of instruments to detect, analyse and address FIMI more effectively under the EU FIMI Toolbox, including in civilian and military CSDP missions and operations. 'By 2024 all CSDP missions and operations will be fully equipped with capabilities and resources to deploy relevant instruments of this [EU FIMI] Toolbox. Under the development of the EU FIMI Toolbox, the EEAS is aiming to leverage the existing expertise within Stratcom Directorate and transfer the knowledge through dedicated training and awareness raising sessions for the CSDP missions and operations.'*

<sup>55</sup> With the caveat that the training cluster of Duty of Care is to be reconsidered.



on CSDP Civilian Training<sup>56</sup>, a training area for 'Logistics, procurement, IT and CIS' was identified. However, in the revised *Implementing Guidelines* this was not reflected. In conjunction with the existing training area 'Human Resource and Finance' it was agreed that the different elements should be separated, thematically grouped and renamed as the following priority training areas: 1) 'Human Resources'; 2) 'Finance and Procurement'; 3) 'Logistics'; and 4) 'IT and CIS'. With the merge of two training areas and the separation of two others into four, the total amount of civilian training areas is currently 33, out of which 20 are finalised by TRA reports, five (5) ongoing while eight (8) areas do not have a dedicated CCT.<sup>57</sup>

The updated list of training areas and disciplines, as well as the CCTs and DLs and their contact details, is outlined in Annex 1, also accessible in Schoolmaster for the registered users where it is constantly updated. EUCTG and EUMTG delegates can request access from the Schoolmaster admins, Member States training institutions from their national Compartment Admins (all inquiries can be addressed to [goalkeeper.schoolmaster@eeas.europa.eu](mailto:goalkeeper.schoolmaster@eeas.europa.eu)).

Prior to the launch of the CSDP Training Programme in 2022, Member States were informed that the Schoolmaster statistics will be used to report on the CSDP Training Programme, including overlaps and gaps, and therefore training courses that are not presented in the Schoolmaster cannot be counted in the reporting of the CSDP Training Programme. Furthermore, in September 2023, Member States were asked to include trainings retroactively into Schoolmaster. Below, the statistics per training area and discipline are outlined (see more details in Annex 2).

### EEAS Assessment

**Key issue:** *The overall approach to training requirements, including the TRA process, roles and responsibilities is heavy on resources and not sustainable. Multiple training areas are lacking a TRA report, and keeping the existing TRA reports up to date has proven to be difficult.*

*The revision of the Schoolmaster enables to report how the training offer in the CSDP Training Programme has responded to the training requirements at the level of training areas and disciplines. One training event may link to multiple civilian training areas or military training disciplines. The TRA reports requires training at multiple levels, ranging from a basic session in a PDT to specialised dedicated courses. Therefore, a high number of reports doesn't necessarily mean an overlap. However, if the number is zero or very low, this can be considered as a gap. In Annex 2, a complete list of civilian training areas and military disciplines are presented, together with the statistics from*

<sup>56</sup> doc. 10345/19, dated 14 June 2019.

<sup>57</sup> 1) Addressing irregular migration related security challenges; 2) Support to maritime security; 3) The EU Integrated Approach to external conflicts and crises applied to CSDP; 4) Political analysis and reporting, and the proposed amended areas of 5) Human Resources; 6) Finance & Procurement; 7) Logistics and 8) IT & CIS.

*the 2022/2023 CSDP Training Programme. The number indicates which areas the trainings have been linked to in Schoolmaster by the training providers or ESDC when uploading the course into Schoolmaster.*

*Many crosscutting areas have multiple references in the training offer, but when it comes to specific courses addressing these areas, the picture is very different. For example, 'Gender Equality' has 81 references out of all 192 courses offered in 2022/2023; yet there are only three (3) specialised courses. This indicates that whereas multiple trainings, such as PDT, HEAT and basic trainings have some modules on gender, they are not specifically targeting this area. There are some areas where there are several references and multiple specific courses addressing these areas, such as 'Communication, Behavioural and Cultural skills' with 54 references and 6 specific courses, 'Generic preparation for missions' (92/15), 'Safety and security' (100/14), and 'Mediation, negotiation and dialogue' (23/7). However, training areas of 'Conflict Prevention' (66/0), 'Medical issues' (46/0), 'Human Rights / International Humanitarian Law' (37/1), as well as 'Hybrid threats and cyber' (19/2) have multiple references, but no or only very few training courses. All these areas are covered by a TRA report.*

*Clear gaps can be seen when it comes to 'Good Governance', 'Countering terrorism and radicalisation', as well as 'French as foreign language', where there is no references nor specialised courses reported in 2022/2023, all areas covered by a TRA. There are also five areas that have no references or training events indicated and are not covered by a TRA.<sup>58</sup> In the military CSDP training, the volume is much lower. Some crosscutting themes, such as 'Gender' (21), 'Civil-Military Cooperation' (13) and 'Comprehensive approach to Crisis Management in CSDP' (10) are well referred, with the first two also covered by a TRA report. However, there are no specialised courses offered in these disciplines.*

*Although the statistics from the CSDP Training Programme are elementary and need more granularity and further analysis, they provide a picture of where the gaps are, indicating also the areas where Member States are currently providing training. The statistics need to be further developed to determine if there is a need for more courses addressing certain areas, or if the training offered is sufficient, taking also into consideration the evolution of EU policies. Moreover, a unified approach is needed to adding courses in Schoolmaster (e.g. linking training offer to training areas and disciplines), to have more reliable statistics (e.g. guidelines in Schoolmaster). Furthermore, as part of the role of the EUCTG and the EUMTG to provide strategic guidance, due consideration*

<sup>58</sup> 'Human Resource', 'Finance & Procurement', 'IT & CIS', 'Logistics', and 'Addressing irregular migration related security challenges'. First four were separated as four different areas by the EUCTG in September 2023.

*needs to be given to the areas that are not covered by a TRA, or any training, and if these areas constitute priorities for CSDP training.*

*Multiple training areas are still lacking a focal point on both civilian and military sides. Consequently, the training requirements in these areas have not been identified. The TRA reports have been very informative and useful as standalone documents, outlining the state of play for the relevant area. It is not clear, however, if these have been translated into curriculum development, especially in the civilian side. To enable this, a specific area has been created into Schoolmaster hosting the TRA reports, and where each course published in the Schoolmaster has to be linked to a priority area or discipline (see Annex 2). Sharing the TRA reports within the training community has been hampered by the limited nature of the reports. This challenges was addressed in October 2023, with the lead of CPCC in cooperation with respective CCTs, when all civilian TRAs were made public and were uploaded to Schoolmaster.*

*Developing the TRA reports has been time and resource intensive, mainly conducted and financed by the Member States expert bodies. Furthermore, keeping them up to date has proved to be challenging. In the guiding documents it has been envisioned that the CCTs and MDLs would contribute to the CART with a summary of their assessment of the progress achieved and make recommendations on which areas will need further work in the next cycle. With the September 2023 Information note<sup>59</sup>, the CCTs were asked to provide a brief and condensed assessment of their respective training areas since the submission of their TRA reports. As only half of the 20 CCTs replied, there is no comprehensive picture of the developments within the training areas. Providing a thorough analysis of the developments in the respective training areas would constitute a process comparable to the original TRA process, including sending questionnaires to missions, which is not feasible given that this would be currently 20 questionnaires at the same time. Proper follow up would require extensive human and financial resources and careful planning well in advance. Moreover, due to natural turnover, the focal points within the CCT expert bodies change regularly. Considering all this, the overall approach to training requirements, including the TRA process, roles and responsibilities, will need to be further assessed and discussed, under the overall guidance of the EUCTG and the EUMTG, in parallel with the revision of the EU Policy on Training for CSDP.*

#### **4.3. Quality Assurance**

At present there is no overall quality assurance mechanism outside the ESDC framework (consisting of a course life-cycle, including e.g. a biannual curriculum review), for example in the form of

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<sup>59</sup> Doc. WK 11208/2023 INIT, 08 September 2023.

standardisation and certification that would provide means to training providers to commit to certain standards. This is especially important for the Pre-Deployment Training (PDT) and the Hostile Environment Awareness Training (HEAT), considering they constitute essential elements under the duty of care. The EUCTG and the EUMTG have the role to define quality assurance standards for CSDP training in accordance with international educational quality standards, as well as those developed by the ESDC.<sup>60</sup>

#### EEAS Assessment

**Key issue:** *In the CSDP training architecture, except for the courses within the ESDC framework, there is a lack of an overall quality assurance mechanism that would enable ensuring the quality of training.*

*The Compact provides the tasking to develop a quality assurance system, building on the existing framework of the ESDC and the materials provided by the previous projects funded by the FPI, namely the European New Training Initiative for Civilian Crisis Management (ENTRi, 2011-2019), supported by the future project that is planned to start in 2024 (see Chapter 3.3). Currently, the ESDC Working Group on Missions and Operations Training (WGMOT) has set up a sub-group on HEAT, which is already discussing a HEAT standard, including developing a certification mechanism, in close cooperation with Member States' training institutions, CPCC Duty of Care Division, the relevant CCT as well as other relevant stakeholders, such as the HEAT Expert Group. While the overall responsibility for training quality lies with Member States, the ESDC is responsible for ensuring the quality and coherence of the training under its umbrella.<sup>61</sup> The ESDC has a role to foster the use of quality standards within its network, aligned with its mission to 'identify and disseminate best practices in relation to various CFSP and CSDP, issues through its training and education activities.'<sup>62</sup> However, currently there is no entity implementing the guidance from the EUCTG and the EUMTG for the training provided outside the ESDC framework.*

#### **4.4. Financing CSDP training**

As for the financing of the CSDP training, the *EU Policy on Training for CSDP* notes that a case by case approach has to be taken on financing modalities of CSDP training, referring also to Article 41.2 of the Treaty on European Union.<sup>63</sup> Currently the Member States cover the expenditure of the CSDP

<sup>60</sup> See respective ToRs (EUCTG para 27, EUMTG para 19.1).

<sup>61</sup> A task already assigned to ESDC secretariat, see article 12 of ESDC Council Decision.

<sup>62</sup> Art 2, *ibid*.

<sup>63</sup> Operating expenditure shall be charged to the Union budget, except for such expenditure arising from operations having military or defence implications and cases where the Council acting unanimously decides otherwise.

training they are providing. The ESDC is financed via an operating grant from the CFSP budget, managed by the FPI. The 2023 budget for the ESDC is EUR 2 417 423.89 million<sup>64</sup> Part of the costs of the prioritised courses organised under the auspices of the ESDC are reimbursed. Moreover, the FPI funds specific projects organising training relevant for CSDP.<sup>65</sup>

### EEAS Assessment

*As noted in the revised Implementing Guidelines, new possibilities of covering the expenditure for the relevant CSDP training, particularly the mandatory Pre-Deployment Training and HEAT, could be examined, bearing in mind the need to avoid training that has no link to deployment. This is especially important in relation to HEAT and PDT trainings that are part of the duty of care and that all deployed staff has to attend. Since not all Member States have CSDP training structures, and PDT for international contracted staff is the responsibility of the respective CSDP mission or operation, the ESDC has been providing PDT and HEAT courses organised by Member States. This is a good example of pooling and sharing, and the main financial responsibility lies with the organising Member States. It has been suggested by some Member States that the funding for the core training (PDT and HEAT) should be covered by the CFSP budget. However, with the current budget restrictions, there is limited possibility for this.*

## **5. CONCLUSIONS AND WAY AHEAD**

Any new challenges emerging within CSDP have a direct effect on the training needs and requirements. Therefore, the CSDP training architecture needs to be adaptive. To enable this, the *EU Policy on Training for CSDP*, the overall training architecture for CSDP, as well as the training requirements and priorities, need to be regularly reviewed and updated under the strategic guidance of the Member States through the relevant Council configurations (primarily the EUMTG and the EUCTG), with the support of the EEAS and the ESDC. This report and the EUCTG-EUMTG Strategic Guidance on CSDP Training provides the basis for the revision of the CSDP training architecture in 2024-2025, taking into account the review of the ESDC's training and education

<sup>64</sup> The evolution of the ESDC budget during the last five years: 2018 EUR 925 000 mil (revised in May 2018 for the full year of 2018 to EUR 1 308 164 mil); 2019 EUR 1 365 816 mil; 2020 EUR 1 893 598 mil; 2021 EUR 2 055 156 mil; 2022 EUR 1 975 752.03 mil; 2023 EUR 2 417 423.89 mil, which constitutes a 161% increase compared to 2018 initial budget. The proposal for 2024 is EUR 2 933 304.01 mil, which if agreed would constitute a 217% increase compared to the initial budget in 2018.

<sup>65</sup> For the period of last five years, this has been an average of EUR 1,5 million annually (see Chapter 3.3).



activities that the Head of ESDC will initiate in 2024 and subsequently submit to the Steering Committee.<sup>66</sup>

To effectively implement the *EU Policy on Training for CSDP* and to make the most out of the resources invested in CSDP training, further coordination and cooperation is required between all relevant stakeholders, including Member States and their training institutes, relevant civilian and military EU entities (EEAS, ESDC, FPI, Justice and Home Affairs actors), as well as with prominent partners (such as UN and NATO). To foster the coordination and cooperation, the EEAS has established the EEAS CSDP Training Working Group bringing together relevant actors from the EEAS as well as the ESDC Secretariat, working jointly towards more coherent approach to CSDP training. One of the examples of this is the introduction of dedicated weeks for CSDP training twice a year (March and November in 2023) including multiple events organised by the EEAS and the ESDC, bringing together training experts from Europe. The re-introduction of the Annual Training and Education Conference (ATEC) in November 2023 organised by the ESDC back to back with the first joint EUCTG-EUMTG meeting, are also prominent examples, together with the dedicated meeting between the NTEs, the EEAS and the ESDC.<sup>67</sup>

Year 2024 will be an important landmark, as the CSDP training architecture is envisioned to be revised, through the revision of the EU Policy on Training for CSDP, as well as the review of the ESDC training and education activities conducted by the Head of ESDC, as stipulated in the ESDC Council Decision. The revision of the policy and the review of training and education activities under the umbrella of ESDC, which both should reflect the evolution of the overall CSDP training, provides a timely basis for the proposed revision of also the ESDC Council Decision 2020/1515. It is of utmost importance to ensure that these parallel processes are mutually supportive and aim at a common goal: more effective CSDP training. It is the responsibility of Member States to ensure this in different formations, including the EUCTG and the EUMTG under the overall supervision of the PSC, as well as the ESDC Steering Committee, with the support of the EEAS and the ESDC secretariat.

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<sup>66</sup> As provided for in Article 25 of the Council Decision (CFSP) 2020/1515 establishing a European Security and Defence College, and repealing Decision (CFSP) 2016/2382, [OJ L 348, 20.10.2020, p. 1](#).

<sup>67</sup> The first meeting was organised by EEAS/PCM.1 with the support of the Royal Institute for International Relations (Egmont Institute) on 14 November 2023. The meeting provided valuable expert level opinions for example on the draft CART, especially Chapter 4.2, which has been adjusted accordingly. This is a good practice that should be continued.

**ANNEXES**

ANNEX 1: All training areas and disciplines (including TRAs, CCTs and DLs)

ANNEX 2: CSDP Training Programme 2022/2023

ANNEX 3: Update on the key actions to support the implementation of the CSDP Training Policy.



## ANNEX 1: ALL TRAINING AREAS AND DISCIPLINES (INCLUDING TRA:S, CCT:S and DL:S)

*Civilian Training Areas (CTA) and Civilian Coordinators for Training (CCT)*

	CTA	TRA date	Council ref.	CCT	Contact
1.	Communications, cultural, behavioural skills	29/10/2021	WK 13079/2021 INIT	Centre for European Perspective (CEP), Slovenia	<a href="mailto:cep@cep.si">cep@cep.si</a> (functional mailbox)
2.	Leadership & Management	29/10/2021	WK 13082 2021 INIT	Centre for International Peace Operations (ZIF), Germany	<a href="mailto:training@zif-berlin.org">training@zif-berlin.org</a> (functional mailbox)
3.	Medical Issues	29/10/2021	WK 13090 2021 INIT	Civil Contingencies Agency (MSB), Sweden	<a href="mailto:registrator@msb.se">registrator@msb.se</a> (functional mailbox) <a href="mailto:Fredrik.Djurklou@msb.se">Fredrik.Djurklou@msb.se</a> <a href="mailto:Johan.Bogg@msb.se">Johan.Bogg@msb.se</a>
4.	Monitoring, Mentoring Advising	29/10/2021	WK 13077 2021 INIT	Arma dei Carabinieri, Italy	<a href="mailto:cguci3sz@carabinieri.it">cguci3sz@carabinieri.it</a> (functional mailbox) <a href="mailto:pierpaolo.sinconi@carabinieri.it">pierpaolo.sinconi@carabinieri.it</a>
5.	Good governance	29/10/2021	WK 13086/2021 REV 1	Austrian Centre for Peace, Austria	<a href="mailto:Ac4p@ac4p.at">Ac4p@ac4p.at</a> (functional mailbox)
6.	Environmental Management and Climate Change	29/04/2021	WK 05701/2021 INIT	Arma dei Carabinieri, Italy	<a href="mailto:cguci3sz@carabinieri.it">cguci3sz@carabinieri.it</a> <a href="mailto:rgpcitescd@carabinieri.it">rgpcitescd@carabinieri.it</a> (functional mailbox) <a href="mailto:claudio.marrucci@carabinieri.it">claudio.marrucci@carabinieri.it</a>

# EEAS(2023) 1275 REV 1

					<a href="mailto:marina.bizzotto@carabinieri.it">marina.bizzotto@carabinieri.it</a>
7.	Safety & Security	29/04/2021	WK 05698 2021 INIT	Sant'Anna School of Advanced Studies, Italy	<a href="mailto:euheat@santannapisa.it">euheat@santannapisa.it</a> (functional mailbox)
8.	Cultural Heritage Protection	28/04/2021	WK 5705/2021 INIT	Arma dei Carabinieri, Italy	<a href="mailto:cguci3sz@carabinieri.it">cguci3sz@carabinieri.it</a> (functional mailbox) <a href="mailto:tpcaddestramento@carabinieri.it">tpcaddestramento@carabinieri.it</a> <a href="mailto:alfio.gullotta@carabinieri.it">alfio.gullotta@carabinieri.it</a>
9.	French as foreign language	28/04/2021	WK 5693/2021 INIT	Central Directorate for Recruitment and Training of the National Police (DCRFPN), France	<a href="mailto:dcrfpn-sddc-paac-drap@interieur.gouv.fr">dcrfpn-sddc-paac-drap@interieur.gouv.fr</a> (functional mailbox)
10.	Generic preparation for missions	28/04/2021	WK 5694/2021 INIT	Crisis Management Centre (CMC) Finland	<a href="mailto:training@cmcf Finland.fi">training@cmcf Finland.fi</a> (functional mailbox)
11.	Protection of Civilians	28/04/2021	WK 5696/2021 INIT	Austrian Centre for Peace, Austria	<a href="mailto:aspr@aspr.ac.at">aspr@aspr.ac.at</a> (functional mailbox)
12.	Countering terrorism and radicalisation	09/02/2021	WK 1863/2021 INIT	Guardia Civil/GAR Unit, Spain	<a href="mailto:internacionalgar@guardiacivil.org">internacionalgar@guardiacivil.org</a> (functional mailbox)
13.	Gender Equality	09/02/2021	WK 1860/2021 INIT	Folke Bernadotte Academy (FBA), Sweden	<a href="mailto:info@fba.se">info@fba.se</a> (functional mailbox)
14.	Human Rights / International Humanitarian Law	09/02/2021	WK 1845/2021 INIT	Sant'Anna School of Advanced Studies, Italy	<a href="mailto:euheat@santannapisa.it">euheat@santannapisa.it</a> (functional mailbox)
15.	Hybrid threats and cyber	09/02/2021	WK 1856/2021 INIT	Academy of Security Sciences, Estonia	<a href="mailto:info@sisekaitse.ee">info@sisekaitse.ee</a> (functional mailbox)
16.	Mediation, negotiation and dialogue	09/02/2021	WK 1859/2021 INI	The Edward M. Kennedy Institute for Conflict Intervention, Ireland	<a href="mailto:kieran.doyle@mu.ie">kieran.doyle@mu.ie</a>
17.	Organised Crime	09/02/2021	WK 1853/2021 INIT	Guardia Civil University Centre, Spain	<a href="mailto:cugc-postgrado@guardiacivil.org">cugc-postgrado@guardiacivil.org</a> (functional mailbox)
18.	Security Sector Reform	09/02/2021	WK 1844/2021 INIT	ESDC Executive Academic Board on SSR	<a href="mailto:SECRETARIAT-ESDC@eeas.europa.eu">SECRETARIAT-ESDC@eeas.europa.eu</a> (functional mailbox)

## EEAS(2023) 1275 REV 1

19.	Support to Border Management	09/02/2021	WK 1857/2021 INIT	Crisis Management Centre (CMC) Finland	<a href="mailto:training@cmcf finland.fi">training@cmcf inland.fi</a> (functional mailbox)
20.	Policing 4.0	13/09/2023	WK 10899/2023 INIT	Kaunas University of Technology, Lithuania	<a href="mailto:paulius.klikunas@ktu.lt">paulius.klikunas@ktu.lt</a>
21.	Conflict Prevention		Ongoing TRA	Ministry of Foreign Affairs, Austrian Centre for Peace, Austria	<a href="mailto:Ac4p@ac4p.at">Ac4p@ac4p.at</a> (functional mailbox)
22.	Rule of Law – (legal, judiciary, police, public order, community policing)		Ongoing TRA	Crisis Management Centre (CMC) Finland	<a href="mailto:training@cmcf inland.fi">training@cmcf inland.fi</a> (functional mailbox)
23.	Planning (strategic and operational planning, situational awareness)		Ongoing TRA	Ministry of Foreign Affairs, Austrian Centre for Peace, Austria	<a href="mailto:Ac4p@ac4p.at">Ac4p@ac4p.at</a> (functional mailbox)
24.	Foreign Information Manipulation and Interference (FIMI), Strategic Communication & Press and Public Information (PPI)		Work Plan awaited	Centre for European Perspective (CEP), Slovenia	<a href="mailto:cep@cep.si">cep@cep.si</a> (functional mailbox)
25.	Standards of Behaviour & Code of Conduct		Work Plan awaited	École des officiers de la gendarmerie nationale - EOGN" (National Gendarmerie Officers Academy)	<a href="mailto:thomas.bolle@gendarmerie.interieur.gouv.fr">thomas.bolle@gendarmerie.interieur.gouv.fr</a>
26.	Human Resource		Not covered		
27.	Finance & Procurement		Not covered		
28.	IT & CIS				
29.	Logistics		Not covered		

30.	Addressing irregular migration related security challenges		Not covered		
31.	Support to maritime security		Not covered		
32.	Political analysis and reporting		Not covered		
33.	The EU Integrated Approach to external conflicts and crises applied to CSDP		Not covered		

*Military CSDP Training Disciplines (MTD) and Discipline Leaders (DL)*

	<b>MTD</b>	<b>TRA date</b>	<b>Council ref.</b>	<b>DL</b>	<b>Contact</b>
1.	Operations Planning for CSDP	26/02/2016	ST 6546/2016 INIT	EUMS CONCAP ETA  MN JHQ ULM - DE	<a href="mailto:MILITARY-TRAINING-EDUCATION@eeas.europa.eu">MILITARY-TRAINING-EDUCATION@eeas.europa.eu</a>  <a href="mailto:MNJHQOPSTraining@bundeswehr.org">MNJHQOPSTraining@bundeswehr.org</a>
2.	Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection	23/11/2016	ST 14792/2016 INIT	The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) - BG	<a href="mailto:office@cmdrcoe.org">office@cmdrcoe.org</a>  <a href="mailto:deyan.ivanov@cmdrcoe.org">deyan.ivanov@cmdrcoe.org</a>
3.	Multinational Logistics	11/03/2019	ST 7356/2019 INIT	Multinational Logistic Coordination Centre (MLCC) - CZ	<a href="mailto:mlcc@army.cz">mlcc@army.cz</a>  <a href="mailto:florian.schubert.5@bmlv.gv.at">florian.schubert.5@bmlv.gv.at</a>
4.	Military Role in Cyber Defence	07/06/2019	ST 7848/2019 INIT	Cyber Defence Centre, Portuguese Armed Forces General Staff – PT Ministry of Defence	<a href="mailto:rmcosta@emgfa.pt">rmcosta@emgfa.pt</a>  <a href="mailto:peso.gs@emgfa.pt">peso.gs@emgfa.pt</a>

# EEAS(2023) 1275 REV 1

5.	Gender	27/02/2020	ST 6084/2020 INIT	Women, Peace and Security Department - ES Ministry of Defence	<a href="mailto:jlucpau@mde.es">jlucpau@mde.es</a>
6.	Military Role in Integrated Border Management	02/06/2020	ST 8506/2020 INIT	Multinational Peace Support Operations Training Centre (MPSOTC) - EL	<a href="mailto:mpsotc-commander@hndgs.mil.gr">mpsotc-commander@hndgs.mil.gr</a> <a href="mailto:n.pitsakidis@hndgs.mil.gr">n.pitsakidis@hndgs.mil.gr</a>
7.	Maritime Security	14/06/2021	ST 9790/2021 INIT	EL and ES: NATO Maritime Interdiction Operations Training Centre (NMIOTC) - EL Spanish Navy HQ - ES	<a href="mailto:megasd@nmiotc.nato.int">megasd@nmiotc.nato.int</a> <a href="mailto:paremar@fn.mde.es">paremar@fn.mde.es</a>
8.	Leadership and Management	13/12/2021	ST 14971/2021 INIT	Institute of Military Aeronautical Sciences - ISMA - IT	<a href="mailto:alessandro.pitossi@aeronautica.difesa.it">alessandro.pitossi@aeronautica.difesa.it</a>
9.	Civil-Military Cooperation (CIMIC)	09/10/2023	ST 13962/23 INIT	CIMIC COE - NL	<a href="mailto:info@cimic-coe.org">info@cimic-coe.org</a> <a href="mailto:Both.C@CIMIC-COE.org">Both.C@CIMIC-COE.org</a>
10.	WMD/CBRN Defence	10/02/2023	ST 6297/23 INIT	Joint CBRN Defence COE - CZ	<a href="mailto:postbox@jcbrncoe.org">postbox@jcbrncoe.org</a> <a href="mailto:dockalovav@jcbrncoe.org">dockalovav@jcbrncoe.org</a>
11.	Military support to SSR and DDR	31/05/2023	ST 10028/23 INIT	ESDC Executive Academic Board on SSR	<a href="mailto:SECRETARIAT-ESDC@eeas.europa.eu">SECRETARIAT-ESDC@eeas.europa.eu</a> <a href="mailto:kurt.meissner@bmlv.gv.at">kurt.meissner@bmlv.gv.at</a>
12.	Personnel Recovery	-	Ongoing TRA	European Personnel Recovery Centre - IT	<a href="mailto:info@eprc.org">info@eprc.org</a> <a href="mailto:ARulli@eprc.org">ARulli@eprc.org</a> <a href="mailto:G.Barbone@eprc.org">G.Barbone@eprc.org</a>
13.	Financing of CSDP Military missions and operations		Not covered		
14.	Legal aspects of CSDP		Not covered		
15.	Mission Specific / Pre-deployment Training		Not covered		

## EEAS(2023) 1275 REV 1

16.	Comprehensive approach to Crisis Management in CSDP		Not covered		
17.	Military support to Counter terrorism		Not covered		
18.	Military Role in Space support to Operations		Not covered		
19.	Military Role in Energy Security		Not covered		
20.	Communication and Info Integration		Not covered		
21.	Intelligence / ISTAR		Not covered		
22.	Information Environment (InfoOps, PsyOps)		Not covered		

## ANNEX 2: CSDP TRAINING PROGRAMME 2022/2023

Training offered through the Schoolmaster platform between September 2022 and August 2023, per civilian training area and military discipline, as identified by the training providers as well as the ESDC. One course may refer to multiple civilian training areas or military disciplines. Columns marked with grey have no reported training conducted in this period.

### *Civilian Training Areas*

	CTA	TRA	Total	Courses*	Non-ESDC	ESDC
1.	Communications, cultural, behavioural skills	Yes	54	6	52	2
2.	Leadership & Management	Yes	8	2	6	2
3.	Medical Issues	Yes	46	0	46	0
4.	Monitoring, Mentoring Advising	Yes	5	2	5	0
5.	Good governance	Yes	0	0	0	0
6.	Environmental Management and Climate Change	Yes	5	2	3	2
7.	Safety & Security	Yes	100	14	91	9
8.	Cultural Heritage Protection	Yes	3	1		3
9.	French as foreign language	Yes	0	0	0	0
10.	Generic preparation for missions	Yes	92	15	70	22
11.	Protection of Civilians	Yes	5	1	4	1
12.	Countering terrorism and radicalisation	Yes	0	0	0	0
13.	Gender Equality	Yes	81	3	78	3
14.	Human Rights / International Humanitarian Law	Yes	37	1	31	6
15.	Hybrid threats and cyber	Yes	19	2	2	17
16.	Mediation, negotiation and dialogue	Yes	23	7	15	8
17.	Organised Crime	Yes	4	1	4	0
18.	Security Sector Reform	Yes	12	5	7	5
19.	Support to Border Management	Yes	1	0	0	1
20.	Policing 4.0	Yes**	0	0	0	0



21.	Conflict Prevention	Ongoing TRA	66	0	60	6
22.	Rule of Law – (legal, judiciary, police, public order, community policing)	Ongoing TRA	4	0	3	1
23.	Planning (strategic and operational planning, situational awareness)	Ongoing TRA	13	2	0	13
24.	Foreign Information Manipulation and Interference (FIMI), Strategic Communication & Press and Public Information (PPI)	Work Plan awaited	4	2	3	1
25.	Standards of Behaviour & Code of Conduct	Work Plan awaited	57	0	54	3
26.	Human Resource	Not covered	0	0	0	0
27.	Finance & Procurement	Not covered	0	0	0	0
28.	IT & CIS	Not covered	0	0	0	0
29.	Logistics	Not covered	0	0	0	0
30.	Addressing irregular migration related security challenges	Not covered	0	0	0	0
31.	Support to maritime security	Not covered	2	2	0	2
32.	Political analysis and reporting	Not covered	1	0	0	1
33.	The EU Integrated Approach to external conflicts and crises applied to CSDP	Not covered	2	1	0	2

\* Individual specialised training courses focusing on that specific training area or discipline.

\*\* The TRA report was endorsed by the EUCTG in September 2023 which is outside the reporting period.

#### *Military CSDP Training Disciplines*

	CTA	TRA	Total	Courses*	Non-ESDC	ESDC
1.	Operations Planning for CSDP	Yes	4	2	2	2
2.	Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection	Yes	1	1	0	1
3.	Multinational Logistics	Yes	5	2	3	2
4.	Military Role in Cyber Defence**	Yes	0	0	0	0

5.	Gender	Yes	21	0	20	1
6.	Military Role in Integrated Border Management	Yes	2	2	0	2
7.	Maritime Security	Yes	2	2	2	0
8.	Leadership and Management	Yes	8	2	5	3
9.	Civil-Military Cooperation (CIMIC)	Yes	13	0	11	2
10.	WMD/CBRN Defence	Yes	0	0	0	0
11.	Military support to SSR and DDR	Yes	0	0	0	0
12.	Personnel Recovery	Ongoing TRA	0	0	0	0
13.	Financing of CSDP Military missions and operations	Not covered	0	0	0	0
14.	Legal aspects of CSDP	Not covered	1	0	0	1
15.	Mission Specific / Pre-deployment Training***	Not covered	0	0	0	0
16.	Comprehensive approach to Crisis Management in CSDP	Not covered	10	0	6	4
17.	Military support to Counter terrorism	Not covered	3	0	0	0
18.	Military Role in Space support to Operations	Not covered	1	1	0	1
19.	Military Role in Energy Security	Not covered	0	0	0	0
20.	Communication and Info Integration	Not covered	8	0	6	2
21.	Intelligence / ISTAR	Not covered	5	3	0	5
22.	Information Environment (InfoOps, PsyOps)	Not covered	2	0	0	2

\* Individual specialised training courses focusing on that specific training area or discipline.

\*\* The ESDC has numerous courses in ILIAS on Cyber. Moreover, both the EDA and the ESDC are managing separate platforms for training on Cyber.

\*\*\* The troop contributing nations are responsible for the mission specific training before deployment in an area of operations/missions, according with the mandate and the Commander Requirements.

### ANNEX 3: UPDATE ON THE KEY ACTIONS TO SUPPORT THE IMPLEMENTATION OF THE CSDP TRAINING POLICY

The 2022 revised *Implementing Guidelines for the EU Policy on Training for CSDP* listed 32 actions to support the implementation of the policy (Chapter 8), based on the experience of the EEAS and the ESDC in relation to the overall CSDP training, supported by the lessons process conducted by EEAS in 2021.<sup>68</sup> The actions below are from the *Implementing Guidelines*, categorised by key stakeholders and contains an update on the **state of implementation** in *italics* and assessment if the action can be considered closed or remain open. Actions are closed when they are considered implemented by EEAS and/or ESDC. In order to compile the state of implementation, PCM has worked with designated focal points from relevant entities: SECDEFPOL, EUMS/MPCC, CPCC, ESDC and FPI.

This 2023 CART report has closed 10 actions, thus 22 actions remain open. Further progress reporting is expected in the next CART. Only open actions will be reported on in the next CART.

#### Member States

- a. Member States, ESDC and relevant training institutions should **ensure that all available training for CSDP is listed in Schoolmaster**, enabling pooling and sharing, avoiding overlaps, and enabling wide dissemination of training opportunities to CSDP training audience. This is particularly important in relation to HEAT training, when there are short notice deployments. Pooling and sharing in terms of Pre-Deployment Training, as well as basic training, should also be considered, to the extent possible.

**State of implementation:** *Regarding the statistics (see chapter 4.1), the overall number of courses provided through Schoolmaster increased from 106 to 192 (81% increase). The number of courses outside the framework of ESDC that were added into the system increased from 9 to 73 (over 700%). The engagement from MS Training Institutions has increased since the summer of 2022, but could still be much higher.*

*As a standard practice the trainings organised under the ESDC are published in Schoolmaster. To allow future mission staff to undertake the mandatory mission preparedness training (PDT and HEAT) prior to their assignments and given the often short time between selection and deployment, the training courses are conducted at regular intervals over the year and where late registration is allowed. Under the ESDC, the PDT is held nine times and the HEAT eight times per academic year.*

<sup>68</sup> During fall 2021, a questionnaire was circulated to all Member States via Council channels, as well as to ESDC Executive Academic Board (EAB). In total, 25 responses were received, 15 from Members States' training institutes, five from Council representatives (five uncategorised); eight from the military the side.

*The ESDC, together with partner training institutes, is coordinating the annual calendar to ensure that all courses under the umbrella of the ESDC, including the CSDP Orientation course, PDT and HEAT and other courses running on multiple iterations, are separated to enable participants to take the training courses back-to-back before deployment, and for advance planning for training institutes, seconding agencies and the missions and operations when it comes to contracted staff.*

*This action is still open, and will be reported on in the next CART.*

- b. **Each Member State should identify Schoolmaster Compartment Administrator(s)**, acting as a national coordinator and an entry point for matters related to CSDP training at national level (i.e. desk in the MFA, MoI, etc.) and **granting authorisation to their training providers** who should strongly be encouraged to upload to Schoolmaster information on training relevant to CSDP.

**State of implementation:** *While all the Member States have a specific Compartment (contrary to 24 in the mid-term review in March 2023), only 18 Member States have appointed a Compartment Admin, and only 14 Member States have Institutional Coordinators under the institutions added under their Compartments. This means that only 18 Member States can administer their Compartments (e.g. add/delete training institutions) and 14 Member States can add courses themselves (potentially multiple training institutions within those Compartments). The Member States' Compartment should include the relevant training institutes in the respective Member State, Currently there are in total of 183 training institutes added to all Compartments, out of which only 24 are active. This is a slight increase compared to March 2023 (144/12) but still showcases the low level of engagement. (Chapter 4.1). The EEAS, together with the ESDC will organise Schoolmaster trainings with the revised system, to foster the use of Schoolmaster.*

*This action is still open, and will be reported on in the next CART.*

- c. Member States and ESDC should **disseminate the information about Schoolmaster** within their respective training institutions and networks and should encourage all relevant stakeholders to access and use the application in support of the *CSDP Training Programme*.

**State of implementation:** *The EEAS currently doesn't have a tool to evaluate the access and use of the Schoolmaster website. The EEAS IT is investigating on options how to install this function within the application.*

*This action is still open, and will be reported on in the next CART.*

- d. EUCTG and EUMTG, supported by EEAS and ESDC, as well as CCTs and DLs, also with the support of the assessment report, should continue assessing at regular intervals whether there is a **need to update the existing CSDP training requirements, preferably no later than five years after the finalisation of a TRA**, or when needed in cohesion with the developments in the specific areas.

**State of implementation:** *Developing the TRA reports has been time and resource intensive, mainly conducted and financed by the Member States expert bodies. Furthermore, keeping them up to date has proved to be challenging. Providing a thorough analysis of the developments in the respective training areas would constitute a process comparable to the original TRA process. Proper follow up would require extensive human and financial resources and careful planning well in advance. Moreover, due to natural turnover, the focal points within the CCT expert bodies change regularly. Considering all this, the overall approach to training requirements, including the TRA process, roles and responsibilities, will need to be further assessed and discussed, under the overall guidance of the EUCTG and the EUMTG, in parallel with the revision of the EU Policy on Training for CSDP (Chapter 4.2, p. 24).*

*This action is still open, and will be reported on in the next CART.*

- e. Member States should **nominate CCT or DL for the areas and disciplines that are currently lacking** a dedicated entity to **urgently conduct the missing Training Requirements Analyses**.

**State of implementation:** *In the military side, there are 22 Military Disciplines, out of which 12 have been covered by a TRA and 10 areas are missing a Discipline Leader. With the merge of two training areas and the separation of two others into four, the total amount of civilian training areas is currently 33, out of which 20 are finalised by TRA reports, five (5) ongoing while eight (8) areas do not have a dedicated CCT. Multiple training areas are still lacking a focal point on both civilian and military sides. Consequently, the training requirements in these areas have not been identified (Chapter 4.2). The role of other than Member States' entities, such as the Commission funded training projects, or EU entities (namely CPCC and ESDC) should be also considered, since many of the open training areas refer to areas that normally the Member States do not second experts, but are rather covered by contracted staff (e.g. administrative areas).*

*This action is still open, and will be reported on in the next CART.*

- f. EUCTG and EUMTG, supported by EEAS and ESDC, as well as the CCTs, DLs, also with the support of the assessment report, **should continue to review the need to identify new training areas or disciplines**, as part of the continuous process of issuing strategic guidance on CSDP training.

**State of implementation:** *New training areas and disciplines can be considered by the EUCTG and the EUMTG as part of the continuous process of issuing strategic guidance on training, supported by the EEAS and the ESDC, who should consider this in the regular assessment of the implementation of the EU Policy on Training for CSDP, including the CSDP Training Programme. In September 2021, the LT proposal of a new civilian training area on 'Policing 4.0' under 'Policy developments' capability cluster was considered approved by CivCom/EUCTG. In September 2023, the TRA Report on 'Policing 4.0' was agreed / approved by Member States. In 2023, existing civilian training areas have been adjusted in order to respond to the evolving situation. The existing training area 'Strategic Communication & Press and Public Information' was complemented with the highly topical new training area 'Foreign Information Manipulation and Interference (FIMI)' and is now renamed 'FIMI, Strategic Communication, Press and Public Information'. The existing areas 'Standards of behaviour' and 'Code of Conduct and Duty of Care' have been amended to one area 'Standards of Behaviour/ Code of Conduct'. The training areas 'Human Resource & Finance' and 'Logistics, Procurement, IT, CIC' have been reorganised into 4 new training areas: 1. Human Resource, 2. Finance and Procurement, 3. IT and CIS, 4. Logistics.*

*This action is still open, and will be reported on in the next CART.*

- g. EUCTG and EUMTG should continue to ensure that CSDP training activities and training opportunities respect the EU principles of inclusiveness and transparency and are open to all EU Member States.

**State of implementation:** *This is a continuous demand for CSDP training, also called for by the Member States in the 2023 EUCTG-EUMTG Strategic Guidance on CSDP Training.*

*This action is now considered closed, and will not be reported on in the next CART.*

- h. Member States should **continue to ensure mandatory Pre-Deployment Training, as well as safety and security training (HEAT)**, in case of high or critical risk missions, for all seconded staff prior to deployment as part of their duty of care obligation. Only under exceptional circumstances, HEAT can be completed within the first month of deployment.

**State of implementation:** *Between 2020-2022, less than 5% of seconded international staff within the civilian missions did not receive any PDT. For both staff categories, 8% had not attended any HEAT training prior or during deployment (Chapter 3.1). Since 2014 ESDC have been organising PDT in Brussels. The PDT is organised on a monthly basis to allow for deploying staff to undertake*



*the course prior deployment. Based on identified need for staff deploying to high risk/ critical CSDP missions, ESDC is since 2021 organising HEAT trainings on a regular interval. In the academic year 2022-23 eight HEAT courses were held and the same number is planned for 2023-24. In the event of an increased need, ESDC can potentially add extra iterations to meet those requests.*

*This action is still open, and will be reported on in the next CART.*

- i. Member States, together with EEAS, ESDC and the FPI, could examine new possibilities of covering the expenditure for the relevant training for CSDP based on identified parameters, especially in relation to PDT and HEAT, in order to fully ensure the mandatory nature of this training.

**State of implementation:** *EEAS, FPI and ESDC have worked closely with the consortium towards the new Commission funded training project that is planned to start in 2024. The EEAS joint ambition with the Commission has been to have a project that is aligned with the CSDP training architecture, can support existing EU structures in implementing the Compact, ensuring more sustainable results and elaborating on quality assurance standards. However, these tools are not covering the expenditure of mandatory training, which is the responsibility of Member States, supported by the ESDC. The potential reimbursement support for HEAT courses under the umbrella of the ESDC has increased to 10 000 EUR in 2021.*

*This action is still open, and will be reported on in the next CART.*

- j. Member States are welcomed to **continue to make use of the training opportunities under the auspices of the ESDC**, including PDT and HEAT, to implement training requirements for staff working on CSDP matters at EU bodies or in Member States.

**State of implementation:** *The primary target audience for PDT and HEAT organised under ESDC are personnel about to be deployed to CSDP missions, both seconded from Member States and contracted by the missions. If seats are available staff working on CSDP matters in EU bodies and members states are welcome to attend the courses. The level of participation in the ESDC PDT and HEAT courses has been overall sufficient. In 2022/2023 academic year there were 150 people trained in eight PDTs, 105 seconded and 45 contracted (23 police, 97 civilian, 30 military).<sup>69</sup> As for the HEATs, there were 111 people trained in eight courses, 23 female and 88 male (60 police, 37 civilian, 14 military).*

*This action is now considered closed, and will not be reported on in the next CART.*

<sup>69</sup> P. 15, ESDC Annual Report 2022-2023, doc. ESDC/2023/258, dated 6 November 2023.

- k. Member States are encouraged to continue **offering PDTs** under the auspices of the ESDC, aiming to ensure a monthly PDT.

**State of implementation:** *Under the ESDC, PDT is held in Brussels on a monthly basis, in close collaboration with various training institutes from member states. With a break over summer and the New Year the number of iterations are nine over the course of an academic year.*

*This action is now considered closed, and will not be reported on in the next CART.*

- l. Member States are encouraged to consider how to **move forward with regards to quality assurance standards**, specifically important in the case of PDT and HEAT. Moreover, a permanent certification mechanism should be considered in cooperation with EEAS, ESDC and other relevant stakeholders.

**State of implementation:** *During the academic year of 2022-23, the ESDC (under the EAB configuration WGMOT) started a process to standardise and streamline the implementation of HEAT courses. Detailed training standards are to be developed to complement the existing curriculum to ensure high quality of delivery of HEAT courses throughout. Based on the foundations that the former EU Commission funded ENTRi project provided in this respect. A HEAT sub-group was created under WGMOT, comprised of HEAT experts and practitioners from training institutes in the ESDC network. The group meets on a monthly basis and reports back to WGMOT in their quarterly meetings.*

*Once the standards are in place, the next step will be to create a certification mechanism for HEAT courses for further quality assurance. This is in line with the commitments in the Civilian CSDP Compact 2023-2027 as well as the 2023 EUCTG-EUMTG Strategic Guidance on CSDP Training, which highlights the need for quality assurance standards coupled with a certification mechanism for HEAT courses. The ESDC target dates for this work is to present the new HEAT standards and certification mechanism to EAB in February 2024 for their endorsement, in conjunction with regular revision of the HEAT curriculum. The new standards will be rolled out in the first half of 2024 and the certification mechanism piloted at one selected HEAT course.*

*This action is still open, and will be reported on in the next CART.*

- m. EUCTG and EUMTG, supported by EEAS and ESDC, should continue **to seek synergies in the framework of civil –military cooperation** (for instance by sharing experiences in certain training areas, sharing course curricula, exchange between CCTs and DLs, joint exercises etc.). They should closely coordinate with each other in all relevant matters and discuss jointly when appropriate, for example in relation to potentially common civilian and military Training Requirements, the *CSDP Training Programme* and the assessment of the implementation of the *CSDP Training Policy*, including the *CSDP Training Programme*.

**State of implementation:** *The first joint EUCTG and EUMTG meeting on 13 November 2023 is a good example of civilian-military cooperation and cooperation, providing a platform for Member States to jointly steer the CSDP training overall. The 2023 EUCTG-EUMTG Strategic Guidance on CSDP Training was discussed jointly and agreed by both CIVCOM and EUMC as a joint advice, subsequently to be agreed by the PSC.*

*When it comes to training requirements, an example of good practice could be considered the TRA report on Military support to SSR and DDR, where the Common Core Curriculum is stemmed from the existing training activities offered under the ESDC aegis. Moreover, there are Member State initiatives to develop a common approach in the Maritime, Space and Cyber Defence domains. Further guidance is needed from the EEAS and the ESDC on how to practically cooperate between civilian and military TRAs.*

*This action is still open, and will be reported on in the next CART.*

- n. Member States are encouraged to generate, offer and maintain trained personnel (under pooling and sharing principle) **to augment and operate on short notice the EU Deployable Communications and Information Systems Capability**, in preparation of executive Operations.

**State of implementation:** *According to the Strategic Compass, the EU Rapid Deployment Capacity (RDC) should be fully operational by 2025. On this backdrop, the Military Crisis Management Exercise (MILEX23) has been set to train all levels of command from EU OHQ (MPCC), to Force HQs and down to tactical units deployed in the first EU Live Exercise. Based on the strong commitment of Member States to the common training, this exercise contributed in fostering cohesion, enhance interoperability and cohesion of participating forces. However, the use of EU Deployable Package yielded technical gaps in communication and exchange of classified information, adversely affecting the Command and Control abilities as well the reaction speed to crisis in a non-permissive environment. Respective conclusions and recommendations will be subject of the final exercise report, to be discussed by MS on 12DEC23.*

*This action is still open, and will be reported on in the next CART.*

- o. Member States, as well as CSDP missions and operations, are encouraged to **consider attending relevant CSDP training as a strong asset in the entire selection procedure of staff for deployment in CSDP missions and operations**, reiterating the *CSDP Training Policy*.

**State of implementation:** *The civilian CSDP compact calls for a capability development, which includes sufficient and relevant training as optimal preparation for mission members to take up duties after deployment. For seconded mission personnel the consideration of attending relevant CSDP training as a strong asset in the entire selection procedure should be brought to Member States attention through the EU Civilian Training Group (EUCTG) and addressed by CPCC.*

*This action is still open, and will be reported on in the next CART.*

### EEAS

- p. EEAS, together with all relevant stakeholders, should **further develop the assessment** of the implementation of the *CSDP Training Policy* and *CSDP Training Programme*, such as in the form of *Comprehensive Assessment Report on Training (CART)*.

**State of implementation:** *The 2023 CART, as well as the novel 2023 EUCTG-EUMTG Strategic Guidance on CSDP Training, are the main examples of the assessment of the CSDP training architecture, and should be provided regularly by the EEAS in closed cooperation with relevant stakeholders.*

*This action is now considered closed, and will not be reported on in the next CART.*

- q. EEAS should continue to define, as well as clearly communicate, the **roles and responsibilities** in relation to the training architecture to Member States and other relevant stakeholders.

**State of implementation:** *This 2023 CART assesses the CSDP training architecture and outlines some key challenges, including that the roles and responsibilities of the EEAS and the ESDC are not aligned with the current overall CSDP training architecture (Chapter 3.2). The new Civilian CSDP Compact, as well as the 2023 EUCTG-EUMTG Strategic Guidance on CSDP training entail the revision of the EU Policy on Training for CSDP in 2024. The policy provides the overall framework, defining the roles and responsibilities of the different actors involved, including the ESDC. In order to ensure coherent, consistent and effective CSDP training architecture, the Council Decision (CFSP) 2020/1515 of 19 October 2020, establishing a European Security and Defence College (ESDC), has to be revised accordingly.*

*This action is now considered closed, and will not be reported on in the next CART.*

- r. EEAS and ESDC should **further develop the Schoolmaster application** in relation to both functionality and content, to enable better guidance to Member States on the current gaps and overlaps, as well as to foster pooling and sharing. EEAS and ESDC should provide training, including through online modalities, on the use of the Schoolmaster application that should be open to all training institutes offering CSDP relevant courses.<sup>70</sup>

**State of implementation:** *The Schoolmaster has been fully revised (back office 2022, public interface 2023) to support and host the CSDP Training Programme, as well as the ongoing TRA process. With the 2023 revision, the public interface has been completely renewed in design and content, including improved filtering and search functions, as well as the possibility to export advanced search results, allowing for better planning (e.g. HEAT courses within certain time period). Furthermore, the system now allows for bookmarking and sharing of interesting courses, as well as adding to calendar or printing the content. During the academic year 2022/2023 the EEAS organised two online trainings (Oct 2022 and January 2023) for the Schoolmaster back-office users (Compartment Admins, Institutional Coordinators, Network Coordinators). Since the 2023 revision has been finalised, further trainings are expected in 2024.*

*This action is now considered closed, and will not be reported on in the next CART*

- s. EEAS and ESDC, together with Member States, CSDP missions and operations and other stakeholders, should ensure the coherence of different types of training, such as PDT and induction training, with the aim of avoiding overlaps in the contents.

**State of implementation:** *PDT and induction training in general are complementary. However, there is still no generic guidance on content in the induction training, which could further help to ensure efficient preparation on staff.*

*This action is still open, and will be reported on in the next CART.*

- t. EEAS, together with ESDC and other relevant EU stakeholders, should look into how to **involve JHA actors**, as well as **other international organisations** and other relevant stakeholders, **on the basis of principles of inclusiveness and reciprocity**, into contributing to the *CSDP Training Programme*.

**State of implementation:** *JHA actors and relevant agencies, especially CEPOL, have been organising relevant training for CSDP, and 2022/2023 one training event on Civilian CSDP Operational Planning, organised together with the CPCC, was offered through Schoolmaster. Furthermore, CEPOL organised a webinar in close cooperation with EEAS (SECDEFPOL, PCM.1)*

<sup>70</sup> An online training is available for Schoolmaster back-office users in the Goalkeeper Schoolmaster web page, see further details in Annex 4 of the revised Implementing Guidelines for the EU Policy on Training for CSDP, doc 11437, 15 July 2022.



*on the new Civilian CSDP Compact. The interest and participation was high with around 120 attendees.*

*This action is still open, and will be reported on in the next CART.*

- u. EEAS and ESDC, together with other relevant stakeholders, should aim to **organise an annual event** for Member States, CSDP missions and operations, relevant training providers, EU entities as well as other relevant stakeholders, in order to analyse and share relevant lessons and good practices, discuss recent CSDP developments and emerging policies with a view to reflect these in training opportunities and to explore synergies through networking. In order to avoid overlaps, **synergies should be sought with other similar events**, such as the European Association of Peace Operations Training Centres (EAPTC) and International Association of Peacekeeping Training Centres (IAPTC).

**State of implementation:** *From 7-9 June 2023 the ESDC, in cooperation with the EEAS, organised the Annual Conference for European Association of Peace Operations Training Centres (EAPTC) in Brussels. More than 120 participants attended the conference from military, police, diplomatic and civilian training institutions, think-tanks and universities. There was a representation from 22 European countries, various EU institutions, branches of United Nations and regional training associations outside Europe. Seven panel sessions/ working groups were held under the conference theme: Enhance training capacities and cooperation in the fields of Peace, Security and Defence. The conference received very positive feedback from the participants. Majority responded in the evaluation that the conference fully met their expectations, that the sessions caught their interest and that the topics discussed were very relevant to their current job. Together with the Group of Friends of EAPTC an After Action Review (AAR) were done in August, facilitated by EEAS/PCM.1, to draw lessons from the organisation of the conference. In November 2023, the ESDC represented the EAPTC at the Annual Conference for International Association of Peacekeeping Training Centres (IAPTC) in Nairobi Kenya.*

*The Annual Training and Education Conference (ATEC) was organised in 14-15 November 2023, in Brussels, in cooperation with EEAS. The conference was held in conjunction with the joint EUCTG/EUMTG meeting on 13 November. ATEC 2023 centres around the advancement of the CSDP training and education agenda. The primary focus is on addressing emerging and crosscutting issues within the CSDP landscape. ATEC provides a platform for in-depth discussion, resource sharing and the enhancement of regional civilian-military coordination.*

*This action is now considered closed, and will not be reported on in the next CART.*



- v. EEAS should further examine **how to better link** the implementation of the *EU Policy on Training* and the future assessment of the *CSDP Training Programme*, **to the wider capability development objectives and commitments**, for example under the Strategic Compass and the Civilian CSDP Compact, or any other form developing civilian CSDP and its capabilities beyond 2023.

**State of implementation:** *The wider civilian capability development will be conducted in a structured and regular process as outlined in the Strategic Compass and the Civilian CSDP compact 2023 – 2027. The concept for the Civilian Capability Development Process (CCDP) was presented to PSC in October 2023 with the aim to adopt the CIVCOM conclusions subsequently. Training will be one of the focus capabilities under the CCDP. The intent is to ensure and where needed to establish a close connection with the policy level as well as with other capabilities, especially with human resources management. The closer link with civilian CSDP policy would ensure that operational efforts in training effectuate the desired impact outlined in the political guidance of the Council and its preparatory bodies. Establishing the link between training and human resources management would ensure that planning and conduct of training activities addresses actual operational needs and are coherent with the job descriptions outlining the tasks of mission personnel.*

*In the framework of the Headline Goal Process, a continuous cyclic EU military capability planning process, aligned with the NATO Defence Planning Process (NDPP)<sup>71</sup>, is followed for the development of deliverables as set by the Requirements Catalogue stemmed from the CSDP illustrative scenarios. The Strategic Compass outlined to gradually further strengthen military Command and Control structure, aiming that MPCC will reach its fully operational capability by 2025. Moreover, in the context of the development of the EU Rapid Deployment Capacity, the MPCC will also be the preferred military strategic level Command and Control element for its related CSDP Missions and Operations.*

*This action is still open, and will be reported on in the next CART.*

- w. EEAS, as well as CSDP missions and operations, should **continue to invest in the Knowledge Management and organisational learning, including relevant lessons processes**, as well as online tools to store and disseminate lessons and good practices, including in the area of CSDP. For instance the TRA process, coordinated by EEAS in close cooperation with EU Member States and national training institutes, has delivered valuable lessons that will be taken into account in the upcoming *CSDP Training Programme*.

**State of implementation:** *The EEAS has been investing in knowledge management (KM) capabilities in the area of Peace, Security and Defence (PSD), with the aim of continuously improve the*

<sup>71</sup> Given the single set of forces made available by States members in both organizations.

effectiveness and efficiency of the EU in this field. For the first time in the political level, the 2023-2027 Civilian CSDP Compact acknowledges the need to 'develop a systematic approach to knowledge management and organisational learning' (commitment 5), including revising the annual CSDP lessons process allowing for a more systematic follow-up of identified lessons. Moreover, evaluation of the impact of civilian CSDP missions should be ensured. As part of its mandate to develop KM capabilities, the EEAS/PCM.1 has established an online EU Knowledge4Peace (EUK4Peace) portal, aiming to become a single repository for key EEAS documents and lessons in the field of PSD, replacing the existing lessons database (in 2023 piloted within PCM). PCM.1 is also conducting an annual lessons process<sup>72</sup>, where the ESDC took part for the first time in 2022, as well as developing the impact evaluation.<sup>73</sup> Moreover, revising the Schoolmaster platform is contributing to overall KM in the area of CSDP training, as it provides access to key public policy documents, TRA reports and the main conclusions therein, as well as the contact info of the relevant focal points. Since 2022, CPCC has had a dedicated staff for KM and organisational learning, with the aim of implementing and institutionalising the compact commitments. CPCC has established a KM network in civilian CSDP missions to develop and standardize KM and learning processes, and support cross-fertilization of good practices. All this needs to also feed into training planning and conduct, and the mechanism for this need to be set up.

*This action is still open, and will be reported on in the next CART.*

- x. EEAS should foster further cooperation between the actors relevant for CSDP training, including PCM, SECDEFPOL, ESDC, CPCC and EUMS and MPCC, to strengthen common courses of action.

**State of implementation:** *In 2021, PCM established an informal EEAS Working Group on CSDP Training bringing together actors relevant for training on CSDP within the EEAS. This working group has met 12 times during 2021-2023 and it is a platform to discuss and work on CSDP Training, including topics such as the overall state of play for the CSDP Training Policy implementation and key actions from the Implementing Guidelines, EUCTG/EUMTG meetings, relevant political processes (e.g. Compass, Compact, Council Conclusions) as well as follow-up and prioritise amongst the different work strands, including the annual reporting on CSDP Training, planning of annual training conferences and the revision of training related documents.*

<sup>72</sup> 2022 EEAS Conflict Prevention and Crisis Response Lessons Report, doc. 11523/23, dated 5 July 2023.

<sup>73</sup> See Independent evaluation of the impact of civilian CSDP missions – Options Paper, doc. WK 3325/2023 INIT, dated 9 March 2023 and CivCom Advice on the Independent Evaluation of the impact of Civilian CSDP Missions - Options Paper, doc. 10965/23, dated 21 June 2023.

*This action is now considered closed, and will not be reported on in the next CART.*

### CSDP missions and operations

- y. CSDP missions and operations should **continue to ensure mandatory Pre-Deployment Training and HEAT**, in case of high or critical risk missions, for all internationally contracted staff prior to deployment, as part of their duty of care obligation. Only under exceptional circumstances, HEAT can be completed within the first month of deployment.

**State of implementation:** *Between 2020-2022, 25% of contracted staff within the civilian missions did not receive any PDT. For both staff categories, 8% had not attended any HEAT training prior or during deployment (Chapter 3.1). CSDP missions recognize their responsibility of having mission personnel sufficiently trained. There is room for improvement, but pressuring deployment dates, time-consuming medical treatment before deployment as well as necessary administrative issues, which prevented PDT participation, had to be taken into account. From duty of care perspective it should be excluded under all circumstances, that any mission member is deployed to a high-risk mission without a valid HEAT certificate.*

*This action is still open, and will be reported on in the next CART.*

- z. CSDP mission and operations are welcomed to **continue to make use of the training opportunities under the auspices of the ESDC**, including PDT and HEAT, as well as other EU training initiatives providing needs based training, such as FPI funded training projects.

**State of implementation:** *In 2022/2023 academic year, in eight ESDC PDTs there were 150 people trained, out of which 45 were contracted. As for the HEATs, the same figures were 111/36 in eight courses. This exemplifies that the missions are actively using ESDC courses to train the contracted staff.*

*The FPI funded training project EUCTI aims at enhancing the abilities of the **deployed** civilian staff in EU CSDP, OSCE, UN, AU and possibly other crisis management missions to work in an efficient, effective and sustainable manner to implement their respective missions' mandates. Until 10 November 2023, the EUCTI Consortium partners developed and implemented 27 training activities and contributed to enhancing the skills of the members of training centres in three non-CSDP contributing countries (DRC, Benin and Bosnia and Herzegovina). During this time, the project trained 498 civilian experts from 51 countries (4 continents: Europe, Asia, Africa and North America), mostly on Strategic Communication, Mediation and Negotiation, Mentoring and Advising and conducting Training of Trainers. This shows the active role the FPI funded training projects have in the CSDP training architecture, establishing contacts with most of the CSDP missions and working*

*closely with eight of them, quickly responding to their emerging needs and tailoring the activities to meet those needs. By engaging directly with the mission personnel, FPI-funded projects can help build bridges between EU policies and realities in the mission environment.*

*This action is now considered closed, and will not be reported on in the next CART.*

aa. CSDP Missions should aim to ensure, that **Induction Training** is conducted within the first month of deployment in the mission and that it is complementary to the PDT.

**State of implementation:** *Induction training in CSDP mission is conducted within the first four weeks of deployment. Training topics stem from mission requirements and complement the pre-deployment training with some mission specific overlaps.*

*This action is still open, and will be reported on in the next CART.*

### **ESDC**

bb. The ESDC could be **further used as a platform for pooling and sharing** training resources, curricula development and harmonisation, as well as ensuring and developing quality assurance standards.

**State of implementation:** *During the academic year of 2022-23, 193 training activities were organised within ESDC by training institutes in member states and other partners. That was an increase from previous academic year and shows the commitment from member states to offers training under ESDC. All courses held under ESDC are following an approved standard curriculum, developed and regularly revised with subject matter experts from member states and harmonised to respond to gaps identified in the TRA's. For HEAT courses, that has a direct link to the duty of care in CSDP missions, a more robust system of standards are being developed, for further information see key action l). The ESDC could provide its existing framework to support Member States in pooling and sharing training resources, curricula development and harmonisation, as well as ensuring and developing quality assurance standards.*

*This action is still open, and will be reported on in the next CART.*

cc. ESDC should **continue offering the Pre-Deployment Training, preferably on a monthly basis**, and timed to fit deployment dates in missions and operations. Online training should be considered as an alternative when appropriate. Moreover, PDTs needs to be streamlined with Mission's induction training in order to avoid overlaps and cover potential gaps.

**State of implementation:** *Since 2014 ESDC have been organising PDT in Brussels. The PDT is organised on a monthly basis to allow for deploying staff to undertake the course prior deployment. The course is held in residential format in Brussels, when special circumstances and upon request, it*

has also been held in online- and hybrid format (e.g. to facilitate the deployment of EU Mission in Armenia (EUMA) in 2023).

*This action is now considered closed, and will not be reported on in the next CART.*

dd. ESDC, with a prominent role in developing the standard curricula for the courses organised under the auspices of ESDC, should take into account the TRAs in the curricula development and revision process, as appropriate. ESDC network members are encouraged to **link all future pilot activities with the gaps** resulting from the EUCTG and/or EUMTG Training Requirement Analysis.

**State of implementation:** *All new pilot courses held under ESDC are responding to gaps identified in the TRA's. Since 2022 the ESDC curricula template has a section on the correlation to relevant TRA or TRA's. In the recurrent revision process of the ESDC curricula findings from the TRA are shaping the curricula and learning outcomes. As highlighted by the Member States in the joint EUCTG-EUMTG meeting in 13 November 2023, the ESDC could have a more prominent role when it comes to the follow up of the TRA reports.*

*This action is now considered closed, and will not be reported on in the next CART.*

#### **Civilian Coordinators for Training and Military Discipline Leaders**

ee. CCTs and DLs, supported by EEAS and ESDC, should act as a focal point for a particular training area and support EUMTG and EUCTG and EU training authorities by actively identifying, analysing, monitoring and assessing training requirements in their area. They should also contribute to the assessment of the *CSDP Training Programme* by reporting progress in their area, including recommendation for action needed, in consultation with EEAS and ESDC.

**State of implementation:** *Developing the TRA reports has been time and resource intensive, mainly conducted and financed by the Member States expert bodies. Furthermore, keeping them up to date has proved to be challenging. In the guiding documents it has been envisioned that the CCTs and DLs would contribute to the CART with a summary of their assessment of the progress achieved and make recommendations on which areas will need further work in the next cycle. With the September 2023 Information note<sup>74</sup>, the CCTs were asked to provide a brief and condensed assessment of their respective training areas since the submission of their TRA reports. As only half of the 20 CCTs replied, there is no comprehensive picture of the developments within the training areas. Providing a thorough analysis of the developments in the respective training areas would constitute a process comparable to the original TRA process, including sending questionnaires to missions, which is not feasible given that this would be currently 20 questionnaires at the same time. Proper follow up would*

<sup>74</sup> Doc. WK 11208/2023 INIT, 08 September 2023.



*require extensive human and financial resources and careful planning well in advance. Moreover, due to natural turnover, the focal points within the CCT expert bodies change regularly. Considering all this, the overall approach to training requirements, including the TRA process, roles and responsibilities, will need to be further assessed and discussed, under the overall guidance of the EUCTG and the EUMTG, in parallel with the revision of the EU Policy on Training for CSDP.*

*This action is still open, and will be reported on in the next CART.*

**FPI funded training projects**

ff. The FPI funded training projects should **carefully take the CSDP TRAs, as well as current gaps and overlaps in the CSDP Training Programme, into consideration** when planning and conducting their training. They are furthermore encouraged to **add relevant courses** to the *CSDP Training Programme* in Schoolmaster.

**State of implementation:** *The currently ongoing EUCTI project is offering their courses regularly through Schoolmaster, and have been actively discussing with EEAS and ESDC regarding the TRAs which are an integral part of EUCTI training course development. The new Civilian CSDP Compact calls upon the relevant Commission services to align relevant Commission-funded training projects with the Compact in 2024. The next project starting in 2024 is planned to support the overall CSDP training architecture, under the overall guidance of the FPI and the EUCTG and in close cooperation with the EEAS and the ESDC, and will be flexible to adjust to the policy needs as well as emerging training requirements.*

*This action is still open, and will be reported on in the next CART.*