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From : Political and Security Committee  
To : Permanent Representatives Committee  
Subject : Draft EU Training Concept in ESDP

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Delegations will find attached the revised draft EU Training Concept in ESDP as agreed by the PSC on 27 July 2004.

## EU TRAINING CONCEPT IN ESDP

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## Chapter I Introduction

1. The European Union Training Policy in ESDP, which was approved by the Council on 17 November 2003, defines the overall political and operational framework for the EU training activities in ESDP.
2. This EU Training Concept in ESDP develops the EU training objectives, requirements including civilian, police and military, target audience, guiding principles and responsibilities and sets out the necessary measures and procedures for implementing the agreed policy including the improvement of networking among Member States and the relevant EU institutions and bodies and the regular conduct of the ESDP orientation course.
3. There is a potential role for the Institute for Security Studies (Institut d'Études de Sécurité) to contribute to the EU Training in ESDP.

## Chapter II Aim and Scope

4. The aim of this EU Training Concept in ESDP is to implement the EU Training Policy in ESDP, and provide the necessary measures and procedures for analysing overall training requirements and for the planning, conduct, evaluation and assessment of ESDP training as defined hereafter. This ESDP training, which will be complementary to the ESDP training already delivered by national authorities, will play an active part in the spread of ESDP culture and enhance the efficiency of the Crisis Management Operations conducted by the EU.
5. Particular attention needs to be given to ensure the connection between exercises, training and lessons learnt, inter alia from EU Operations.
6. A holistic and co-ordinated EU training concept for military and civilian crisis management purposes will contribute to creating a European security culture under the ESDP by:
  - strengthening synergies between the different training initiatives at EU level within ESDP,

- increasing the interoperability between all the actors involved,
- focussing particularly on the interface between military and civilian areas, including police.,
- supporting the overall goal of improving civil-military as well as civil-civil co-ordination within ESDP.

7. Therefore training in ESDP needs to:

- Support the development of ESDP
- Be based on regular assessment of ESDP training requirements
- Comply with the European Security Strategy
- Meet Crisis Management operational needs
- Ensure a comprehensive approach between civilian, police and military training activities
- Reflect the EU Crisis Management capabilities
- Integrate lessons learnt from operations and exercises
- Identify and share best practices
- Be cost-effective with the best use of resources
- Take into account the EU guidelines in Crisis Management related fields (e.g. Children and Armed conflict)
- Contribute to the integration of a gender perspective within the ESDP framework
- Include the relevant aspects of International Law including International Humanitarian Law
- Complement ESDP training provided by Member States and international organisations as appropriate

8. This concept will draw on inputs from different EU training initiatives with a view to improving synergies.

### Chapter III Definitions

9. EU training in ESDP has been defined as "a training regime, conducted in common, which contributes to a better understanding and sense of purpose of ESDP, provides knowledge and, if required, skills for its implementation". It is geared basically towards working together in EU crisis management operations and also includes mission-induction training.

10. The ESDP Training Process consists of:

*-Planning* which means the process of the identification, setting up and preparation of the training activities. It starts with the analysis of the training requirements and culminates just before the conduct phase begins. The EU Training Programme in ESDP lists the selection of individual training activities to be implemented within a given timescale, based on an analysis of training requirements.

*-Conduct* which means the execution of what has been planned for a specific training activity. It refers to what is also known as the "implementation phase" of training.

*-Evaluation* which means verifying whether and to what extent aims and objectives were achieved, by highlighting the most significant lessons learnt from the each phase.

*-Assessment* which means the validation of the previous steps of this training process including its activities, based on lessons learnt, which might lead to their subsequent adaptation.

## Chapter IV Objectives

11. Training should be designed to:

- at strategic planning level

- develop throughout the Union a common ESDP culture,
- provide the EU instances with knowledgeable personnel able to work efficiently on all ESDP matters,
- provide EU Member States' administrations and staffs with knowledgeable personnel familiar with EU policies, institutions and procedures.

- at operational level

- prepare civilian and military personnel to take part in EU-led operations.
- facilitate interoperability within civilian and military fields, and their co-ordination.

12. Whereas the EU Training Policy in ESDP refers only to strategic and operational levels, current developments in tactical level training mean that this Training Concept will apply also to some tactical level training. The latter will cover generic, pre mission and in theatre training, while recognising there will be different training requirements for military and civilian personnel.

## Chapter V Responsibilities

13. The Council, in close association with the Commission, will ensure the coherence between the different bodies involved in the implementation of the Training Policy and between all relevant EU policies and procedures. The Council will annually approve the rolling multiannual (3 years) EU Training Programme in ESDP.

14. The Political and Security Committee will provide overall guidance for all EU training activities in ESDP and in particular will agree the EU Training Programme in ESDP. The Commission is fully associated.

- a The EU Training Programme in ESDP will be co-ordinated and reviewed in regular meetings of the Politico-Military Group with the participation as appropriate of civilian and military training experts. The preparatory work on the draft EU Training Programme in ESDP will be carried out, as appropriate, by the General Secretariat of the Council (DGE VIII, DGE IX and EUMS) and the Commission.
  - b These meetings will contribute to improving the exchange of information on activities and will maximise synergies between the existing training facilities of Member States and the relevant EU institutions and bodies covering both the civilian and military dimensions of crisis management.
  - c These meetings will also consider the exchange of information and co-ordination in the field of training with the EU's international partners and organisations, as appropriate.
  - d These meetings will perform a key role in ensuring consistency of the EU training in ESDP with national training activities in aspects of ESDP. This will be sought through a systematic approach in order to clearly identify specific training responsibilities of the EU and of the Member States, with a view to achieving co-ordination, complementarity, cost effectiveness, efficiency and avoiding unnecessary duplication.
  - e The PMG with the participation as appropriate of civilian and military training experts will report to the PSC and suggest measures and the provision of means for further action. They will also suggest to the PSC changes to the ESDP training objectives.
15. The EU Military Committee supported by the EUMS will provide its advice to the PSC on all relevant military aspects of the EU Training Programme in ESDP.
16. The Committee for Civilian Aspects of Crisis management will provide its advice to the PSC on all relevant civilian aspects of the EU Training Programme in ESDP.

17. European Security and Defence College

Building on existing facilities and arrangements, a European Security and Defence College (ESDC) will be established within the EU as set out in Annex B. A Council decision will define the modalities for the functioning of the College.

## **Chapter VI      Networking**

18. Networking, taking into account the already existing networks, will foster contacts, exchanges of information, co-operation and co-ordination among all actors.

19. A broad network will be established, bringing together all relevant civilian and military actors involved in EU Training in ESDP.

20. The network will, following guidance by the PSC and within the framework of co-ordination arrangements for EU Training in ESDP, organise a periodic (annual) conference of the institutes and schools, with a view to:

- defining and harmonising academic programmes on ESDP matters,
- avoiding unnecessary duplications in courses offered through co-ordination among actors,
- sharing academic resources and material,
- taking stock of the relevant developments at EU level.

The PMG will have the responsibility for the periodic (annual) conference. The Presidency, with the support of the General Secretariat of the Council and the Commission, will carry out the preparatory work for this conference.

## **Chapter VII Training Requirements and Categories**

21. The EU training in ESDP should encompass such issues as:

- at strategic planning level

- a. Good understanding of the Common Foreign and Security Policy and EU external action.
- b. Principles of ESDP and its development.
- c. Objectives of ESDP.
- d. Familiarisation with the functioning of EU and its institutions including respective competencies in the ESDP context.
- e. Clear understanding of the EU Crisis Management structures and procedures.
- f. ESDP military and civilian capabilities.
- g. Relevant concepts and Crisis Management Exercises.
- h. Dedicated preparation for certain civilian, police or military staff functions.
- i. EU relations with the UN.
- j. EU relations with NATO.
- k. EU relations with other international organisations, such as OSCE, and support to regional organisations.
- l. EU relations with non-EU European NATO members and other candidates for accession and other potential partners, in relation to conflict prevention and crisis management.
- m. EU CIMIC and CMCO arrangements.
- n. Legal and financial aspects of ESDP operations
- o. Lessons learnt from ESDP operations.

- at operational level

Requirements depend on the type of crisis management activity (military, police, other civilian). Common EU training criteria already exist in the four civilian areas (police, rule of law, civilian administration, civil protection).

22. Specific programmes may need to be established on a case by case basis for Third Country participants in EU-led operations.

23. Training could be delivered in different forms with a variety of methodologies and be divided in the following categories:

- Courses
- Seminars
- Coaching
- Group projects
- Simulation training
- Workshops
- Single Lectures
- Internet-based Distance Learning (IDL)
- “On the job” training
- Other formats

## **Chapter VIII EU Training Programme in ESDP and Implementation Process**

24. EU Training Programme in ESDP

(a) Structure of the EU Training Programme in ESDP

The EU Training Programme in ESDP will list all foreseen ESDP training activities. It will indicate the date, type of activity, organiser, location, number of participants, category of participants, and aim of each training activity to be conducted by all the relevant actors in ESDP training.

On a 3-year rolling basis, training activities are "agreed", "tentatively agreed" or "envisaged" by the PSC before the draft The EU Training Programme in ESDP is presented to the Council for approval. The first 12 months at least of each draft programme should contain only training activities which are "agreed" with subsequent years "tentatively agreed" and "envisaged".

If needed, the Council may consider specific training activities in a longer-term perspective in order to allow timely training preparation.

In the event of a change in allocation of resources, appropriate modifications will be made to the EU Training Programme in ESDP as early as possible. Each EU Training Programme in ESDP will take into account lessons learnt from previous training activities and the latest developments in EU Crisis Management procedures. This will allow adequate long-term planning and co-ordination of training activities of the EU with international organisations as appropriate.

The EU Training Programme in ESDP will be structured according to the different ESDP areas of interest reflecting, in an illustrative way, the details mentioned in this paragraph and as shown in Annex A.

The EU Training Programme in ESDP will be co-ordinated with those of relevant international organisations, as appropriate.

(b) EU Training Programme in ESDP meetings

In the context of preparation of the draft programme, two meetings on the EU Training Programme in ESDP are foreseen to take place each year. The purpose of these meetings will be to discuss and further elaborate the draft EU Training Programme in ESDP prepared by the Council Secretariat and the Commission, as appropriate.

Prior to the meetings, the Member States training authorities, the relevant EU institutions and bodies and the various institutions offered by Member States will provide, through the PMG with the participation as appropriate of civilian and military training experts, an exhaustive list of requirements related to training in ESDP aspects. They will establish an overall list of requirements identifying the EU as well as national needs. The aim of the first meeting in the beginning of the year will be to assess the training activities of the previous year and begin the process to tentatively plan the next year's programme. The aim of the second meeting at the end of the year will be to finalise the following years' programme.

## 25. Training Implementation process

### *(a) Planning*

According to the identified training requirements the PMG with the participation as appropriate of civilian and military training experts will consider the design and establishment of courses, modules, seminars and other training activities as well as selection of methodology with a view to achieving the objectives.

These commonly developed courses and modules could be designed to be incorporated in the networking institutes' curricula.

This step will be supported by the institutes, schools and academies conducting the various training activities.

### *(b) Conduct*

This stage will be dedicated to the conduct phase of the courses, modules, seminars and other training activities designed and selected, whose content will cover the areas considered as necessary to attain the required standards.

The ESDC will contribute to the conduct of courses in ESDP at strategic level. The institutes, schools and academies will be responsible for conducting the other training activities included in the EU Training Programme in ESDP.

Training activities, as appropriate, should set out the means of assessing participants. Assessment aims at verifying whether the participants attained the required standards of knowledge and skills as set out for the training activity. It will have to be carried out by the abovementioned bodies.

Participants will receive a certificate of attendance.

**(c) Evaluation / Reporting**

For the development of EU training courses and training activities, an agreed procedure on using proven evaluation techniques will need to be structured unambiguously so it can be used by all the training actors involved in ESDP training. The outcome of the evaluation will not only help to assess the overall effectiveness of the courses, but also will provide the information to identify future training needs. The evaluation will be carried out on all the ESDP training activities.

The increasing number of training actors offering to conduct various training activities will entail the need to evaluate each initiative's quality and its coherence with the agreed curricula. An evaluation report will be sent from the training actor conducting the training activity to the PMG with the participation as appropriate of civilian and military training experts within two weeks after the conclusion of the training activity.

**(d) Assessment**

Assessment of the complete training process will have to be carried out by competent experts.

**(e) Final Training Report on training activities to PSC**

PMG with the participation as appropriate of civilian and military training experts will conduct an analysis of the training process, based on the reports provided by the institutes, schools and academies and a Final Training Report (FTR) will be made annually. This report will be forwarded to the PSC who may agree on recommendations and lessons learnt, including a review of their implementation as appropriate.

## **Chapter IX Training Audience**

26. Target personnel for training are all civilian and military personnel from a Member State or the relevant EU institutions and bodies and who are expected to be involved with ESDP including a deployment in a future EU Crisis Management Operation. The target personnel could also include individuals from third countries as appropriate, selected by procedures to be defined.

The EU capability for conducting Crisis Management Operations depends very much on skilled and appropriately trained personnel. Therefore participants have to attain high standards prior to deployment.

## **Chapter X Co-operation with International Organisations and other international entities**

27. In the area of training it is vital to foster good links with the various actors involved in training, be it at national, EU or international level and in both the public and non-public sector. The development of mutual understanding of respective procedures and concepts with other international actors is equally important.
28. The aims of this co-operation and the way that these activities shall be co-ordinated are embedded in the overall policy objectives that the Council has agreed upon for every individual actor or that can be decided upon whenever the need arises.
29. Taking into account the fact that many of the international organisations and other international entities are conducting training activities in Crisis Management at different levels and in different areas it is of the utmost importance that they co-operate with each other in three main areas:
  - to have the widest exchange of information concerning all the training activities;
  - to enable the exchange of trainers/lecturers/programmes;
  - offering of invitations to attend each other's training activities when appropriate.

## **Chapter XI Financing**

30. Financing modalities of ESDP training activities still have to be defined.

**ANNEX A (Illustrative)**

<b>The EU Training Programme in ESDP 200X - 200X + 2</b>						
<b>200X (Agreed)</b>						
<b>Date</b>	<b>Activity</b>	<b>Organiser</b>	<b>Location</b>	<b>No of participants</b>	<b>Category of participants</b>	<b>Aim of training activity</b>

<b>The EU Training Programme in ESDP 200X - 200X + 2</b>						
<b>200X + 1 (Tentatively agreed)</b>						
<b>Date</b>	<b>Activity</b>	<b>Organiser</b>	<b>Location</b>	<b>No of participants</b>	<b>Category of participants</b>	<b>Aim of training activity</b>

<b>The EU Training Programme in ESDP 200X - 200X + 2</b>						
<b>200X + 2 (Envisaged)</b>						
<b>Date</b>	<b>Activity</b>	<b>Organiser</b>	<b>Location</b>	<b>No of participants</b>	<b>Category of participants</b>	<b>Aim of training activity</b>

## **European Security and Defence College (ESDC)**

### **1. Introduction**

On 17 November 2003, the Council approved the EU Training Policy in European Security and Defence Policy (ESDP), as a result of the Thessaloniki European Council invitation to foster the development of a European security culture under ESDP, through agreement on a co-ordinated EU Training Policy, encompassing both civilian and military dimensions of ESDP. The Council also requested the PSC to further examine the initiatives and proposals mentioned in the EU Training Policy document, including the proposal concerning a European Security and Defence College (ESDC) as presented at the meeting of the PSC on 7 November 2003.

This document presents the principles for the establishment of the ESDC, based on the findings of the seminar held in Paris on 11 – 13 Feb 2004, attended by training experts of all 25 Member States. These principles will be reviewed following the completion of the ESDC Pilot Course, based on the evaluation of this course and, as appropriate, other relevant experiences and considerations.

### **2. Mission of the ESDC**

The mission of the ESDC is to develop and promote a common understanding of ESDP among both civilian and military personnel at the appropriate level, dealing with strategic aspects and to identify and disseminate, through its courses, best practice in relation to various ESDP issues.

The objectives are to:

- further enhance the European security culture under ESDP,
- provide the EU instances with knowledgeable personnel able to work efficiently on all ESDP matters,
- provide EU Member States' administrations and staffs with knowledgeable personnel, familiar with EU policies, institutions and procedures.

To accomplish this mission the education provided by the ESDC will stress the comprehensive character of the ESDP as well as the need for common understanding. It will also promote professional relations and contacts among its participants. The content of the courses will be reviewed regularly to ensure that they meet the training needs of Member States and EU institutions and are delivered cost-effectively.

### 3. Organisation of ESDC

The College will be organised in the form of a network between national institutions within the EU, with links to EU institutions, international organisations and other relevant actors, without a need for a fixed or new infrastructure.

It will develop a broad-based type of education in the form of an annual session subdivided into modules which will consist of both residential modules and Internet-based Distance Learning (IDL).

The participating national institutions will be invited to organise on a rotational basis one or more modules or a part thereof.

For the residential modules, participants will gather in the host institution.

To ensure efficient functioning a three tier structure is envisaged:

- a steering committee for overall co-ordination and direction of the work of the college
- an executive academic board to guarantee the quality and the coherence of the studies;
- administrative secretariat functions.

#### a) Steering Committee

A Steering Committee will be composed of representatives of all Member States. Where there are several institutions represented from a single Member State, they form a delegation. The Steering Committee will be responsible for establishing the ESDC programme of every annual session to be included in the EU Training Programme in ESDP. Two years in advance of each annual session the Steering Committee will select the host countries that will conduct the modules. Representatives of the General Secretariat of the Council of the European Union and the Commission shall be invited to attend meetings as non-voting observers.

#### b) Executive Academic Board

The Executive Academic Board composed of representatives from each of the host countries will be responsible for the preparation and implementation of the academic program. Their meetings are also open to the host countries for the preceding year and following two years. The Executive Academic Board will review the standards of the education undertaken in the preceding year and will formulate proposals for studies in the next year.

#### c) Administrative Secretariat functions

Staff members will be designated as points of contact in each national institution, to deal with various organisational and administrative issues connected with the organisation of modules.

However, after an initial period of operation, it will be necessary to consider how administrative support can most effectively be provided, while maintaining relations with the relevant European institutions for budgetary and legal issues.

### 4. Funding of ESDC

Member States will bear their own costs for the funding of their students. Following the outcome of the Pilot Course, it will be possible to determine in more detail the type of administrative support required for the College. In the same way the costs borne by the Member States for the organisational and administrative support of the different seminars/activities will be evaluated in order to take the appropriate decisions with regard to funding. It will then be possible for RELEX counsellors to consider the legal, institutional and financial arrangements required to implement these decisions.

### 5. Education in the ESDC

#### 5.1 ESDP High Level Course

##### a) Frequency and Duration of Education Periods - Structure of Sessions

The sessions will be arranged on an annual basis. In view of the professional constraints on future participants, the residential part of the session should be between 20 and 25 working days long, comprising 4 or 5 residential modules, each lasting about a week. The precise length of the session

and modules will be informed and guided by feedback and evaluation from the pilot session. The residential modules would be complemented by the electronic circulation of papers for consideration and subsequent discussion.

With the addition of IDL modules the total length of the session should not exceed the equivalent of 40 working days.

The core and the distinctive character of the sessions require the focus be placed upon ESDP, in terms of its derivation, development and realisation. Each session will commence with a “foundation module” focussing upon the current state of the EU and the status of ESDP, especially in relation to other structures and organisations. The remaining modules can vary from year to year, as recommended by the Executive Academic Board and agreed by the participating Member States, but should address relevant aspects of the realisation and implementation of ESDP (in the context of Common Foreign Security Policy-CFSP). Examples of such modules could include external relations, inter-agency co-operation in crisis management, regional studies, energy supply, and military and civil capabilities, etc. The subjects to be covered will be determined following evaluation of the pilot course.

The delivery of the foundation module will be the responsibility of the co-ordinating Member State or academic institution for that session, but the “follow-on” modules may be delivered by participating Member States according to their interests and expertise. The selection of the follow on modules and responsibility for their organisation will be agreed annually by the Steering Committee as advised by the Executive Academic Board.

Since this type of education is intended for participants of a high level, it cannot be conceived as a simple education of a didactic or academic nature. It will have a general range and provide space for reflection and exchange of ideas between participants. Topicality will play an important part in this respect.

Working languages are English and French without interpretation. If lectures are presented in other languages, module leaders will be required to organise interpretation as needed.

#### b) Methodology

Between the residential modules, the participants, the institutes and the person(s) responsible for education will be interconnected by means of a data network which will allow some participants to transmit directives and guidelines and others to receive the broadest and most pertinent information

possible on relevant subjects (written documents, files containing reference texts, official declarations etc., as well as presentations of the latest research work done at universities). In this context, existing documentation or research centres shall be used.

During residential modules, this information will be augmented by lectures and round table talks uniting the best experts. Visits to appropriate civilian and military structures, to military units of participating countries, to ESDP operations and competent actors in the private sector (industry, NGOs) are recommended. Also, work may be carried out in small groups to enhance the quality of the discussion and to provide the space for reflection.

According to the content and nature of the sessions there could be a requirement for a "rapporteur" type of reports to provide a record of discussions. These reports could be deposited on an internet database that would be available to all participants and be reviewed by the Executive Academic Board.

## 5.2 ESDP Orientation Course

In addition to the ESDP High Level Course, the ESDP Orientation Course (one week duration) will be conducted regularly under the responsibility of the ESDC. The ESDC will define the modalities and contents of this course, based on the evaluation of the ESDP Pilot Orientation Course (EPOC), which was organised by the EU Military Staff in Brussels from 12-16 May 2003.

## 5.3. Participants

The number of students of the ESDC courses will be determined, as appropriate. Priorities and criteria regarding the participation will be established in line with the ESDC mission. The exact number will depend on the number of places allocated to each Member State and EU institutions and bodies depending on criteria which will have to be defined.

In due course, it may be possible for participants from non-EU countries to attend the sessions or modules; this opportunity may be particularly relevant to candidate and likeminded countries and organisations.

Priority should be given to military or civilian personnel who are working for a Member State or the EU institutions on ESDP issues. In the case of the military this would normally be at the level of Lt.Colonel/Colonel (or equivalent). Participants may also include participants of public life, such as civil organisations, political, academia, media and business community personnel. As regards the ESDP High Level Course, participants should be available to attend all modules of an annual session.

A certificate would only be awarded to a participant who has completed the entire session.

The certificate shall be recognised by all Member States and EU institutions and bodies.

**Information about the European Police College (CEPOL)**

CEPOL was established by the Council Decision of 22 December 2000 and shall be set up as a network of the national training actors in order to train senior police officers. It should carry out its tasks by progressive stages in light of the objectives set out in the annual work programmes and with due regard for available resources.

CEPOL will have its permanent secretariat as of October 2004 at Centrex in Bramshill, UK and is managed by a governing board, made up of the directors of the national training actors. It decides on the annual continuing education (teaching content, number and length of training measures to be implemented) and adopts additional programmes and initiatives, where appropriate.

The governing board takes decisions unanimously and passes them on to the Council, which takes note of them and endorses them.

The College's operating costs are borne by the Member States.

CEPOL's objectives shall be as follows: (Article 6.2)

- (a) to increase knowledge of the national police systems and structures of other Member States, of Europol and of cross-border police co-operation within the European Union;
- (b) to strengthen knowledge of international instruments, in particular those which already exist at European Union level in the field of co-operation on combating crime;
- (c) to provide appropriate training with regard to respect for democratic safeguards with particular reference to the rights of defence;
- (d) to encourage co-operation between CEPOL and other police training actors.

In order to achieve those objectives the following actions may be taken by CEPOL: (Article 7)

- (a) provide training sessions, based on common standards, for senior police officers;
- (b) contribute to the preparation of harmonised programmes for the training of middle ranking police officers with regard to cross-border co-operation between police forces in Europe, and help to set up appropriate advanced training programmes;
- (c) provide specialist training for police officers playing a key role in combating cross-border crime, with particular focus on organized crime;
- (d) develop and provide training for trainers;

- (e) disseminate best practice and research findings;
- (f) develop and provide training to prepare police forces of the European Union for participation in non-military crisis management;
- (g) develop and provide training for police authorities from the States applying for membership of the European Union, including training for police officers with a key role;
- (h) facilitate relevant exchanges and secondments of police officers in the context of training;
- (i) develop an electronic network to provide backup for CEPOL in the performance of its duties, ensuring that the necessary security measures are put in place;
- (j) enable the senior police officers of the Member States to acquire relevant language skills.

The Police Unit within the Council Secretariat has established from the very beginning a close relationship to the relevant course to train senior police officers for EU crisis management operations and is regularly invited to the courses to contribute with lectures and to participate in a panel to discuss with the students all police aspects of crisis management.

A member of the Police Unit was attending all Steering Board meetings in order to contribute to the development of the course contents.

**Information on training activities conducted under the auspices of the Commission**

1. Following the conclusions of the European Council meetings in Feira 2000 and Goteborg 2001 which have identified steps to prepare civilian personnel for CM activities, the European Commission has launched a number of initiatives and pilot projects.

Phase 1

- ✓ Establish informal network of EU wide training actors
- ✓ Identification and design of training modules
- ✓ EU Conference on training in organised in Madrid 2002 (representatives of the Member States and of institutions/organs involved in training)

Phase 2

- ✓ Informal EU Group on Training formed. (13 Member States represented ) Director of ASPR (Austrian Study Center for Peace and Conflict Resolution) appointed as first director of EGT.
- ✓ Implementation of 14 EU pilot training courses (4 Core and 10 Specialist )Jan/Jun 03.
- ✓ Rule of Law
- ✓ Human rights
- ✓ Democratisation & good Governance
- ✓ Organising Civil Administration
- ✓ EU Conference on Training organised in Rome Oct 2003 to draw first lessons learnt and to pave the way for further actions. As a matter of transparency the Commission has briefed Civcom on the activities conducted under it auspices.

Phase 3

- ✓ Implementation of 15 training courses (4 Core and 11 Specialist) Jan – Sep 04
- ✓ Pilot courses
- ✓ Conflict Transformation
- ✓ Press and Public Information
- ✓ Media Development
- ✓ Mission Administration and Support

**ACRONYMS USED IN THIS DOCUMENT**

CIVCOM	Committee for Civilian Aspects of Crisis Management
CMO	Crisis Management Operations
CEPOL	European Police College
ESDC	European Security and Defence College
ESDP	European Security and Defence Policy
ESS	European Security Strategy
EUMC	European Union Military Committee
FHQ	Force Headquarters
IDL	Internet-based Distance Learning
NATO	North Atlantic Treaty Organisation
OSCE	Organisation for the Security and Co-operation in Europe
OHQ	Operation Headquarter
PSC	Political and Security Committee
PMG	Politico-Military Group