

# The **European Security** and **Defence College** and its contribution to the **Common Security** and **Defence Culture**

## A 15 year journey



We inspire, we train, we challenge!

# The **European Security** and **Defence College** and its contribution to the **Common Security** and **Defence Culture**

A 15 year journey

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The document has been produced with the financial assistance of the European Union



*Imprint*

Editor: Dr. Ilias Katsagounos

Publication of the European Security and Defence College

Graphic design and layout: Publications Office of the European Union

Manuscript completed in July 2020

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Luxembourg: Publications Office of the European Union, 2020

Print	ISBN 978-92-95201-29-3	doi:10.2855/721679	QW-01-20-212-EN-C
PDF	ISBN 978-92-95201-28-6	doi:10.2855/459605	QW-01-20-212-EN-N

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Josep Borrell Fontelles

High Representative  
of the Union for Foreign Affairs and  
Vice-President of the European Commission



The year 2020 has been anything but easy. Rising geopolitical competition between the US and China, tensions in the Eastern Mediterranean, increased instability in the Sahel region, and the growing outcry for democracy and human rights in countries such as Belarus or Venezuela are rapidly changing the international geopolitical landscape. In addition, the Covid-19 pandemic has caused an enormous loss of life, economic disruption and severely affected the normal functioning of societies around the world. The coronavirus crisis is creating a more competitive global environment, with confrontation growing faster than cooperation. And it has shown the importance of being better prepared when dealing with a crisis of this magnitude, in particular when it affects the security of the Union and its citizens.

The scope and pace of the transformations we are witnessing cannot be understated. Yet it also offers a unique opportunity for the European Union to reflect on the growing need for it to play a prominent role in an increasingly volatile world stage. From the Sahel to Belarus, Libya to Ukraine, Europe's own backyard is engulfed in flames. In this context, EU citizens and partner countries alike are asking for a more coherent, robust and determined response from Europe to provide stability, peace and prosperity in its immediate neighbourhood.

Rising international tensions and conflicts at the doorstep of Europe urge us to take our collective security into our own hands. That is why, since the beginning of my mandate, I have placed the Common Security and Defence Policy at the very heart of the EU's external policy. We have a duty towards our citizens, and towards our allies and partners around the world.

In 2003, the EU launched its first CSDP missions and operations, pulling together Member States and European resources, expertise and capacities to contribute to a more stable, peaceful and prosperous world. Since then, the EU has played an increasing role in international peace and security. We have continuously enhanced the structures, mechanisms and tools at our disposal, deploying 35 military and civilian CSDP missions in three continents over the last 17 years to promote stability and security around the world. The European women and men deployed with these missions and operations are not only helping to build a better world, they are also contributing to make Europe a safer place.

The College plays a major role in the development of a common security and defence culture. Over the past 15 years, it has helped to prepare, train and educate cohorts of European military and civilian staff to cope with the challenges of living and working in unstable scenarios far away from their homes. It has also contributed to promote and develop amongst Member States, European institutions and their respective staffs a common understanding of the mission and shared values that guide Europe's actions in the world. And it has built a vast network of partners, including universities, think tanks and training partner institutions across the EU, to provide the best trainings on a wide range of security and defence issues, including conflict prevention or cyber security.

This is a remarkable example of how the cooperation between Member States and EU institutions can lead to a truly European Security and Defence Policy that drives on the vast amount of expertise, experience and knowledge available in the EU. As we continue strengthening the EU's capacity to act in the global stage, the hard work of the European Security and Defence College will be key to ensure that the CSDP is ready to address the challenges of the new geopolitical context.



Foreword by the  
German EU Council Presidency

Niels Annen,  
Minister of State at  
the Federal Foreign Office



We celebrate the 15-year anniversary of the European Security and Defence College in difficult circumstances: The ESDC has not been spared from the effects of Covid-19, though its activities are now resuming. We all acknowledge that this pandemic poses a fundamental challenge to the European Union and to us all. Therefore, the priority for Germany's EU Presidency is to overcome the disruptive consequences of Covid-19 and to make Europe stronger and more resilient towards future challenges. In this vein, we will continue our efforts, jointly with the EEAS and Member States, to further strengthen and develop the Common Security and Defence Policy – by restoring the full operational capability of CSDP missions and operations, by fostering the implementation of the Civilian CSDP Compact, by strengthening the coherence of European defence initiatives and by starting work on the 'Strategic Compass' to give future strategic guidance.

The idea of CSDP is to ensure the EU's ability to act through Member States' civilian and military capabilities and joint autonomous decision-making bodies. Since this idea was born at the European Council in Cologne in 1999, the missions and operations continuously had to adapt to changing conditions. The portfolio of EU missions in 2005 – the year when the ESDC was established – bears only little resemblance to the broad range of objectives and responsibilities today. In terms of geographical scope, complexity of mandates and security threats to mission personnel, parameters have shifted substantially. In turn, the ESDC has steadily adapted to the growing demand and expectations for CSDP training. This is well reflected by the ESDC's current curriculum, which includes inter alia Cyber-diplomacy, Hybrid Threats, Energy Challenges or Comprehensive Approach to Gender.

Training is a key factor for the success of CSDP. This is of particular concern to the civilian CSDP missions with their wide range of



specific job profiles and staff from various backgrounds. The ESDC courses do not only aim at preparing this staff as best as possible, but they also create a common understanding across Member States and national structures with regard to the significance of CSDP and the EU acquis in general. Thus the ESDC is instrumental in shaping a joint European security culture, both in the internal and external dimension.

The training landscape in the EU is evolving dynamically as Member States are becoming increasingly aware of remaining capability gaps. Consequently, last year the mandate of the EU Civilian Training Group has been significantly enhanced. Also, the members of the newly established European Centre of Excellence for Civilian Crisis Management have decided that training processes will be among the Centre's first priorities. We must now ensure that we link and coordinate these various structures in the most effective way. The ESDC should assume a leading role in this process. In turn, the ESDC will also have to evolve. Its unique network structure, its responsiveness to new training needs, its intrinsic civilian-military integration, both in terms of network and audience, these hallmarks have ensured the success and relevance of the ESDC in the past 15 years and must be preserved. Germany has been one of the main advocates for the establishment of the ESDC and stands ready, as EU Presidency and beyond, to accompany and support the ESDC on its course to the future.



Ilias D. Katsagounos

National Expert at the European Security and Defence College

None of this would have happened if it hadn't been for my dear friend and ex-ESDC colleague, Lt Col Symeon Zambas, who persuaded me to get involved in this endeavour and produce this publication. What a wonderful journey it has been, reliving the history of the College through the eyes of those who were there for its creation and who have helped it evolve and provided their support along the way.

Perusing these pages, you can clearly see that all our achievements so far are the outcome of a collective effort – from the early days of holding a single orientation course in the basement of a Commission building to delivering 140 or so training activities per year today, covering more than 50 different topics, in collaboration with more than 170 network members and with the involvement of about 6 000 participants each year (apart from 2020, that is, due to the COVID-19 crisis).

You, too, are invited to embark on this wonderful journey and relive the College's history through articles written by the very people who created it. This book is divided into six main thematic areas:

- In the first thematic area, we learn about the ESDC Honorary Fellows and their contribution in establishing a common CSDP culture, and are taken back to the early days of the College by its first ever Head.
- The Council Decision on the creation of the College mandates the establishment of close links with the EU institutions and the relevant EU agencies, including CEPOL, Frontex, EDA, EU SatCen, Europol, and above all, the EUISS. In the second thematic area, then, the floor is given to the directors or key executives of those entities to present their activities and their links with the College.
- In the third thematic area, you can read about the functioning of the College in the words of the chairpersons of the ESDC Steering

Committee, the Executive Academic Board and the supporting Working Groups. These bodies are the heart and soul of the College, constantly scanning the horizon for new endeavours while making sure that the quality of the College's services remains a non-negotiable factor.

- The next thematic area takes us beyond Europe and follows the path of the EUGS. Here, you can learn about the activities of the College in third countries, such as the activities under the Eastern Partnership and Western Balkan agreements and further afield in China, ASEAN, South America and Mexico, among others.
- The fifth thematic area is dedicated to our network partners. A small yet representative sample, including the EUMC, the Austrian MoD, DG ECHO, EUMS and Hybrid CoE, present their views on the activities they undertake in cooperation with the College. We would have loved to include an article by all 175 of our network partners, but unfortunately, that was not feasible under the scope of this publication. Now might be an opportune moment to commit to producing such a publication for our next anniversary event (or even sooner).
- The sixth and final thematic area is reserved for three dear friends of the College. It contains special contributions from Lt Gen. Dimokritos Zervakis, Chief of the Cypriot National Guard, General (ret.) Mikhail Kostarakos, former Chairman of the EU Military Committee, and last but not least, Mr Fernando Moreno, President of the ESDC Alumni Association.

When I first started working on the structure of this anniversary publication, I scarcely imagined that I would receive contributions from so many prominent figures in the CFSP/CSDP arena. I would really like to thank them all on behalf of the College and make a promise to make this publication available to the widest possible audience.

I cannot close this foreword without saying thank you to:

- the Head of the College, Mr Dirk Dubois, for his close guidance and support throughout the creation of this publication;
- all my dear ESDC colleagues for their kind support and contributions;
- Ms Beatrice Pacioni, from the Publications Office of the European Union, for her artistic touch, but above all, for tolerating me;
- my beloved family for coping with my absence (or should I say my virtual presence in the house) over the past two months.

As a final comment, I would like to quote Steve Jobs (just to step outside the CSDP context for a moment):

*'Start small, think big. [...] Think about not just tomorrow, but the future. Put a ding in the universe.'*

Isn't that what our ESDC colleagues and network partners have been doing for the past 15 years, under the close guidance of the Member States? Could the ESDC be the next success story?

# LIST OF ACRONYMS AND ABBREVIATIONS

ACO	Allied Command Operations
ACT	Allied Command Transformation
ADL	Advanced Distance Learning
AFIC	Africa-Frontex Intelligence Community
AKU	Autonomous Knowledge Unit
ALTHEA	EUFOR Althea – the EU’s military operation in Bosnia and Herzegovina
AMT	Advance Modular Training
ASEAN	Association of Southeast Asian Nations
ATEC	ESDC’s Annual Training and Education Conference
BAKS	German Bundesakademie für Sicherheitspolitik
BOE	Basic Officer Education
C/PVE	counter and prevent violent extremism
CARD	Coordinated Annual Review on Defence
CBSD	capacity building in support of security and development
CCT	Civilian Coordinator for Training
CEPOL	European Union Agency for Law Enforcement Training
CESEDEN	Spanish Centro Superior de Estudios de la Defensa Nacional
CFSP	Common Foreign and Security Policy
CIC	Crime Information Cell
CIRCL	Computer Incident Response Center Luxembourg
CIVCOM	Committee for Civilian Aspects of Crisis Management
CMC	Central Military Commission
CMPD	Crisis Management and Planning Directorate
CMs	Common Modules
CoE	Center of Excellence
CPCC	Civilian Planning and Conduct Capability
CPX	Command Post Exercise
CSDP	Common Security and Defence Policy
CT	Confirmation Test
CWIX	Coalition Warrior Interoperability eExercise (NATO)
DAC	Development Assistance Committee
DCAF	Geneva Centre for Security Sector Governance

DGA	General Directorate for Armament
DL	Discipline Leaders
DoD	Department of Defence
EAB	Executive Academic Board
EAC	European Armament Cooperation
EaP	Eastern Partnership
EBCG	European Border and Coast Guard Agency (Frontex)
EC	European Commission
ECHO	European Commission Humanitarian Aid & Civil Protection
ECTS	European Credit Transfer and Accumulation System
EDA	European Defence Agency
EDF	European Defence Fund
EEAS	European External Action Service
EHEA	European Higher Education Area
EMASOH	European Maritime Awareness in the Straits of Hormuz
EMILYO	European initiative for the exchange of young officers inspired by Erasmus
ENISA	European Union Agency for Cybersecurity
ENLIST	ESDC's course registration platform (IT tool)
EQF	European Qualifications Framework
ESA	European Space Agency
ESDC	European Security and Defence College
ESDP	European Security and Defence Policy
ESS	European Security Strategy
ETEE	Education, Training, Exercise and Evaluation
EU	European Union
EUBAM	European Union Border Assistance Mission to Moldova and Ukraine
EUCAP	European Union Capacity Building Mission in Niger
EUCTG	EU Civilian Training Group
EUDEL	European Union Delegation
EUFOR	EU Force (mission pre-fix)
EUGS	European Union Global Strategy
EUISS	European Union Institute for Security Studies
EUIX	EU Interoperability Exercise
EULEX	European Union Rule of Law Mission in Kosovo
EUMACS	EUropean MArket for Climate Services
EUMC	EU Military Committee
EUMM	European Union Monitoring Mission in Georgia
EUMS	European Union Military Staff
EUMSS	European Union Maritime Security Strategy
EUMSSF	EU Military Secondary Schools Forum
EUMTG	EU Military Training Group
EUNAVFOR	EU Naval Force Mediterranean
EUPM	European Union Police Mission (EUPM) in Bosnia and Herzegovina
EUPOL COPPS	European Union Police Mission for the Palestinian Territories
EUPST	European Union Police Services Training

EUROGENDFOR	European Gendarmerie Force
EUROMIL	European Organisation of Military Associations and Trade Unions
EUROPOL	European Union Agency for Law Enforcement Cooperation
EUROSUR	European Border Surveillance System
FBA	Folke Bernadotte Academy
FHQ	Forward Head Quarters
FOC	Full operational capability
FSJ	Freedom, Security and Justice
GAREA	General Annual Report on ESDC Activities
HEA	Higher Education Area
HEAT	Hostile Environment Awareness Training
HLC	High Level Course
HR	High Representative
HSJWC	Hellenic Supreme Joint War College
IBM	Integrated border management
ICAO	International Civil Aviation Organization
ICRC	International Committee of the Red Cross
ICT	Information and Communications Technology
IDL	Internet-based Distance Learning
IDU	ional Defence University
IG	Implementation Group
IHEDN	French Institut des Hautes Études de Défense Nationale
IHL	International Humanitarian Law
IIDSS	Indonesia International Defence Science Seminar
IMS	International Military Staff
INTCEN	EU Intelligence Analysis Centre
IOC	Initial operational capability
ISP	Integrated Approach for Security and Peace
ISSAT	International Security Sector Advisory Team
IT	Information and Technology
JHA	Justice and Home Affairs
LAC	Latin American Countries
LIVEX	Live Exercise
LMS	Learning Management System
LoD	Lines of development
LU	Learning Unit
MILEX	Military Exercise
MILOF	Military Officers
MISP	Malware Information Sharing Platform
MLCC	Multinational Logistics Coordination Centre
MoD	Ministry of Defence
MPCC	Military Planning and Conduct Capability
MPLAN	Mission Plan
MS	Member State
NATO	North Atlantic Treaty Organization

NCIA	ATO Communication & Information Agency
NDU	National Defence University
NGO	Non-Governmental Organisation
NIS	Network Information Security
NQF	National Qualifications Framework
NSO	NATO School Oberammergau
NUPS	Hungarian National Academy of Public Service
OC	Orientation Courses
OECD	Organisation for Economic Co-operation and Development
OHQ	Operation Headquarters
OIMC	Or International Military Cooperation
OSCE	Organization for Security and Co-operation in Europe
PACE	Parallel and Coordinated Exercises
PDT	Pre deployment training
PESCO	Permanent Structured Cooperation
PLA	People's Liberation Army
PSC	Political and Security Committee
RHID	Royal Higher Institute for Defence
SATCEN	EU Satellite Centre
SC	Steering Committee
SCORM	Shareable Content Object Reference Model
SERA	European Session for Armaments Managers
SPOPCOP	Senior Police Officer Planning and Command Course for Crisis Management Missions
SQF	Sectorial Qualifications Framework
SSR	Security Sector Reform
SSSUP	Scuola Superiore Sant Anna
TAIEX	Technical Assistance and Information Exchange
TBC	To be confirmed
TRA	Training requirement analysis
UN	United Nations
UNHAN	Indonesia Defence University
UNSC	Un Security Council
WB	Western Balcans
WEU	Western European Union
WG	Working group
WGMOT	Working Group on Missions and Operations Training



**Welcome  
to the College**



## Introduction and general remarks by the Head of ESDC

*Dirk Dubois*

'You are sitting on a goldmine!' was probably the comment that came closest to the truth when somebody complimented me on my appointment as Head of the ESDC back in 2015. Now, five years later, the statement is as true as ever and it still humbles me to see how many people work so hard on the success story of the college. At the same time, it makes me very proud that I have been able to contribute to this success over a period of more than a dozen years in my capacity as training manager from 2007 to 2012, as chair of the implementation group for military Erasmus from 2013 to 2015 and in my current position.

Further on in this publication, you will read about the first days of the College and how it all started in a contribution by the first Head of the College, Mr [Hans-Bernhard Weisserth](#). His vision of the college and his ideas on how it should operate still influences the way we work today. Between 2007 and 2012, I had the privilege to work with him. Together with Mr [Dan Trifănescu](#), who established our distance-learning platform and an electronic library, and an assistant, we started developing the network and diversifying the types of courses that the network offers.

Sitting here in an office in Brussels for all these years, the risk is to think that this growth is the result of the work that the Secretariat and I do here. However, reality forces me to admit this is only partly true. Yes, of course we prepare the decisions and try to shape them. However, at least as often, the initiative comes from the members of our network and from new partners. This anniversary is therefore also a unique opportunity to give credit to a number of people who have been crucial for the success of our work. Some of them, including Professor [Sven Biscop](#), Dr [Riccardo Scalas](#) or Ms [Sandra Kick](#), started working with us from the very first pilot High-Level Course back in 2004 – 2005. They are still very active and support of what we do. People like Dr [Jochen Rehr](#) and Dr [Sylvain Paille](#) have also contributed very much to the success of the college over the years and to the expansion of our responsibilities. Dr Rehr contributed ideas on organising courses locally, edited our publications and guided us through our first steps on the internet. Dr Paille has been a driving force behind initiatives such as military Erasmus, the doctoral school and many other initiatives. This was especially commendable, since he did all this work for the college free of charge, without ever holding a paid position at the college.



Dirk Dubois



Hans-Bernhard Weissert



Riccardo Scalas



Dan Trifănescu



Jochen Rehr



Sven Biscop



Sylvain Paille Calvo



Sandra Kick



It is all too easy to inadvertently leave deserving people off the list. At the same time, so many people have played an important role that it becomes impossible to name all of them. Therefore, a heart-felt thank you to everyone who has supported and helped the ESDC. Without your efforts and ideas, we would not be where we are today.

Probably, the biggest strength of the ESDC is that we are in a unique position to bring together the interests of the Member States with the expertise of the EU Institutions in the field of training and education on security and defence. We listen to what Member States want and we deliver on it in a flexible, responsive way. In this way, we have now offer almost 50 different training activities and that number is still increasing.

At the same time, there is a 'price' for the support given by the EU Institutions. Working in the field of foreign policy with international partners is not always easy. After all, working together requires a great deal of trust and mutual understanding. Training and education is often seen as a first step in this process. This explains why the college has course participants from five different continents and why it has dedicated courses covering such areas as South-East Asia and America. This global reach is further enhanced through cooperation with International Organisations such as the United

Nations or NATO, sharing and setting global best practices for civilian and the military in education and training.

In the end, however, it is all about people! About strangers who meet in Brussels, in an EU capital or outside the EU - in one of our training activities. We hope to reach these people and to convince them of the value of the EU and the efforts it makes to promote a rules-based global order, using all its tools and instruments in an integrated approach. We hope to bring these people together so that, afterwards, they can reach out to each other and, as friends and not as adversaries, work together to solve some of the most challenging issues facing us all. It is about people who see beyond the fog of international relations and see the facts and figures of events and what is really happening so as to counter populism and fake news. If you are reading this, if you are participating in our anniversary celebration, you are part of that large community of friends.

Over the past 15 years, the ESDC has become a healthy, robust organisation. It is flexible, vibrant and agile and it needs to retain these key characteristics for the future. It has not reached its full potential yet. There is still a lot to do and room for improvement. That is one of the reasons why working with the college is so interesting. No one could have predicted five years ago that we would grow so quickly, but we have. I am looking forward to the next five years, which I hope will be just as successful as the last five!

“

*Over the past 15 years, the ESDC has become a healthy, robust organisation. It is flexible, vibrant and agile and it needs to retain these key characteristics for the future.*

**No one could have predicted five years ago that we would grow so quickly, but we have.**

Dirk Dubois



”

## The ESDC Honorary Fellows

*Dirk Dubois*

The award of an honorary fellowship is a sign of appreciation for the support provided to the ESDC to help promote a common security and defence culture within the European Union. An 'Honorary Fellowship of the ESDC' is awarded every five years on the occasion of the ESDC anniversary. Up to three persons may receive this award. The term 'outstanding service' reflects a significant contribution made towards achieving the ESDC's goals.

**On the 5th Anniversary of the ESDC, an Honorary Fellowship was awarded to:**



**Javier SOLANA** de Madariaga, who served in the Spanish government as Foreign Affairs Minister under Felipe González (1992–1995) and as the Secretary General of NATO (1995–1999). He was subsequently appointed the European Union's first High Representative for Common Foreign and Security Policy, Secretary General of the Council of the European Union and Secretary-General of the Western European Union. He held these posts from October 1999 until December 2009. He supported the establishment of the College and was a highly appreciated lecturer on the High-Level Course.



**Karl von Wogau** who served as an elected Member of the European Parliament for the Land (federal state) Baden-Württemberg and was the chairman of the Committee on Economic and Monetary Affairs from 1994 to 1999. From 2004-2009, he was chairperson of the Subcommittee on Security and Defence of the Committee on Foreign Affairs. In this position, he played an instrumental role in numerous ESDP (later CSDP) training-related initiatives.

On the 10th Anniversary of the ESDC, an Honorary Fellowship was awarded to:



**Pierre Vimont** was the first executive secretary-general of the European External Action Service (EEAS) from December 2010 to March 2015, following a long career in the French Foreign Service. As secretary-general of the EEAS, he supported the transition of the College from the General Secretariat of the Council to the EEAS. He holds the title of Ambassador of France, a dignity bestowed for life to only a few French career diplomats.



**Sven Biscop**, from EGMONT Institute, for the long-standing academic support he has given as a lecturer and as a member of the ESDC Executive Academic Board, for his commitment to developing e-learning and an understanding of the European Security Strategy and of the Global Strategy of the European Union. Currently he is the director of the Europe in the World Programme at Egmont – Royal Institute for International Relations, the think tank associated with the Belgian Ministry of Foreign Affairs, which he joined in 2002. Sven also teaches at Ghent University and at the College of Europe in Bruges .



**Hans-Bernhard Weissert** started his career as a German infantry officer. In 1999, he joined Javier Solana's policy unit. From 2003, he became involved in developing training policy on European Security and Defence and was tasked with helping establish the European Security and Defence College. He served as Head of the College until March 2015. Under his leadership, the ESDC network was developed and the number of training activities were significantly increased. In 2013, he ensured that the College was granted legal status and allocated an annual budget.

# The creation of the European Security and Defence College – the early days

*Hans Bernhard Weissert*

## The Political Background

After the failure of the European Defence Initiative in 1948, over a period of decades NATO became the forum for discussion of issues related to European security and defence. At the same time, the European Community's - and, subsequently, the European Union's - focus was on trade, enlargement etc. The revitalisation of the



Western European Union (WEU) and the transfer of its headquarters from London to Brussels in 1992, brought security and defence issues somewhat closer to the EU agenda. The WEU was seen as the

EU's 'defence arm' designed to work in close co-operation with NATO. However, in this period, a number of Member States held the view that the EU should never take on responsibilities in the field of security and defence.



Tony Blair, Jacques Chirac and Lionel Jospin at the Saint-Malo Summit.

© Frédéric de La Mure / Ministère des Affaires étrangères, 03/12/1998.

Lessons learned from the Balkan crises led to a rethink of this approach and a FR/UK Summit at St Malo in 1998 paved the way for a substantial change. Since the entry into force of the Amsterdam Treaty in Autumn 1999, the institutional bases and bodies required for an effective CFSP/CSDP have been put in place. At the same time, extensive action has been taken to develop credible military and civilian capabilities as a prerequisite for successful international crisis management by the EU. And since 2003, the EU has engaged actively and successfully in a steadily growing number of civilian and military missions and operations in Europe, Middle East, Africa and Asia.

Nevertheless, Member States and the relevant EU Institutions also recognised the need for a substantial investment in the form of training, education and exercises. The aim this was to better prepare civilian and military staff from Member States and the relevant EU Institutions to work together more efficiently in the field of CFSP/CSDP.



Greece, which held Presidency overseeing ESDP issues in the second half of 2002, launched a process to develop EU common training at various levels within the ESDP context. The objective was to improve interoperability and develop European security culture through the ESDP. This led to the adoption by the Council of an 'EU Training Policy' in November 2003 and an 'EU Training Concept' in September 2004.

### The ESDC – an Initiative of Member States

At this time, France and Germany worked on a proposal for the creation of a European Security and Defence College. The proposal was presented at the Belgium/France/Germany/Luxembourg summit held in Brussel on 29 April 2003, at which a number of other proposals for a closer European defence were set out. In November 2003, these four Member States presented the initiative to the Political and Security Committee. The Council adopted the 'EU Training Policy' and tasked the PSC to examine the proposal in detail.

In 2003 Javier Solana, the EU's High Representative for Common Foreign and Security Policy from 1999 to 2009, stated 'We are moving at the speed of light' when commenting on the significant progress that had been made since the autumn of 1999. And it was true that a very significant amount of progress had been made during that time in the CFSP/CSDP area compared to the progress that had been made in more traditional EU policy areas over the previous decades. However, with regard to the creation of the ESDC, only very slow progress could be made owing to a number of political and practical problems.



*We are moving at the speed of light.*

Javier Solana  
the EU's High  
Representative for  
Common Foreign and  
Security Policy  
from 1999 to 2009





## Political and Practical Difficulties

In 2003, there was significant disagreement between the EU Member States over the USA's military action in Iraq. Belgium, France, Germany and Luxembourg decided against any military engagement. As a result, their summit meeting in Brussels on 29 April 2003 and their proposals for a deeper integration of European defence were perceived as being directed against NATO and the US. In addition, a number of Member States that supported many of these proposals did not officially endorse them. Accordingly, at this time, there was no unanimity as regards the establishment of the ESDC.

There was disagreement, too, over the ESDC's status and location, even among the initiating Member States. Some Member States saw the ESDC as an integral part of their own national colleges and were ready to bear the administrative costs. Other Member States saw the ESDC, instead, as a new and additional agency in Brussels or as part of the existing EU Institute for Security Studies. This raised difficult questions on how the ESDC was to be set up and financed. The initiating Member States did not reach a common understanding on this.

At the same time, a number of Member States were opposed to the idea of any further institutionalisation in the area of CSDP training and education. They considered that the establishment of the ESDC entailed unnecessary duplication and that existing training facilities such as the NATO Defence College were sufficient.

## A Long-Lasting Working Process

To break the impasse, France organised a seminar for training experts from all Member States and future Member States, which was held in Paris from 11 to 13 February 2004. The aim was to identify common ground for the establishment of the ESDC. This informal meeting produced a working paper which defined the main parameters of the ESDC.

In addition, the Member States agreed to holding a pilot course for higher level personnel, the purpose of which was to firm up plans on



Retrieved from Handbook for  
Decision Makers. Vienna 2017. p 85.

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the ESDC's establishment. This pilot course comprised 5 one-week modules and was run from September 2004 to March 2005. As early as May 2003, EU Military Staff had run the first ESDC Pilot Orientation Course, which was followed by similar courses. These activities also played a part in defining the parameters of the ESDC.

This work resulted in the paper entitled 'Main parameters for the creation of the ESDC' which was annexed to the 'EU Training Concept in ESDP' adopted by the Council in September 2004.

Based on this, and under the Luxembourg Presidency in the first half of 2005, the Politico-Military Group produced a more detailed and formal paper entitled 'Modalities for the functioning of the ESDC', which was subsequently endorsed by the Political and Security Committee. In June/July 2005, the Relex Working Group used this as a basis for drafting the first legal act, namely Council Joint Action 2005/575/CFSP establishing the ESDC, which was adopted by the Council on 18 July 2005.

This culminated in the establishment of the ESDC serving as a network college in Brussels. The ESDC was given a three-tier structure, the Steering Committee (Member States), the Executive Academic Board (national training institutes) and the Secretariat, the latter embedded within the Council Secretariat. This structure has remained unchanged.

### **The ESDC's Network Character – the Key for Success**

In Autumn 2005, the ESDC held the first meetings of the Steering Committee and the Executive Academic Board. It also launched its training activities, starting with the first official ESDP High Level Course comprising 5 modules and an ESDP Orientation Course.

I helped organise the various meetings and training activities, and worked in DG E VIII in the Council Secretariat. Here I had the benefit of invaluable secretarial and administrative support within DG E VIII and from the desk officers at EU Military Staff who worked with me on the planning and conduct of training activities. From the very start,



First official ESDP High Level Course comprising 5 modules and an ESDP Orientation Course.

© Bundesakademie für Sicherheitspolitik 2014

internal networking between the Council Secretariat and the Policy Unit of the High Representative worked well. This helped us recruit genuine practitioners as speakers and lecturers, and ensure that the courses were of a high quality.

Networking with and among the national training institutes worked very well from the outset, largely thanks to the effective work of the Executive Academic Board (EAB). Member States demonstrated their keen interest through the increasing commitments they made in conducting and hosting ESDC training courses, either in Brussels or at their national institutes. In addition, and together with the EAB, they developed new types of courses to cover course curricula as well as the needs generated by new security challenges.

It became increasingly obvious that the ESDC's network character was not its weakness but its strong point and that this was crucial to fulfilling its mandate.

### **ESDC Issues – Past and Today**

The financing, organisation and staffing of the ESDC Secretariat and conference facilities in Brussels were and remained key issues in the ESDC's further development.

In particular, the 'costs lie where they fall' principle applied to the conduct of training activities. In practice, this meant that courses organised by Member States, which were for the benefit of all Member States and EU Institutions, were borne by the 'host' Member States. This resulted in an unfair share of the financial burden.

The Secretariat did not recruit its full complement of staff until the spring and summer 2014 when 4 additional training managers were recruited from Cyprus, Finland, Italy and Sweden. For the first time, the ESDC Secretariat had a total of 8 staff members.

Since the adoption of the first Council Joint Action in 2005, constant efforts were made to develop and improve the structure and functioning of the ESDC. At the end of 2007, the Steering Committee issued what is known as the Article 13 Report. This led to further improvement and the adoption of a new Council Joint Action in 2008. The latter provided for the option of recruiting additional Secretariat staff (up to 5). It also provided for the option of voluntary financial contributions to support specific training activities, which the Council Secretariat would be responsible for earmarking and managing. The latter was never implemented.

As early as the autumn of 2008, and in response to a study on the future perspectives of the ESDC, the Council agreed to the Steering Committee's recommendations on setting up the ESDC as a separate entity. It would have its own legal status, an increase in personnel to 8

members of staff and it would be financed by the EU budget.

The work on a new draft Council Decision establishing the ESDC began in the Relex Working Group. However, this work was put on hold. This was partly due to significant new developments in the field of CFSP/CSDP, such as the creation of the External Action Service.

In the summer of 2012, Member States and relevant stakeholder in the newly established EEAS were ready to continue the work on the further development of the ESDC. A non-paper supported by 16 Member States stressed the need to develop the ESDC further on the basis of the previous recommendations made. Finally, this led to a new Council Decision in 2013 establishing the ESDC. The ESDC would have its own Head, its own budget and a Secretariat comprising 8 staff members. This was an important step taken and resulted in a significant improvement.

However, many of the past issues are still with us today. More consideration needs to be given to improving the ESDC as a training body for all those working in the CFSP/CSDP field. The paper on the future of the ESDC by the current Head of the ESDC reminded me of the discussion in 2005 on the merits of establishing the ESDC as separate agency. This was not a viable option at the time.

My personal experience tells me that Member States and EU Institutions do not favour easy, quick-fix solutions. Instead, they prefer step-by-step development. This involves taking the first step and monitoring the results before taking the next step, while building on and learning from the experience gained. Since the ESDC's establishment, this has been our approach, too.

The ESDC is now celebrating its 15th anniversary. Since its establishment, it has proved that it can deliver effective training for the benefit of all relevant stakeholders in the CFSP/CSDP field.

\* In Appendix 'A' you can find the detailed timeline of events that led to the creation of the European Security and Defence College

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*On the basis of the experience that I have gained during this time in the Policy Unit, the Council Secretary and the EEAS, and the 10 years I have spent on ESDC development and management, I believe that **it is time that the ESDC became a new and separate agency, financed by the EU budget and with the EEAS as its parent organisation.***

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# The key ESDC partners

The ESDC has a very demanding and difficult mission to accomplish. In order to achieve that, it has to establish strong collaborative relationships with a wide network of other EU Institutions and Bodies.

## Article 2

### Mission

*The ESDC shall provide training and education in the field of the Union's Common Security and Defence Policy (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 CSDP and CFSP among civilian and military personnel, and to identify and disseminate best practice in relation to various CSDP and CFSP issues through its training and education activities.*

2016/2382/CFSP

The college is thus called upon to establish close links with the Union Institutions and relevant Union Agencies and, in particular with the:

- EU Agency for law enforcement training ('CEPOL');
- European Border and Coast Guard Agency ('Frontex');
- European Defence Agency ('EDA');
- European Satellite Centre ('EU SatCen'); and
- European Police Office (Europol).

A special and close relationship is also established with the European Union Institute for Security Studies ('EUISS')

The articles that follow, present the above mentioned relationships





## EUISS-ESDC cooperation: a win-win relationship

*Gustav Lindstrom*

Close cooperation between the EU Institute for Security Studies (EUISS) and the European Security and Defence College (ESDC) is a given and has been for the past 15 years of the college's existence. As two EU agencies working in the area of the Common Security and Defence Policy (CSDP), we share common goals, such as engaging relevant policy networks and fostering a common security and defence culture across Europe.

Since the establishment of the ESDC in July 2005, there has always been a link between the two organisations. Few might be aware of it, but the Council Joint Action establishing the ESDC in 2005 specifies that it is to be organised 'as a network between national colleges, academies and institutions within the EU dealing with security and defence policy issues and the EUISS'. Over the first two years of the ESDC's existence, a member of the EUISS research team systematically attended and supported the ESDC High-Level Course modules as a faculty member. In the most recent Council Decision (CFSP) relating to the ESDC dated 2016, there is a specific article outlining the working relationship with the EUISS. Among other things, it mentions that the EUISS cooperates with the ESDC by making its expertise and knowledge-gathering capabilities available for ESDC training activities.

The practical nature of the relationship is that we have a healthy division of labour that is mutually reinforcing. In broad terms, the



ESDC focuses on delivering training while the EUISS concentrates on providing analysis. In that vein, our analysts have consistently contributed to ESDC courses and events over the years – sharing their expertise and knowledge as speakers and educators. ESDC course participants also benefit from EUISS publications, which provide analysis on various aspects of the EU’s external action and security and defence. As such, they offer additional context and in-depth analysis to complement the ESDC’s courses. We take pride in the fact that our analysis has encouraged debate at numerous ESDC courses and events.

So what are some examples of mutually supportive activities? At least five come to mind. First and foremost, as noted above, the EUISS contributes to the ESDC by providing expertise and making its publications (printed and electronic) available for ESDC courses and events. We have been involved in many ESDC courses ranging from CSDP pre-deployment courses to orientation courses and the High-Level Course. With respect to written contributions, EUISS analysts also contribute to the ESDC’s long-standing handbook series.

On our side, at the EUISS we value the opportunity to interact and engage with ESDC participants. They are all high-calibre participants and many of them have personal experience of CSDP missions and operations. The majority tend to occupy policy positions in national ministries or institutions such as the European External Action Service (EEAS) and other EU bodies. This gives us a privileged insight into what officials in EU institutions and Member States are thinking and how they see the future development of the CSDP. In a Member State-driven policy area like CSDP, such connections are important for EUISS analysts because in addition to our close working relations with the Political and Security Committee, they provide us with valuable insight into Member State perspectives.

Second, the EUISS regularly partners-up with national academic institutions to organise one of the modules of the High-Level Course, with a focus on the future of CSDP and other key areas of EU external action. For the EUISS, this represents another way in which we can strengthen our networks with other think tanks, defence colleges, diplomatic academies and other institutions while engaging in free-flowing debates on EU foreign and security policy. I personally remember supporting several modules of the High-Level Course, with one standout memory being of a module organised in Stockholm in March



Dr Gustav Lindstrom, Director of the EUISS, delivering a keynote speech on emerging security challenges and EU security and defence during the High-Level Course, Budapest, 3-4 June 2019.

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ESDC Alumni Association Event  
2020

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2006. As part of the last module assignment, course participants were tasked with authoring a course message with policy advice for Dr Javier Solana, the then EU High Representative for Common Foreign and Security Policy. The process took time, as groups had to agree on the content and key elements of the message. It took so long that there was a worry that several participants would miss the final course dinner scheduled for that same evening. In the end, thanks to some flexibility and a slightly delayed dinner, a document was finalised. It was presented in the form of an eye-catching scroll to Dr Solana the following morning as part of the graduation ceremony. One could sense the pride and satisfaction among all participants when it was handed over.

Third, we support the ESDC Alumni Association each year by co-organising a seminar for alumni members. This event allows ESDC alumni and EUISS analysts to forge a long-lasting relationship. Exchanges and requests for advice can take place on both sides many years later. We value these professional relationships with ESDC alumni, which only goes to show that EU external action and CSDP are to a certain degree about the people that make diplomacy and crisis response a reality. Being able to contact officials in the EEAS and Member States that form part of the ESDC network is a valuable asset for our institute and the analysis that we produce.

Fourth, the EUISS forms part of the Executive Academic Board – a body through which members provide academic rigour for ESDC courses and initiatives. Besides providing an opportunity for network members to share their expertise on course development, it also provides opportunities for new collaboration. For the EUISS, it presents an additional vehicle for learning good practices when it comes to professional training, while also opening the door to new partnerships.

Finally, in this era of social media and interactive online formats, we contribute to the ESDC's e-learning modules – an area of cooperation which we look forward to developing in the future. More recently, we

have actively contributed to new initiatives such as the Erasmus-like scheme for young European military officers and the CSDP doctoral school – all pioneered by the ESDC.

### **Working towards a more strategic EU**

Over the past 15 years, we have worked closely with the ESDC on a number of important issues in the area of security and defence.

Together, we analysed and lectured on various CSDP military and civilian deployments shortly after ESDP (as it was then known) became operational in 2003. Our two organisations have analysed and taught on key moments in the life of CSDP, such as the coming into force of the Treaty of Lisbon and the creation of the EEAS. We both took great interest in the 2013 European Council on defence and the process that this started for CSDP, ultimately leading to the publication of an EU Global Strategy in 2016. Since 2016, our cooperation has only intensified as the need to better understand Europe's security challenges has increased.

We have also worked closely with the ESDC on understanding the changes in CSDP and EU external action that have emerged post-2016. In no way did 'Brexit' slow us down in understanding how various new initiatives in EU security and defence would affect the EU's capacity to act more autonomously on behalf of its citizens and with partners. Working with the ESDC has meant that the EUISS has engaged with non-EU partners from NATO and other regional organisations.

As part of our recent focus on new developments in EU security and defence, we have engaged with policy initiatives such as Permanent Structured Cooperation (PESCO), the Military Planning and Conduct Capability (MPCC) and the Coordinated Annual Review on Defence (CARD). We also provided expertise on new European Commission initiatives such as the European Defence Fund (EDF). Besides discussing developments such as the 'Civilian CSDP Compact' and the EU's latest military level of ambition, we have also deployed the regional and thematic expertise of many of our analysts in areas such as cybersecurity, hybrid threats, migration and borders, Russia and the Eastern Partnership, sub-Saharan Africa, and the Middle East and North Africa. It should also be noted that the EUISS' work on strategic foresight is increasingly valued by the ESDC as a new and innovative way to engage students, participants and alumni.

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*Since 2016, our cooperation has only intensified as the need to better understand Europe's security challenge has increased.*

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On a more frequent basis, we have worked with the ESDC on organising the annual alumni conference. This event usually brings together 70-80 former and current ESDC students to engage in an analytical debate on areas related to the CSDP. For example, in 2019 we brought together experts from the EUISS and partners institutions such as the EEAS, the EU Military Staff, the European Commission and the European Defence Agency to reflect on the EU Global Strategy. The conference – usually held in February of each year in close cooperation with the rotating Presidency of the Council of the EU – focused on progress in PESCO, the MPCC and CARD. Each year at the alumni seminar, we have jointly tackled issues such as CSDP military and civilian deployments, and we have been fortunate enough to welcome high-level speakers such as PSC Ambassadors, the Chair of the EU Military Committee and senior representatives from ongoing CSDP military and civilian missions and operations.

### The Road Ahead

We can only praise the European Security and Defence College for its work over the past 15 years. As part of our work on the Executive Academic Board, we will play an active role in the life of the ESDC and we will naturally continue to dedicate our analytical resources to its work. We know that as CSDP and EU external action responds to more challenging geopolitical and emerging challenges, the EUISS will be called on by the ESDC to provide expertise and new perspectives. This is a challenge that we must all meet.

Congratulations to the ESDC on its work so far, and long may it continue to train and teach with a view to enhancing EU security and defence.



Dr Daniel Fiott, Security and Defence Editor at the EUISS, engaging in a panel debate with EU colleagues during the ESDC Alumni Seminar in Brussels, 21-22 February 2019.

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## EDA-ESDC: Common knowledge for common action

Olli Ruutu

As the EU's Common Security and Defence Policy (CSDP) is taking shape in a moving context with shifting circumstances, the political and military decision makers in Member States and EU institutions must constantly adapt to new strategic, political, institutional and technological developments.

Training and education for CSDP actors must therefore also adapt because being up to speed matters: the EU's action, including on defence, can only be as good and efficient as the people in charge of implementing it. Collaborative knowledge-sharing is thus crucial for providing civilian and military personnel throughout the Union with the required common understanding and expertise. The task is all the more demanding because CSDP faces particular training challenges: its mechanisms are subtle and evolving, and there is a steady turnover of personnel. Constant efforts are therefore required to promote a broad understanding of how CSDP works, and to deepen the shared understanding of the EU and its Member States about how to put CSDP into practice.

The European Security and Defence College (ESDC) has taken on this challenge with success to become the sole training provider dedicated to providing CSDP training and education at EU level. Building on a network of certified national training and education institutes and military/police academies, the College has become a unique facilitator of a common European security culture.

The European Defence Agency (EDA) is proud to support ESDC in that important endeavour. Since many years, EDA staff participates in ESDC courses where it can share the Agency's expertise as the European hub for collaborative defence capability development and



research and a key actor in the implementation of the new EU defence instruments (CARD, PESCO, EDF). The European Armament Cooperation (EAC) courses, initiated by EDA and now delivered together with the College, represent another important domain in which we cooperate successfully.

As said before, new technological trends call for new education and training priorities. Cyber is such a fast-changing domain where our cooperation has led to tangible results with the launch, in November



2018, of the Cyber Education, Training, Exercise and Evaluation (ETEE) platform at the ESDC. Based on EDA's comprehensive preparatory work, which included a Cyber Defence Training Needs Analysis and a feasibility assessment on the establishment of an EU Cyber Defence Centre, it was agreed to

create the ETEE platform and to integrate it into the existing ESDC structures. Its task is to coordinate cyber security and defence training and education for all EU Member States, meaning that existing national trainings are being harmonised and new courses launched to respond to new training needs. EDA is fully supportive of the ETEE platform and the College's approach to seek synergies with respective NATO initiatives, also in the frame of the implementation of the EU-NATO Joint Declaration.

At the end of last year, our ties have even further deepened with the establishment of a cooperative framework between our organisations, through an exchange of letters. Therein, we identified a number of cooperation areas such as a further enhancement of EDA's involvement in CSDP courses hosted by ESDC (in particular the European Armament Cooperation Course) and the continued EDA support to the ETEE platform, as well as other cross-cutting activities.

Looking ahead, I am confident that through our growing cooperation, EDA and the ESDC can bring significant added value to our Member States by improving the exchange of expertise and knowledge and making the best use of our respective resources.

The European Defence Agency wishes the ESDC a happy 15th birthday and all the best for a collaborative future!



## CEPOL-ESDC: The human factor in CSDP missions – CEPOL's role

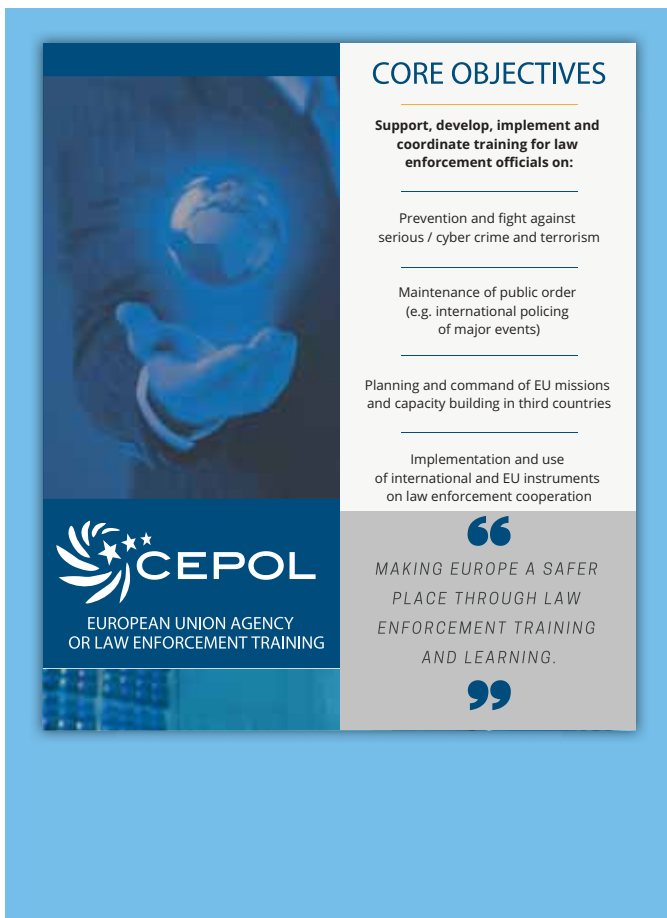
*Detlef Schröder*

The officers deployed to CSDP missions are the key success factor of these very challenging missions. Their best possible preparation by excellent pre-deployment training activities, as well as delivering excellent support during the missions, constitute vital functions of the EU support structures involved in this process. CEPOL, the European Union Agency for Law Enforcement Training, has provided supporting training and educational services in this context for the past 20 years. This article will provide an overview of the role, mandate and tasks of CEPOL in this context.

CEPOL and the ESDC have developed a strong and successful cooperation during these years; Aspects of this cooperation will be further mentioned in this article. The reader will also find a summary of the concrete services delivered and an outline of some key aspects for the future developments in the field of education and training supporting CSDP missions.

For several decades the European Union has invested significantly into CSDP missions aiming to stabilise and support a variety of countries in critical situations and in need for external support. This is a key instrument of the European Union External policy in this field. Apart from several relevant external factors, the officers participating in these missions are the fundamental element of success. They have to operate under very challenging living and working conditions in a foreign and often hostile environment and interact with local partners / officials from very diverse socio-cultural backgrounds.

From an academic perspective, this is often not just a matter of technical knowledge, e.g. standard operations procedures or getting familiar with specific administrative regulations. The work on the ground requires



**CORE OBJECTIVES**

**Support, develop, implement and coordinate training for law enforcement officials on:**

- Prevention and fight against serious / cyber crime and terrorism
- Maintenance of public order (e.g. international policing of major events)
- Planning and command of EU missions and capacity building in third countries
- Implementation and use of international and EU instruments on law enforcement cooperation

**“**  
MAKING EUROPE A SAFER PLACE THROUGH LAW ENFORCEMENT TRAINING AND LEARNING.  
**”**

**CEPOL**  
EUROPEAN UNION AGENCY  
OR LAW ENFORCEMENT TRAINING

a twofold strong intercultural competence component: being able to understand and respect the culture of the host country while simultaneously cooperating within a diverse team including participants from several EU Member States with different cultural backgrounds, values and habits. Understanding the key factor for the interoperability of the diverse cultures engaged in CSDP missions is of utmost importance: the appearance of

organisational sub-cultures can, in some cases, support the process, while in others become an obstacle for cooperation.

For the better understanding of the challenges that officers face when trying to adjust to these specific eco-systems of cultures, some academic concepts could be of help. Below are three key academic theoretical frames to be considered:

Since 1965 Hofstede (2010) developed his cultural dimension theory, starting first with a large data sample from IBM staff around the world. Over the past decades, with several follow-up studies, he identified together with other researchers six key dimensions of national cultures:

- Individualism
- Power Distance
- Masculinity
- Uncertainty Avoidance
- Long Term Orientation
- Indulgence

With the rich body of data behind the analysis, the model can deliver a somehow general, but very well founded picture of the national cultures and the related work cultures. The theory is used by many global companies to prepare their staff, especially their managers, to be deployed in places around the globe.

Hofstede's research results make us question our well-established stereotypes of the characteristics of different cultures in partner nations. While there are several points of well-founded criticism about this theory (e.g. Jones 2007), it would still be of great value for the preparation of the officers deployed on CSDP missions.

Another well founded theoretical concept for the understanding of the cultural differences is the Social identity theory founded by Tajfel back in the 1970s (e.g. Tajfel and Turner 1979). This theory analysed and explained how the self-concept of individuals derived from the aspects of perceived memberships in different groups. To illustrate this: how is the self-concept of an Italian Carabinieri derived from his association with the corps of Carabinieri, their values, symbols and attitudes?

Finally, I would also mention here the rather new concept of multicollectivity developed by Hansen (e.g. Hansen 2000, Hansen 2009, Rathje 2014). The self-concept of each individual officer

engaged in a CSDP mission is impacted by his affiliation to a complex landscape of different collectives, e.g. his/her interpretation of being a member of this specific CSDP mission, at the same time his/her definition of being a member of the police service from his/her home country, being a member of specific subgroups/subcultures within this police service, e.g. of the riot police units, and to be affiliated to his/her local culture in the village / city / country of origin. This concept can provide a profound basis for the understanding of the rather complex multiple aspects of the self-concept of the individuals operating in CSDP missions.

Until now, academic discussions of these theoretical concepts in relation to CSDP missions are underdeveloped. More attention should be given to them for the better analysis and understanding of the intercultural aspects within CSDP operations.

Despite the need for more academic work in the area of cultural interoperability and intercultural competences, the structures supporting CSDP missions need to strive towards delivering the best possible services. The officers faced with such a challenge deserve excellent support offered by education and training. The range of services required varies from pre deployment training (PDT), in-mission training, support on learning and education to mission's staff and a permanent cycle of lessons learned from missions.

It is undoubtedly initially the role of the EU Member States to prepare, train and support their officers going on CSDP missions. Over the last 20 years, several Member States have developed a robust structure for delivering high quality PDT to their officials for missions. But this is not the case for all EU Member States. Due to the diversity in size and economies, not all EU countries are in the position to establish such a structure on national level.

On the European level, the overall planning and coordination role is assigned to the EEAS. The ESDC has developed over the years an excellent portfolio of learning and training options for CSDP missions. But there are also other structures at the European level that can be mentioned: in the ENTRi Cooperation and the EUPST project, equally important services are provided to staff for CSDP missions (e.g. Jacob 2011, Jacobs and Möckli 2011).

### **What is then the role of CEPOL in this context?**

As of 2000, CEPOL has delivered PDT activities, especially for management functions within CSDP missions. When the agency was established in 2005, its mandate explicitly included tasks to support CSDP missions (Council 2005). This mandate was repealed and amended in 2015 (Council 2015). Already mentioned in the first mandate of CEPOL, and further underlined in the renewed mandate



established in 2015, CEPOL was tasked to support CSDP missions with training activities. CEPOL's mandate clearly describes the agency's role within the EU structure.

To better understand this role, it is important to shed some light on the operational structure of CEPOL. Currently CEPOL has its Headquarters in Budapest, Hungary. With only 32 statutory staff posts and an annual budget of approx. EUR 10 million for the last 10 years, CEPOL trained in 2019 approx. 35.000 law enforcement officials from the EU Member States and third countries. One strong component of CEPOL's success is having close ties to the structure of law enforcement academies and colleges within the EU Member States and the in depth cooperation with partners in the field, e.g. with the partner JHA agencies and with ESDC. Particularly for CSDP missions, CEPOL's partner institutions in the Member States offer a rich pool of competences and experiences. CEPOL's role is to bring together different perspectives from the Member States and EU institutions at the European level.

In the last 20 years CEPOL has trained thousands of officers to be prepared for CSDP missions.

For example, some residential activities implemented across Europe since 2015, are the following:

- Senior police officers planning and command course for crisis management (SPOPCOP)

# KEY SERVICES

## RESIDENTIAL TRAINING ACTIVITIES

Courses, conferences and seminars typically lasting a week and held in training institutes in EU Member States or at CEPOL's premises.

## ONLINE LEARNING

CEPOL's online learning platform is open to all EU law enforcement officials and is free to use. We provide interactive webinars, dedicated online courses with trainer's supervision as well as training modules for self-paced studying.

## CEPOL EXCHANGE PROGRAMME

Our flagship Erasmus-style exchange allows law enforcement officials to spend one week with a counterpart in their country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking opportunities.

## CEPOL EUROPEAN JOINT MASTER PROGRAMME

Our two-year long EU academic programme aims to address common challenges of law enforcement cooperation in the frame of internal security.

## CAPACITY BUILDING PROJECTS

In cooperation with international partners we currently deliver two capacity building projects in EU's close neighbourhood: **Financial Investigation** Programme for the Western Balkans and a second edition of **Counter-Terrorism** Training Partnership with partners in the Middle East and North Africa.

## RESEARCH AND SCIENCE

We work closely with a variety of research institutions within the European Union to support research on law enforcement and to facilitate knowledge sharing. We publish and provide free access to scientific materials for all law enforcement officials.

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It is an excellent opportunity to improve your knowledge and to open new horizons in the way of investigating. A totally practical approach to other law enforcement and the best way to increase your professional network.



**RAFAEL PUENTES HERNÁNDEZ**  
POLICE OFFICER - DEBRIEFING EXPERT (SPAIN)



#CEPOLexchange

The CEPOL Exchange Programme (CEP) is an Erasmus-style exchange programme

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- Security Sector Reform
- Mentoring, Monitoring and Advice
- Train the trainers for civilian crisis management missions
- PDT for CSDP missions
- CSDP/FSJ nexus, structures and instruments
- EU missions and operations – Strategic planning
- Change management in CSDP missions
- Tackling OC and corruption in the host country
- HEAT training

95% of participants of such activities were satisfied with the quality of training provided. CEPOL would like to express its gratitude to the numerous partners and trainers from its network that supported these activities with their enthusiasm and commitment.

CEPOL and ESDC have already cooperated closely for several years. In practical terms, this means that we jointly implemented training activities, including mutual support on electronic learning tools and exchanging experiences on a regular basis. CEPOL is very grateful for this smooth and fruitful cooperation and is committed to continue with an even greater impetus for the years to come.

Together with its partners and in close cooperation with the other relevant institutions for the support of CSDP missions, the agency has delivered quite remarkable results, despite its limited resources.

How can we determine the future role of CEPOL in the field of CSDP Missions? The European Union and the Member States decided to establish the civilian compact as a new structure to plan, implement and support CSDP missions (Juncos and Blockmans 2018, Böttcher and Wolf 2019).

This is a positive initiative that takes into account the changing demands and requirements for CSDP missions. CEPOL is a committed partner in this development. As a concrete example, CEPOL offered to support the engaged partners with its tested tools



Brussels, 9 December 2019  
(OR. en)

14611/19

COPS 351  
CIVCOM 182  
POLMIL 128  
CFSP/PESC 913  
CSDP/PSDC 556  
RELEX 1111  
JAI 1264

**OUTCOME OF PROCEEDINGS**

From:	General Secretariat of the Council
To:	Delegations
No. prev. doc.:	14610/19 COPS 350 CIVCOM 181 POLMIL 122 CFSP/PESC 912 CSDP/PSDC 555 RELEX 1110 JAI 1263
Subject:	Council Conclusions on the implementation of the Civilian CSDP Compact

and competences in the field of training needs assessment. However, it is not yet fully clear what CEPOL's role would be in the near future concerning the delivery of training activities in this context.

Based on the results of its training needs assessment, CEPOL considers that the traditional PDT is already well established by a variety of other partners in the market. Furthermore, CEPOL foresees that its expertise and network structure can be of great help for CSDP missions regarding several relevant aspects.

In several CSDP missions, one key task is providing support for the establishment of a sustainable local administrative infrastructure. This often requires the re-establishment of a well-functioning law enforcement system. The starting point is the development of a local well-functioning and efficient training and education structure for law enforcement. CEPOL can refer back to its network of law enforcement institutions in the Member States; they can provide advice on such structures and propose the steps for the development of competence profiles, curricula and quality assurance mechanisms. Within this structure, there is great potential to directly support the CSDP missions, in addition to the portfolio of training activities offered to the officers engaged.

It is understandable that over the last years the important aspect of transforming battlefield intelligence into admissible evidence, especially for war crime investigations, received increased attention. An important element of the required toolset to deal with such complex questions concerning international crime investigations is the provision of excellent training competences. Once more; CEPOL's role in

collaboration with its network partners is highly relevant as it can offer the necessary training component for the success of such operations.

For the work taking place during the missions, CEPOL can support the in-mission-training component with modern online learning tools. The content can be easily prepared and offered to the target groups in the mission via the available online platform of the agency, freeing up valuable resources within the missions.

Finally, the language competences in Missions need a higher diversity. Apart from the necessary competences in English and French, more attention should be given to diverse mission languages. Until now, this still is a potential obstacle in the effort to attract sufficient staff for these missions.

To conclude, for the past 20 years CEPOL together with its partners has delivered training services related to the support of CSDP missions on a great variety of relevant topics. The successful cooperation with the ESDC for many years has been an honour for CEPOL and the agency is looking forward to further strengthening this cooperation in the future.

Hereafter, it is necessary to define more precisely the role of CEPOL in the civilian compact.

There is certainly no shortage of highly relevant aspects that need to be addressed for the success of these important CSDP missions, including newly emerged topics. CEPOL with its toolset of competences is committed and ready to respond to these challenges now and in the future.



## WEBINARS

Short interactive online seminar of 90 minutes that can host up to 3 presenters to raise awareness of a specific topic, new trends or giving demonstration on how to use a tool, with a chance to reach a very wide audience and easily connect experts and participants from everywhere. Accessible anytime in its recorded version.

## WEBINAR SERIES

A series of multiple webinars and their recordings, officials can study a specific topic, have their knowledge tested upon successful completion of the series. Tuition is fully online and can be accessed at any time and at any place.

## ONLINE MODULES

E-learning knowledge resources on specific law enforcement topics, which can be used by individual learners as distance self-paced learning resources, or participants in residential courses as part of a blended teaching methodology in a formal learning setting.

## ONLINE COURSES

Learning content and instructions of the trainers are available on the virtual learning platform of CEPOL for a limited number of participants and for a specific timeframe. They are flexible, supporting self-paced learning through individual exercises, peer and group activities and assignments.

*CEPOL offers different ways to learn, including traditional, lecture-based activities and a wide range of*

*online learning resources*

[enet.cepol.europa.eu](http://enet.cepol.europa.eu)

*Götz Brinkmann*

### Shared response to complex threats

The nature of threats that challenge our common area of freedom, security and justice demands a stronger focus on the external dimension of European policies. The recently published Commission's Work Programme for 2020 <sup>(1)</sup> underlines the need for a stronger internal-external nexus, also with regard to migration. Moreover, the Programme recognises that 'in recent years, new, increasingly complex cross-border and cross-sectorial security threats have emerged, highlighting the need for closer cooperation on security at all levels' <sup>(2)</sup>.

As the European Border and Coast Guard Agency, Frontex develops its international cooperation activities in line with and in support of the Union's external policies. The Agency plays a strong and increasingly proactive role outside the European Union (EU). With migration and security aspects being at the top of the EU political agenda, international cooperation is fundamental in order to ensure a smooth and effective implementation of the European integrated border management (IBM). The aim is to deliver a well-functioning management of the EU's external borders, and thereby contribute to the internal security of the Union.

<sup>(1)</sup> European Commission, 'Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Commission, Work Programme 2020, A Union that strives for more' (Brussels, 2020), [https://ec.europa.eu/info/sites/info/files/cwp-2020\\_en.pdf](https://ec.europa.eu/info/sites/info/files/cwp-2020_en.pdf), (consulted on 19.02.2020).

<sup>(2)</sup> Ibidem, 7.



In recent years, the Agency has intensified its engagement with Common Security and Defence Policy (CSDP) partners in order to implement its enhanced mandate. Close cooperation with the ESDC is a vital element in bringing CSDP and JHA actors closer together and increasing mutual understanding.

The 15th anniversary of the ESDC offers a good opportunity to show Frontex' growing involvement outside the EU, explain Frontex' role in promoting EU IBM and give an overview on the engagement in CSDP-related trainings. All these elements indicate the increasing need to tighten cooperation with ESDC, as training is essential for bridging external and internal policies.

### **An increasing footprint in the external dimension**

For the past 15 years, Frontex has been supporting the development of the EU's external policies with operational knowledge and advice on border issues, including in the context of the EU's high-level dialogues on migration and security and other initiatives.

In recent years, based on the Agency's International Cooperation Strategy, Frontex engagement in the external dimension has considerably increased.

The revised European Border and Coast Guard Regulation <sup>(3)</sup> that came into force in December 2019 enhances Frontex' mandate and hence offers more possibilities to have a footprint within, but also outside of the EU. First, it allows the Agency to conduct operations in third countries with executive powers. For such operations a

<sup>(3)</sup> Regulation (EU) 2019/1896 of the European Parliament and of the Council of 13 November 2019 on the European Border and Coast Guard and repealing Regulations (EU) No 1052/2013 and (EU) 2016/1624, Official Journal of the European Union, L 295/1, 14.11.2019.

status agreement between the EU and the country in question is necessary <sup>(4)</sup>. Under the previous Regulation, such operational involvement was limited only to EU neighbouring countries.

In May 2019, Frontex launched its first fully-fledged joint operation outside the EU in Albania. On a rotational basis, it deploys on average 70 officers with 16 patrol cars and one thermo-vision van from 17 EU Member States to support Albania in border control and tackling cross-border crime. This joint operation has been considered a success, enhancing the cooperation among all stakeholders, and hence it will continue in 2020. Deployed European Border and Coast Guard Team Members have been directly involved on a daily basis in carrying out border control duties together with the host country's officers. This provides concrete operational results and promotes European standards by transferring knowledge and sharing best practices in the Agency's daily work. In the coming months, such operational deployments should be possible in other countries of the region such as in Serbia and in Montenegro.

The enhanced mandate in other areas, such as return, situation monitoring, including the updated EUROSUR framework, as well as the growing network of Frontex liaison officers in third countries provide many opportunities to cooperate with border, coast guard, return and other law enforcement authorities outside of the EU.

### **Closer engagement with CSDP**

This means also closer engagement with CSDP missions and operations, which are essential counterparts for the Agency on the ground. The Agency already has a long track record of joint initiatives with CSDP partners. For example, Frontex Joint Operation Themis and the EU Naval Force Mediterranean (EUNAVFOR MED operation Sophia) have cooperated to effectively fight migrant smuggling networks and save lives at sea, including through participation in the Crime Information Cell (CIC) and targeted trainings. Frontex has also established close cooperation with the EU Intelligence Analysis Centre (INTCEN) and the EU Satellite Centre (EU SATCEN) to increase situational awareness and support informed policy making at the EU level.

Frontex is also contributing to capacity-building efforts of civilian CSDP missions. For example under the umbrella of EUCAP Sahel Niger, a partnership consisting of Germany, France, the Netherlands, Frontex and EUROGENDFOR, Frontex contributed to a training course for the Mobile Border Control Company – an innovative operational team to enhance the surveillance, monitoring and safeguarding of Niger's borders. The course was developed by a team of international

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<sup>(4)</sup> Op.cit., art. 73.

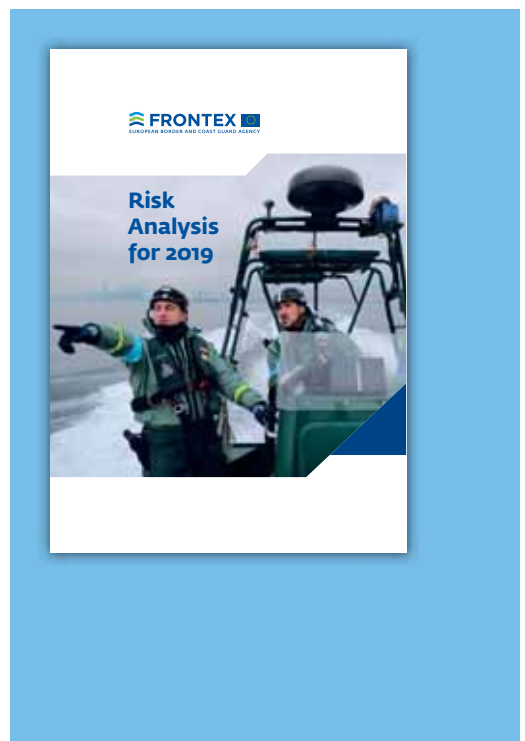


trainers, who built the curriculum using, among others, material from the Frontex Common Core Curriculum for Basic Border and Coast Guard training in the EU.

Frontex recognises the opportunities offered by the new mandate and sees CSDP missions and operations as valuable partners. The Agency is developing its own operational presence in the EU's neighbourhood and will soon strengthen its capabilities with the first European law enforcement Standing Corps, to be deployed as of 2021. However, civilian border management operations cannot replace the crucial role played by CSDP actors that often operate in fragile security environments. Their involvement in third countries offers unique opportunities to address challenges and threats to EU security and to contribute to the implementation of the EU IBM. The Agency welcomes recent EU policy initiatives to bring Justice and Home Affairs (JHA) and CSDP actors even closer together and to further link CSDP planning and objectives with internal security<sup>(5)</sup>. The Agency intends to actively participate in this process.

With the revised EBCG Regulation in force, Frontex has an explicit mandate to cooperate with CSDP missions and operations with the aim to ensure the promotion of EU IBM standards as well as for situational

<sup>(5)</sup> Council of the European Union, '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' (Brussels, 2018), <https://www.consilium.europa.eu/media/37027/st14305-en18.pdf>, (consulted on 19.02.2020).







awareness and risk analysis purposes <sup>(6)</sup>. It is a strong sign of recognition of the importance of CSDP activities, which paves the way to concrete and structured cooperation in the future.

### **Promoting EU IBM standards outside the EU**

The implementation of EU IBM is a shared responsibility between the Agency and the Member States. With

a multitude of authorities involved, the EU co-legislators have introduced a new multi-annual policy cycle on IBM that will set the strategic direction and coordinate joint efforts. The Agency is at the centre of this process, as it is tasked to develop the technical and operational EU IBM strategy and is in charge of the EU's integrated planning. It has the mandate to develop and consolidate EU standards on IBM and also promote them outside of the EU.

The EU IBM standards can be promoted through various instruments, ranging from capacity building, joint analytical work to practical cooperation in joint operations.

The above-mentioned fully-fledged joint operations on the territory of non-EU countries provide an excellent platform to put such standards in practice. The main objective of such operations is to enhance border security and operational cooperation in those countries as well as to promote EU best practices on IBM.

Another instrument for the promotion of EU IBM standards are capacity-building initiatives. Under the funding of various European Commission instruments, Frontex is currently implementing three technical assistance projects: on Regional Support to Protection-Sensitive Migration Management in Western Balkan countries and Turkey; the EU4BorderSecurity project in the Southern Neighbourhood; and a dedicated project to strengthen the Africa-Frontex Intelligence Community (AFIC). The projects offer the beneficiaries targeted capacity-building measures, and through them, help to raise awareness of the Agency's work and the EU IBM standards.

Additionally, Frontex deploys liaison officers (FLOs) in third countries whose role includes inter alia establishing and maintaining contacts

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<sup>(6)</sup> Op.cit., art. 68.

with the competent authorities with a view to contributing to the prevention of and fight against illegal immigration and cross border crime. This contributes to the Agency's ability to predict and prevent challenging situations from reaching the external borders. By fulfilling this role, the FLOs are supporting the Agency's tasks, including its role in promoting EU IBM standards. Until now, the Agency has deployed FLOs to Niger, Senegal, Turkey and the Western Balkan region, based in Serbia.

The standards for risk analysis are promoted through the Frontex regional risk analysis networks and communities, namely the Western Balkans Risk Analysis Network, the Eastern Partnership Risk Analysis Network, the Frontex-Turkey Risk Analysis Network, as well as the Africa-Frontex Intelligence Community. These networks provide a valuable platform for information exchange, mutual learning and joint analytical work.

Frontex has been working with CSDP actors in the areas of training, exchange of information and coordinating operational activities in order to promote EU IBM standards. For example, since 2017, Frontex regularly provides technical support and advice to the EU Border Assistance Mission in Libya (EUBAM) in all areas related to EU IBM. For a period of time Frontex experts supported the mission with short-term deployments in Tunis and now continue to provide advice through ad-hoc missions.

In some of the countries where civilian CSDP missions are present, efficient border management is crucial for security sector reform of the host state but also the EU's internal security. Civilian CSDP missions support the host country in the development of well-managed borders and of the related national strategies. They also enhance the effectiveness of integrated border management services with the aim, inter alia, of detecting and preventing uncontrolled entries of people and possible associated illegal activities. Building on the already close cooperation with civilian CSDP missions, Frontex can reinforce these activities with EU wide expertise and knowledge of the European IBM standards.

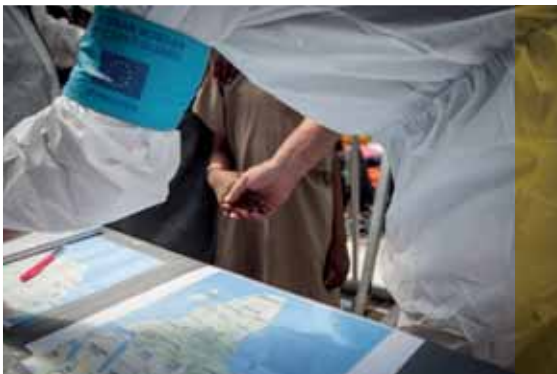
In the future, the principles anchored in the technical and operational EU IBM strategy, developed by Frontex, should also systematically inform the planning and implementation of CSDP missions in the remit of border management. Equally, the standards, adjusted to the specific context, should also inform the CSDP missions' advice to third country authorities on EU IBM related policies, strategies, and organisational set-up. Frontex could support CSDP missions with technical aspects of EU IBM and help promoting EU IBM standards in the external dimension.

## Training – a key element

Frontex very much recognises the importance of training – it is instrumental in bringing JHA and CSDP closer together, in order for the experts and decision-makers from both fields to better understand the respective objectives and see better the synergies between the two fields. Therefore, the Agency is closely cooperating with the European Security and Defence College. In the last 15 years, Frontex and ESCD have had many contacts and Frontex personnel keep on benefiting from the rich offer of ESCD courses, including the CSDP High Level Course. On many occasions, Frontex experts were invited to present various elements of the Agency's activities to participants of ESCD courses, which is a unique opportunity to address CSDP practitioners. This cooperation is constantly developing. For example, in June 2019, Frontex hosted a study visit of an ESCD training course organised for the first time in Poland.

Frontex' contribution to CSDP related training also includes other actors, such as the European Defence Agency (EDA). The 2018 European Union Maritime Security Strategy (EUMSS) Action Plan introduced a number of measures aiming to strengthen cooperation between defence and security actors, setting the scene for an enhanced cooperation between EDA and Frontex. The Action Plan represents a comprehensive framework that covers both internal and external aspects of the maritime security interests of the EU and its Member States against a broad range of risks and threats.

In this context, Frontex and EDA launched the Joint Pilot Training on the Coordination of Law Enforcement and Navy Actions in Maritime Border Security. The training programme, held in Crete in March 2019, aimed to improve the interoperability of law enforcement and naval personnel and maximise their joint response to threats and challenges at sea. The main goal of the pilot training was to share good practices in the interception of migrants at sea and in search



© FRONTEx

and rescue operations, in full compliance with relevant international and human rights law. The pilot training was deemed as being a success and it will be followed up by a next course.



Challenges and threats are many and only a coherent and coordinated response of various EU actors can be effective. This is particularly true for activities outside of the EU, where internal and external security aspects are linked and JHA and CSDP actors need to act in a seamless manner. Coherent use of various tools requires significant efforts – from proper planning, operational coordination to joint capacity building. Frontex already has a solid foundation in place to contribute to the EU's external action and the CSDP structures, underpinned by a working arrangement and regular staff-to-staff exchange with the EEAS, as well as a clear commitment at policy level to promote and strengthen CSDP-JHA cooperation.

As the next step, it is crucial to raise awareness of everyone involved and the ESDC has an important role to play. Proper alignment of JHA and CSDP mechanisms will not be possible without experts having a good understanding of both. This puts training at the very heart of all joint CSDP-JHA endeavours and makes ESDC a vital partner for Frontex for years to come.

# 2019 in numbers\*



# 54 800

PEOPLE RESCUED\*\*



# 125.5

TONNES  
OF DRUGS SEIZED



# 669

DRUG SMUGGLERS  
DETECTED



# 592

NUMBER OF MARITIME  
AERIAL SURVEILLANCE  
FLIGHTS



# 15 850

NUMBER OF PEOPLE  
RETURNED  
BY FRONTEX



# 6 900

NUMBER OF FALSIFIED  
DOCUMENTS DETECTED



# 7 500

APPLICATIONS  
FOR FRONTEX  
BORDER GUARDS



# 750

NUMBER OF STAFF  
IN HQ



# 3 675

BORDER AND  
COAST GUARD  
OFFICERS TRAINED

\* Preliminary numbers

\*\* Number refers to all migrants rescued in Frontex operational areas and includes 28 670 people rescued by the agency's co-financed assets.



## EU SatCen-ESDC: An invaluable partnership

*Sorin Ducaru*

The EU Satellite Centre (SatCen) is proud to have been a close partner of the European Security and Defence College (ESDC) since its inception 15 years ago, and looks forward to many more years of mutual trust and collaboration to come.

Since the beginning of this partnership, SatCen and its staff have clearly benefited from the college's professional training services. Over the years, dozens of students have participated in ESDC courses and seminars, ranging from general orientation seminars to the estimable high-level course.

SatCen in turn has repeatedly hosted visitors from the ESDC and provided speakers for tailored briefings in many of the college's classes.

This continuous investment of time and resources over many years has been more than worth the effort, given the extensive scope of the ESDC's extensive reach in the CSDP community. The centre is thus clearly benefiting from the college's professional network within and beyond the boundaries of the EU's foreign, security and defence policy.

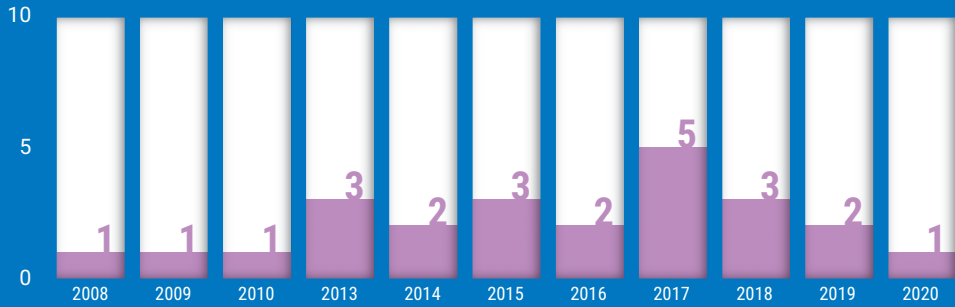
The clear interest binding our two entities together is in developing and sustaining a common understanding of CSDP and CFSP among all EU staff, ranging from civilian, diplomatic and police to military personnel, and in improving their awareness of the operational support services available to them. In this context, SatCen is acting as a special gateway to and unique interface with the European Geolnt community.



SatCen Headquarters in Spain

© SatCen

## SATCEN STAFF AT ESDC SEMINARS: HIGH-LEVEL & ADVANCED POLITICAL ADVISER



ESDC visit of high-level course participants to SatCen in 2016

© SatCen



ESDC visit for CSDP seminar with South America and Mexico at SatCen in 2018

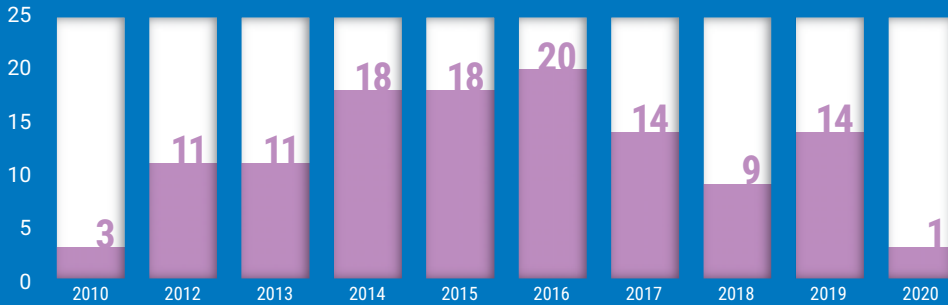
© SatCen



Training seminar at SatCen

© SatCen

## SATCEN STAFF AT CSDP ORIENTATION COURSES



The ESDC is an outstanding example of a ‘force multiplier’, leveraging professional skills and effectively networking experts and decision-makers at all levels, and thus contributing to effective decision-making across the whole spectrum of CSDP.

The centre, with its 28 years of service, has developed alongside the college in their common area of work. While the ESDC focuses on enhancing skills through its vast range of training opportunities, the centre is an operational agency in the field of space and security.

In a context of information overload and disinformation, the centre provides the fast and reliable analysis of space data necessary to deal with current security challenges, whether the response is of a civil or military nature.

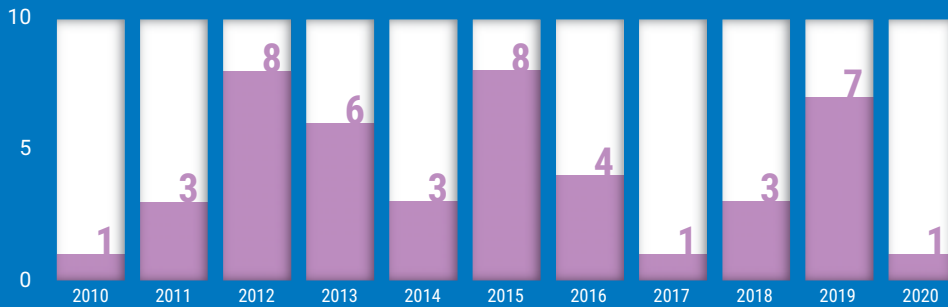


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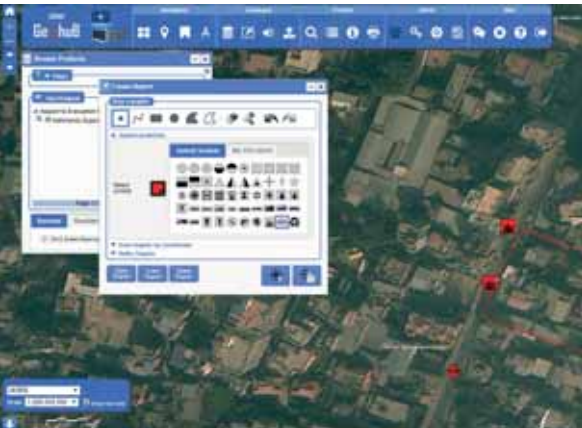


## SATCEN STAFF INVOLVED IN ESDC COURSES



Since its beginnings within the 1992 WEU framework, the centre's goal has been to provide essential support for decision-making at both operational and political level. In 2003 the European Security Strategy was issued, and the EU started launching military operations and civilian missions. EUFOR Althea in Bosnia and Herzegovina was the first EU operation supported by SatCen. Very soon after, the ESDC was also established.

When the European External Action Service – currently the main user of SatCen products and services – was formally launched in 2011, the college was already in full swing, providing its essential training support.



GISMO GeoHub

© SatCen, © EDA



SatCen briefing to ESDC high-level course

© SatCen

In 2014, SatCen's mission was extended to include supporting the Union's decision-making and action in the field of CFSP by providing products and services derived from exploiting relevant space assets and collateral data. Shortly after, in 2016, the Global Strategy for the EU's Foreign and Security Policy was published.

SatCen is a key instrument for the implementation of this Global Strategy and thus contributes to a stronger Europe, playing a major role in supporting the EU's strategic autonomy in decision-making as well as in preparing and supporting crisis management operations – a common goal it shares with the ESDC.

Throughout its evolution, SatCen has continuously strived to provide exceptional services to its CFSP and CSDP customers and partners. The ESDC has clearly and consistently supported this operational role by preparing the ground with its training efforts.



SatCen briefing to ESDC high-level course

© SatCen



Training course at SatCen

© SatCen



## EUROPOL: An overview of yet one more partner

*Ilias Katsagounos, Marios Thoma  
and Leo Lindqvist*

The European Union Agency for Law Enforcement Cooperation, better known under the name Europol, formerly the European Police Office and Europol Drugs Unit, is the law enforcement agency of the European Union (EU) formed in 1998 to handle criminal intelligence and combat serious international organised crime and terrorism through cooperation between competent authorities of EU member states.

- Europol supports cross-border investigations involving at least two Member States and targeting serious and organised crime, terrorism and crime affecting a common interest of the European Union.
- Crime prevention is part of Europol's activities as a way to combat organised crime and mitigate the threats, particularly those originating online, to the EU and its citizens and businesses.
- Europol deploys staff in the field to support ongoing investigations and operations. This enables access to Europol's secure network from the spot.

The ESDC's approach to the EU's law enforcement agency, Europol, is evolving. In recent years, Europol representatives have taken part, both as course participants and as speakers, in the ESDC's flagship CSDP High-Level Course (CSDP HLC), as well as in the technical/

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*Europol's mission is to support each MS in preventing and combating all forms of serious international and organised crime and terrorism.*

”

### **PRIORITY AREAS FOR THE NEW POLICY CYCLE 2019-2021**

CYBERCRIME

DRUGS

FACILITATING ILLEGAL IMMIGRATION

TRAFFICKING IN HUMAN BEINGS

ORGANISED PROPERTY CRIME

FIREARMS

EXCISE AND MTIC FRAUD

DOCUMENT FRAUD

ENVIRONMENTAL CRIME

CRIMINAL FINANCE AND MONEY LAUNDERING

tactical and awareness courses provided via the newly created Cyber Education, Training, Evaluation and Exercise (ETEE) platform.

Representatives of Europol are also regularly invited to participate as panellists in the CSDP HLC.

When the Cyber ETEE platform was in its infancy, representatives from Europol were invited to be key-note speakers at the first EAB. Cyber meeting in September 2018 and at the platform's inauguration in November 2018.

In 2019, a panel discussion addressed the issue of EU law enforcement, judicial and border-management cooperation in the CSDP area.

Furthermore, in the cyber domain, the ESDC has already identified Europol's role as an operational EU institution in the area of cybercrime, and actions aimed at increasing cooperation between the two institutions in this crucial field are under discussion.



A closer look on  
**the ESDC**  
and its functioning



The ESDC is organised as a network bringing together civilian and military institutes, colleges, academies, universities, institutions and other actors dealing with security and defence policy issues within the Union as identified by Member States.

The college has several comparative advantages over other training providers:

- The ESDC is embedded in the EU structures, hence able to quickly identify new training needs and include them in its programming cycle and curricula.
- The ESDC provides first-class training, thanks to its network structure, its broad variety of lecturers including practitioners, academics and officials, its use of participants with a wealth of expertise and professional experience as resource persons, its eLearning tool and its standardised, annually updated curricula.
- The ESDC awards its students a certificate, which is signed by the High Representative of the Union for Foreign Affairs and Security Policy and legally recognised by all EU member states and EU institutions.
- The ESDC follows an inclusive approach, inviting civilian, police, military and diplomatic staff to its courses, and ensuring that training groups are balanced. This approach allows for exchanges of views on CFSP and CSDP from a variety of vantage points.
- The ESDC trains decision makers in neighbouring countries (SAP & EaP training programs), while facilitating the neighbourhood policies and the association process of countries to the EU. Furthermore, it shares best practices in defence and security with officials from South-America countries and Mexico, China or ASEAN, during tailor-made courses provided by ESDC network members.



In order to achieve all that, the College is organised in a four-tier structure as presented in the below figure:

- The **Steering Committee** is responsible for the overall coordination and direction of the ESDC training activities;
- The **Executive Academic Board** (EAB) ensures the quality and coherence of the ESDC training activities and is supported by the following domain specific configurations:
  - (a) Implementation Group in support of the European Initiative for the Exchange of Military Young officers/Military Erasmus (IG)<sup>(?)</sup>,
  - (b) European Doctoral School on CSDP,
  - (c) Sectorial Qualification Framework for the Military Officers (SQF MILOF),
  - (d) Cyber,
  - (e) Security Sector Reform (SSR) and (f) Missions and Operations (WG MOT);
- The **Head of the ESDC** is responsible for the financial and administrative management of the ESDC, as well as assisting the Committee and the Board in organising and managing ESDC activities;
- The **ESDC Secretariat** assists the Head of the ESDC in fulfilling his tasks.

<sup>(?)</sup> The EU Military Secondary Schools Forum (EUMSSF) is a new configuration that has been recently established and falls under the wider responsibility of the Military Erasmus Working group configuration

THE HISTORY OF THE

# ESDC

**2005** ● **ESDC FOUNDATION** – Before the creation of the ESDC, there was no single entity devoted either on training and education at European level, or on the development of a Common Security Culture.

**2008** ● **BIRTH OF EMILYO** – Modeled on its civilian counterpart ERASMUS+, the European Initiative for the Exchange of Military Young Officers is developing exchange between armed forces of future military officers, as well as their teachers and instructors during their initial education and training.

**2009** ● **START OF SQF-MILOF DEVELOPMENT** – The ESDC is developing a common Sectoral Qualifications Framework with the objective to ease military qualifications comparison between Member States.

**ESTABLISHMENT OF EAB SSR** – In response to the request to enhance Security Sector Reform expertise through a training mechanism within the European Union.

**2015** ● **HIGH LEVEL COURSE ALUMNI ASSOCIATION** – Many of our alumni are today in leading positions in the security and defence field at national and international level. The ESDC believes that all of the alumni act as ambassadors of the CSDP in their respective posts.

**WG-MOT** – Established in November 2015 as a subgroup of the Executive Academic Board, this Working Group contributes to the coordination, coherence and quality of training personnel for CSDP missions and operations.

**2017** ● **EUROPEAN DOCTORAL SCHOOL** – Launched by the ESDC in cooperation with a growing number of network institutions, its objective is to develop a critical mass of scientific and academic expertise that brings together supervisors and mentors and promotes the exchange of knowledge, skills and competences on European security and defence, with a view to provide support for PhD level research reflecting on the CSDP.

**2018** ● **EAB CYBER** – Acknowledging the ever growing importance of a secure cyberspace for the CSDP, the ESDC Cyber Education platform deals with all domains of cybersecurity, such as Cyber Crime, Network Information Security, Cyber Defence and External Relations.

**2019** ● **EUROPEAN MILITARY SCHOOLS FORUM** – Inspired by the success of EMILYO, the ambitious initiative aims at promoting the sharing of common European values at an early age and fostering a European dimension of teaching.



## The work performed by the ESDC Steering Committee

*João Barbedo*

The Steering Committee is a key part of the ESDC's structure, as provided by the Legal Basis. It bears the responsibility for the overall coordination and direction of the ESDC's training and education activities.

The EU Member States each appoint one representative who play a key role in the decision process.

The Legal Basis also provides that the Steering Committee is supported by representatives of the Commission and other EU Institutions, including the EEAS. These work with the ESDC Head and its staff.

The Steering Committee decision process relies on scientific and academic advice and recommendations received from the ESDC Executive Academic Board.

Collaboration between the Committee and the Executive Academic Board takes place throughout the year and the Steering Committee takes key decisions in such areas as training priorities, the annual academic programme and the budget and human resources required to deliver these. Such decisions entail a careful process of consultation and dialogue with the key stakeholders.

They do so in various ways: firstly, by setting the political priorities and allocating the means to deliver them through the Steering Committee; secondly, by having their own academic representatives who contribute to the work of the Executive Academic Board; and finally, by delivering training and education activities via their own institutions in line with the agreed priorities and standards.

The networked structure of the ESDC is an asset for the Steering Committee, as it now encompasses more than

“

*The EU Member States play a key role in ensuring that the ESDC delivers its mission*

*» to provide training and education is CSDP in the wider context of CFSP, to develop a common understanding of CSDP and CFSP among civilian and military personal and to disseminate best practice. «*

”

## MEMBER STATES CONTRIBUTION



Set the political priorities through the SC



Participate at the EAB



Deliver the trainings

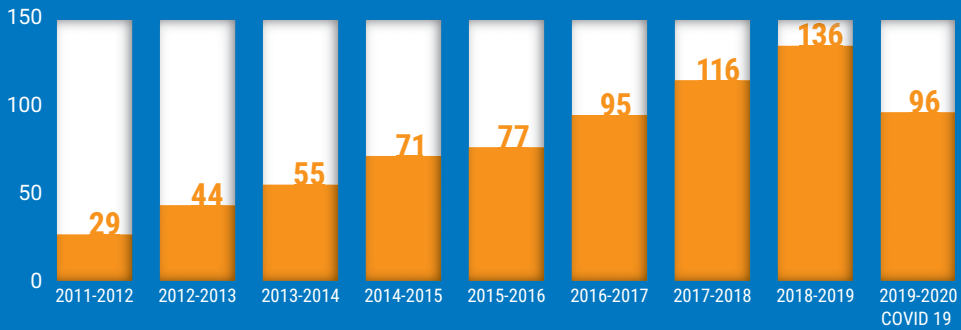
140 training institutions across all EU Member States and further links to similar institutions in third countries.

This enables Member States within the Steering Committee to assess how they can best benefit and contribute to the pooling of the resources of such a wide network. A critical mass is important in addressing the security and defence challenges involved in CSDP.

The Steering Committee also plays an important role in promoting a shared understanding of CSDP policies, priorities and actions among the key decision-makers of each Member State. In this regard, the members of the Steering Committee share and/or can gain access to best practices that are relevant to political decision-makers or to the training and education institutions in each country.

The Steering Committee also considers how the ESDC can better connect the civilian and military offers on CSDP training and education and thus strengthens coordination between the EU's civilian and military responses to conflicts or crises.

## EVOLUTION OF ESDC TRAINING ACTIVITIES



This high volume of activities was covered by a rather moderate budget of € 1.3 million for the last calendar year. This ESDC model is thus proving to be a good multiplier of resources, increasing and drawing on the training effort of Member States in the CSDP area.

In the near future, the EU and its Member States will receive proposals from the EU Civilian and Military Training Groups for improvements to training in the context of the EU CSDP training policy adopted in 2017. Such proposals may lead to developments in the curricula and the training architecture for CSDP in the EU. The 15 years' experience of the ESDC has demonstrated the wisdom of combining Member States' efforts to ensure the delivery of CSDP training. Indeed, this improves efficiency and the effective use of resources. It is important that we take the above into account as and when we consider options for further improvements.

## The EAB and its functioning

*Carlo Natale*

The Council Decision governing the ESDC, assigns the Executive Academic Board (EAB) the responsibility to assure the quality and coherence of the College's training and education activities. The EAB has obviously a fundamental role to play in the ambitious academic network created by the ESDC, which can only base its credibility and success on the quality of its activities. Composed of senior representatives from those civilian and military institutes and other actors identified by Member States to support the conduct of ESDC training and education activities and of the Director of UISS

The EAB meets on a quarterly basis with an agenda that includes a variety of issues. In particular, the Board:

- provides academic advice and recommendations to the ESDC Steering Committee;
- implements, through the network, the agreed annual academic programme;
- oversees the e-Learning system;
- develops and review curricula for all ESDC training and education activities
- ensures general coordination of ESDC training and education activities among all institutes;
- reviews standards of the training and education activities undertaken in the previous academic year;
- submits to the Steering Committee proposals for training and education activities in the next academic year;
- ensures a systematic evaluation of all ESDC training and education activities and approve the course evaluation reports;
- contributes to the draft general annual report on ESDC activities;
- supports the implementation of the European Initiative for the Exchange of Young Officers, inspired by Erasmus.



ESDC Executive Academic Board,  
7 September 2017, Brussels

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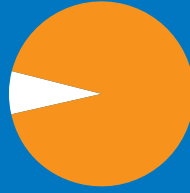
When necessary, senior officials from European Union and national institutions are invited to attend its meetings. When appropriate and on a case-by-case basis, academic experts and senior officials representatives of institutes that are not a member of the network may be also invited to participate in the meetings of the Board.

To fulfil its tasks, the Board may meet in different project-focused configurations, on the basis of rules and arrangements governing the creation and functioning of these configurations agreed by the Steering Committee.

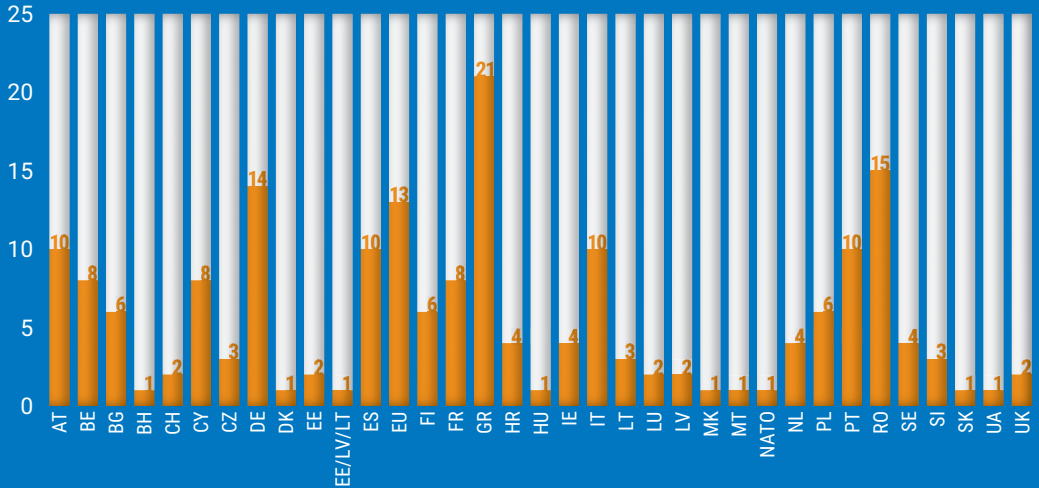
Over the years, several such groupings have been established, with a mandate to focus on specific or emerging areas of interest for the College's activities, including: the Implementation Group in support of the European Initiative for the Exchange of Military Young officers/ Military Erasmus (IG); European Military Secondary Schools Forum (EUMSSF); the Board on Security Sector Reform training (EAB SSR); the Working Group on CSDP Missions and Operations-related training (WGMOT); the Working Group on the European Doctoral School on the Common Security and Defence Policy; the EAB-Cyber; the Working Group on Sectoral Qualifications Framework for the Military officer profession (SQF-MILOF WG).

The EAB has also played a key role in the development of the network of partner institutions and associated members which has brought the number of participating entities in the ESDC from the initial 14 in 2005 to the current 165. When an educational institution applies to become member or partner of the ESDC network, its request is carefully examined by the EAB which provides an advice to the Steering Committee to approve or not the application.

ASSOCIATED  
NETWORK PARTNER  
14



FULL MEMBER  
175



Undoubtedly, over the years the EAB has been successful in delivering these essential functions. The EAB brings together an impressive wealth of knowledge and professionalism in the areas covered by the College’s activities. Its role is key in ensuring that the numerous training programmes and initiatives held under the aegis of the ESDC meet the commonly agreed high standards. In addition to deliberating on training programmes and initiatives, the Executive Academic Board is also a unique forum where representatives of dozens European educational institutions exchange experiences and build networks.

In the subsequent sections, you can find more details and the role and functioning of each of the working group formations operating under the Executive Academic Board.

# The European initiative for the exchange of young officers inspired by Erasmus (EMILYO)

Harald Gell and Sylvain Paile-Calvo

## Introduction

The European initiative for the exchange of young officers inspired by Erasmus, also referred to as 'Military Erasmus', is rooted at the 'initial' or 'basic' level of the military officers' education and training path, as opposed to the 'advanced' level corresponding to training over the course of an officer's career.

As the European Security Strategy of 2003 <sup>(8)</sup> stated that 'to transform our militaries into more flexible, mobile forces, and to enable them to address the new threats, more resources for defence and more effective use of resources are necessary', the initiative was designed to pool knowledge, skills and competences in the area of education and training with a view to sharing them more easily through mobility. Facilitating exchanges of officers during their initial education, both between training institutes and with their civilian equivalents, such as universities, remains today the main added value of the Military Erasmus scheme. Greater mobility, indeed, is expected to be of direct benefit to all stakeholders: the future military elites themselves, their education and training institutions, the armed forces, and the European Union.

Military Erasmus was established by a ministerial declaration <sup>(9)</sup> prepared under the 2008 French Presidency of the Council of the European Union and issued during the Council meeting of European Union defence ministers on 10 and 11 November 2008. It

<sup>(8)</sup> European Council, *A Secure Europe in a Better World, European Security Strategy*, Brussels, 12 December 2003.

<sup>(9)</sup> Council conclusions on the ESDP, *Statement on the European Young Officers Exchange Scheme, Modelled on Erasmus*, Brussels, 10 and 11 November 2008.

The European Initiative for the Exchange of Young Officers

Since 2008, the college has been actively involved in and leading the young officers exchange scheme. The main goal of this initiative, which is modelled on its civilian counterpart ERASMUS+, is to instil European young officers with a common security and defence culture and therefore render the armed forces 100 % interoperable. Within the ESDC framework, military, naval, air, technical and medical universities and academies across the Member States work towards the achievement of this ambitious political goal.

For more information please visit our site: <http://www.emilyo.eu>

Contact: EEAS secretariat ESDC  
secretariat-esdc@eeas.europa.eu

[esdc.europa.eu](http://esdc.europa.eu)

We inspire, we train, we challenge!



Press briefing, Council on External Relations, 10 and 11 November 2008.

© European Union

expressly provided that the initiative should develop interoperability in initial officer training, with due regard for specific national characteristics and traditions. The measures recommended should therefore not be seen as an attempt to standardise the curricula, but merely as a way of reducing the differences that might impede the mobility of students and teaching staff.

The first set of recommendations dealt with measures to be taken at European level. Measures common to both academic and vocational training included comparing the skills required of cadets in national curricula, creating a database containing the curricula of military colleges and offers of and requests for places on exchange programmes, and identifying obstacles to such exchanges.

Regarding the more specifically academic aspects, the declaration recommended developing training modules on the CSDP and international security issues, to be made available to military institutions, and facilitating access to internet-based distance learning in order to expand the range of courses offered by the institutions.

Regarding the more specifically vocational aspects, the declaration also called for the development of credit transfer systems along the lines of what is offered in academic education and the enhancement of mechanisms for stimulating exchanges in training.

The second set of recommendations concerned the Member States and their military institutions. They mainly related to the effective implementation of the *acquis* of the European Higher Education Area. Moreover, national actors were asked to increase the mobility of students and teaching staff and to promote the teaching of foreign languages and the learning of two foreign languages within institutions.



The third and final part specified the arrangements for implementation of the initiative itself and the organisation of short-term developments.

Shortly after, in the 2008 report on the implementation of the European Security Strategy <sup>(10)</sup>, the European Union recognised the potential of the initiative as an important contribution to the emergence of a security and defence culture in the European Union, and an Implementation Group was created within the European Security and Defence College.

## EMILYO developments & achievements

### Objectives

The overall goal of this Implementation Group (IG) is to harmonise the European Union Basic Officer Education and to increase interoperability, thus to increase Europe's security. With all its activities, the IG promotes a European Security and Defence Culture, in terms of spreading the idea among the Officer Cadets and students participating in the Basic Officer Education (BOE) and in the security field, that current and future challenges can be much better managed together. This goes hand in hand with an education for the Union's Common Security and Defence Policy (CSDP).

### Obstacles identified

Each European Union Basic Officer Education Institution (EU BOEI) is embedded in the national academic education system. In some Member States the education law is even the responsibility of provincial administrations. This fact creates challenges that have to be overcome without undermining the respective national accreditation.

<sup>(10)</sup> European Council, *Report on the Implementation of the European Security Strategy – Providing Security in a Changing World*, Brussels, 11 December 2008.



IG meeting in Reichenau/ Austria, back-to-back with the international Military Academic Forum 2019.

© Theresan Military Academy

To solve these problems, it is foreseen that each EU BOEI sends education experts to the IG meetings. The IG's working meetings take place on a quarterly basis; meetings are held in Brussels at least twice a year, as well as outside Brussels according to offers from BOEIs. Each EU BOEI, which participates in IG meetings, has a voice to contribute ideas, and is able to implement – step by step, on a voluntary basis – the IG's elaborations.

All the elaborations are in line with the Bologna-Process, the Erasmus+ approaches, the European Credit Transfer and Accumulation System (ECTS), the European Qualifications Framework (EQF) and other pre-conditions for the European Higher Education Area (HEA). Moreover, the elaborations also leave space for the non-academic vocational education field, as the following two pictures illustrate.



Team-building and leadership training during the Common Module 'ML B' in Cyprus in 2019.

© Cypriot National Guard / LtCol Symeon ZAMBAS

## Achievements – the Lines of Development (LoDs)

The IG categorised the challenges into 13 so-called ‘Lines of Development’ (LoDs), which are listed with their description in the table hereinafter.

**Table 1: The Implementation Group’s Lines of Development (as of January 2020).**

LoD No.	LoD Name	Description/Purpose	Chaired by
1	System of Equivalences	In different Basic Officer Education systems, different education parts belong to either the academic or the vocational education. An education completed abroad may cause disadvantages in terms of recognition.  The adopted document gives proposals regarding how to transfer a non-academic education into ECTS and vice-versa.	IG Chairman
2	Development of Competences	The adopted document describes which competences an Officer Cadet should have – using common descriptors in accordance with the EQF.  All the education descriptions (Common Modules) use these descriptors. In doing so, mutual recognition is facilitated.	IG Chairman
3	Development of IDL (e-learning)	Preparation for certain education may be conducted via e-learning to be more efficient. Many IDL-modules still exist, but everybody is asked to create new ones providing it for Officer Cadets for the purpose of distance-learning.	IG Chairman
4	Create an IT-Platform	A platform is needed to provide access to useful documents, the latest news, and education offers from the EU BOEIs ( <a href="http://www.emilyo.eu">www.emilyo.eu</a> ).	GR Hellenic Air Force Academy
5	Supporting Develop Mechanism/ (Legal) Framework	Exchanges of students and lecturers may cause administrative and legal challenges. How to deal with these matters is described in this adopted document. The BOEIs just have to use it to facilitate exchanges.  Not all Member States have opted in (on-going procedure). So far, only AT, BE, CY, EE, ES, GR, IT, PL, and PT have opted in.	IG Chairman
6	National Implementation of the Programme	National authorities and persons responsible for exchanges need to know about the initiative if they are to support it.  There are different avenues of approach to communication, e.g. Emilyo homepage, Wikipedia pages or briefings during high level conferences (EUMACS, ChoD-meetings, iMAF, etc.).	IG Chairman
7	Financing the initiative	Exchanges may involve additional costs. There are possibilities to be supported by existing exchange programmes, such as the ERASMUS+ programme.  This LoD should identify possibilities for external funding and provide the information to all persons responsible for exchanges.	PT Military Academy

LoD No.	LoD Name	Description/Purpose	Chaired by
8	Common Modules	A Common Module is seen as important for all European Officer Cadets – either for all services or for a single service. After being adopted by all representatives of the IG, the Common Modules shall be integrated into the national curricula. In this way, the European curricula will gradually be harmonised! On the other hand, it is not the IG's goal to eliminate the Member States' special expertise. All of the existing Common Modules are listed under point 2.4 with their ECTS workload.	IT Education and Training Command and School of Applied Military Studies
9	Future Projects	Permanently, there are new European Union projects appearing, which the IG may benefit from. This LoD concentrates on possible use and implementation of new projects for the BOEIs.	PL Military University of Land Forces
10	Gender Mainstreaming	Each graduate of a BOEI needs to know why women should serve in the armed forces, based on the UNSC Resolution 1325 (women, peace and security) and the EU Council conclusions. LoD 10 organises activities to achieve these goals.	BG 'Vasil Levski' National Military University
11	International Naval Semester	This LoD develops an international semester for the naval forces, similar to the already developed international semester for land forces.	IT Naval Academy
12	International Air Force Semester	This LoD develops an international semester for the air forces, similar to the already developed international semester for land forces.	GR Hellenic Air Force Academy
13	International Technical Semester	This LoD develops an international semester for the military technical institutions, similar to the already developed international semester for land forces.	RO Military Technical Academy 'Ferdinand I'



A meeting of the Line of Development 9 in Wroclaw/Poland in 2019.

© MULF Wroclaw

## The Common Modules (CMs)

The description of a CM undergoes a long quality assurance procedure before it is adopted. The descriptions have to follow the ECTS rules, use the common descriptors based on the European Qualification Framework, etc. All education experts have to agree to the final description. As soon as the status of 'common' is reached, on national level it is easier to implement it into the national curricula with the argument that all EU Member States have agreed to it. All CMs with their descriptions can be found on the Emilyo homepage (<http://www.emilyo.eu/node/988>).

**Table 2: The Implementation Group's Common Modules (as of January 2020).**

Common Module	ECTS	Common Module	ECTS
Advanced Technologies in Borders Surveillance	2	How to meet the Media	2
Aviation English for ICAO LPR	3	Individual Personal Development and Meta-Communication	2
Aviation English P1	3	Infantry Officer Winter Warfare Basic Module	2
Aviation English P2	3	Interoperability	6
Basic Military English	2	Irregular Warfare	3
Battle Physical, Mental and Survival Training	3	Law of Armed Conflict	2
Biosafety and Bioterrorism	2	Leadership & Agility in Complex Environments	2
Common Operating Environment	3	Leadership in Communication (IMLA)	2
Common Security and Defence Policy	2	Leadership, Motivation and Influence (IMLA)	2
Comprehensive Approach	4	Maritime Leadership	2
CMO/PSO (4 Sub-Modules [A, B, C, and D])	12	Maritime Security	2
Crisis Management (Military Leadership) (IMLA)	2	Military Instructor Training	3
Cross Cultural Communication	2	Military Ethics (A)	2
CSDP-Olympiad	2	Military Ethics (B)	2
Cultural Awareness	2	Military Leadership (A)	2
Cyber Security	2	Military Leadership (B)	2
Defence and Security Economics	4	Military Leadership (C)	4
Electronic Warfare	2	Military Strategy and Security in the Baltic Sea Region	3
English for Aircraft Maintenance SET P1	3	Senior Cadets' Seminar on Leadership	1.5
English for Aircraft Maintenance SET P2	3	Small Unit Tactics	4
English for Aircraft Maintenance SET P3	3	Space Applications for Security and Defence	2
English for Aviation Security Personnel	3	Stress Management (IMLA)	2
Fighting In Built Up Area	3		
		<b>Total: 45</b>	<b>124.5</b>

## Other projects

The Implementation Group is linked to other projects dealing with the IG's goals, such as:

- **European Union Military Secondary Schools Forum (EUMSSF):** The purpose is to bring military secondary schools closer to each other, create Common Modules (e.g. on EU history, EU core values, the Lisbon Treaty, CSDP, the EU Global Strategy, etc.) for inclusion in their curricula, promote a Common Security and Defence Culture, share best practices, create partnerships and common projects and facilitate exchanges of trainers and trainees.
- **International Military Academic Forum (iMAF):** On an annual basis, five EU BOEIs conduct the iMAF, which is a conference foreseen (per contract) to deal with challenges of the Implementation Group. All EU BOEIs are invited to this event.
- **Strategic Partnership Projects (SPPs):** The elaborations of international semesters are mainly based on this ERASMUS+ key action.
- **Joint Master Degree on CSDP:** Three EU higher education institutions are developing – within the ERASMUS+ frame – a Joint Master Degree with a focus on CSDP. The programme will consist of a lot of IG's Common Modules.
- **Honorary Implementation Group Member:** Persons who have rendered outstanding services in relation to the IG's goals may receive the status of an 'Honorary Member of the Implementation Group'.
- **Scientific papers:** Scientific publications/elaborations, evaluation reports, etc. with a link to the initiative are collected and up-loaded to the Emilyo homepage ([http://www.emilyo.eu/scientific\\_publications](http://www.emilyo.eu/scientific_publications)).



General Mikhail Kostarakos,  
the first Honorary IG Member.

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## Future

Currently, the IG elaborates new international semesters and integrates new projects, such as the ERASMUS+ European Universities. According to the General Annual Report on ESDC Activities 2018-19 (GAREA 2018-19), the IG has to focus on the following activities:

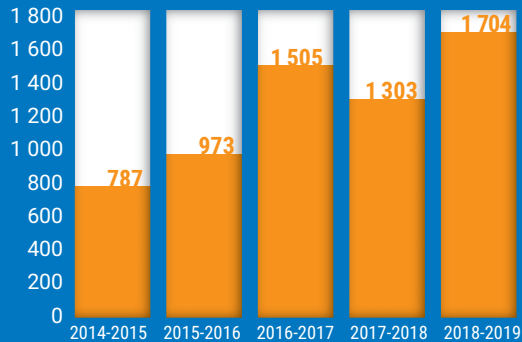
- Encourage all Member States to adopt the existing international semester, preferably as a whole, in the curricula of their army academies;
- Create an international semester for naval and air force academies, military technical universities and military medical academies in line with the international semester developed for land forces;
- Provide the opportunity for medium- to long-term exchanges of trainers/staff with a view to enhancing the exchange of best practices;
- Develop joint degrees for basic officer education;
- Encourage all MSs to adopt the legal framework which regulates the exchanges of young military officers (cadets).



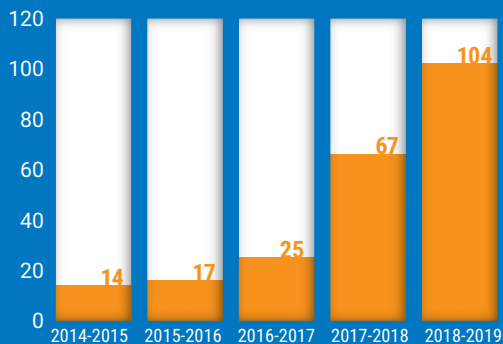
Multinational cooperation during an international semester.

© Theresan Military Academy

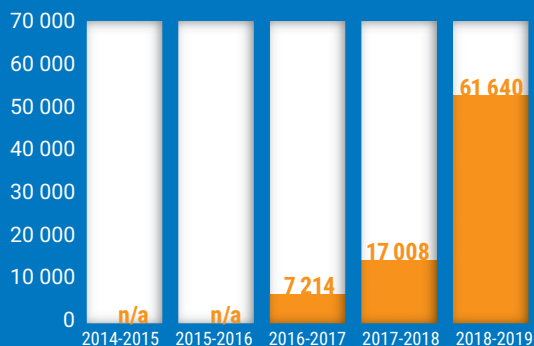
## NUMBER OF CADETS/STUDENTS



## NUMBER OF EVENTS



## NUMBER OF TRAINING DAYS



Taking past developments into consideration, predictions can be made regarding the future. Below are some statistics of the past study-years concerning the number of international exchange cadets/students, the number of international events, and the number of international training days organised by the members of the Implementation Group.

## Conclusions

The IG can look back on many years of active work. With the support of the ESDC, many challenges – linked to the Basic Officer Education, academic accreditation, financial restrictions, etc. – have been overcome in the last 11 years.

Scientific researches proved evidence that exchanges at Officer Cadets' level increase their competences they need at a later stage when acting as Officers, indicating that the IG's goals are on the right track.

New ideas which are in line with the IG's objectives (e.g. European Universities or PESCO) are always welcome and should be presented to the IG. The IG's wealth of experience allows new ideas to be implemented more quickly, contributing to European Security and Defence Culture, and thus to the European Security and Defence Policy.



## The European Military Secondary Schools Forum

*Symeon Zambas*

The European Military Secondary Schools Forum (EUMSSF) is an offshoot of the successful European initiative for the exchange of young officers inspired by Erasmus (EMILYO). Undertaken by the European Union Member States on a voluntary basis, this ambitious initiative is aimed at creating modules on EU history, the EU's core values, the Lisbon Treaty and CSDP for inclusion in the curricula of military secondary schools. It also aims to encourage sharing of best practices and exchanges of military school pupils as well as their teachers and instructors.

In line with the European Parliament Resolution of 12 April 2016 and the Council Recommendation of 22 May 2018, the EUMSSF promotes the sharing of common European values from an early age and fosters a European dimension in teaching.

Under the aegis of the European Security and Defence College, several Member States undertook to implement the initiative, driven by the key idea that teaching about and explaining 'Europe' at school is crucial for developing a European identity at an early age. Schools can enhance young people's critical awareness of 'Europe' and help young Europeans become informed European citizens engaged in the democratic processes that shape the future of the EU. They can foster a sense of belonging to the European Union in ways that do not indoctrinate but rather inspire cooperation.

But, how and why did the ESDC – a CSDP training provider – become involved in secondary education? Fifteen years of providing training to more than 25 000 people throughout the EU, and more than a decade of experience with the European Initiative for the Exchange of Young Officers and its concrete and substantial results, have proven that education and training play an essential role in moving towards a more coherent and efficient CSDP, and are the most efficient channel for promoting a European security and defence culture. Fifteen years of interaction with participants with a variety of backgrounds – diplomats, military, police, coast guards, ministries of justice and home affairs and others – from all the EU Member States, as well as from third states and international organisations, have shown us that there is a lack of basic knowledge on the EU, e.g. on the history of the EU, the different EU institutions, the Lisbon Treaty, the EU's core values, etc.

Although such topics may not be directly relevant for CFSP/CSDP, they are nevertheless fundamental for acquiring a more specialised knowledge of CSDP. We believe that such basic, essential knowledge about the EU should be offered in the earlier stages of EU citizens' education. Otherwise, only a very small percentage of our citizens will acquire it, leaving the majority vulnerable to the negative influences

of mass media, hybrid warfare, fake news and EU disintegration/ Eurosceptic forces. The EU has nothing to hide and much to be proud of, and its citizens should share this pride.

While we are aware that the earlier stages of training – especially for topics not relevant to CSDP – are not exactly ESDC ‘business’ but rather under the authority of the EU Member States’ ministries of education, the ESDC nevertheless took the initiative to facilitate the identification of essential learning outcomes on EU topics via the creation of the EU Military Secondary Schools Forum, drawing on more than 10 years’ experience with the Military Erasmus initiative.

I would like to briefly trace the historical background of this new initiative, starting with the conception of the idea, then going through the different stages leading up to its actual implementation. In my capacity as ESDC training manager from 2014 to 2020 and as one of the promoters and initiators of the CSDP Doctoral School, which aims to provide the highest level of education, I was well placed to realise that if we want substantial results, we also have to find ways to actively engage the broader EU population and increase their knowledge of and interest in the EU in a coherent way. Given the ESDC’s maximum training capacity, it was clear that even if we could find a way to reach all the armed forces and relevant CSDP personnel in our Member States, we would still not even have reached 0.4 % of the EU population.

One of the best things to come out of my 11 years of involvement in CSDP training was getting to join a great network of people working in this sensitive field, all of whom share the goal of creating a common security and defence culture. This valuable and reliable network gives its members an unofficial and friendly environment in which to share and refine new ideas with colleagues who have different and very often greater expertise.

I was invited to speak at the conference, the theme of which was ‘Studying, Teaching and Learning about the EU at all levels of education’. Foteini had recently joined the broad ESDC network as a member of the newly established CSDP Doctoral School working group. During the conference, I realised not only that there was a big gap in this area but also that our ESDC IG could act as a role model and that we had to find a way to share our best practices with similar working groups from other levels of education. I initially discussed my idea within the ESDC secretariat –

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*The idea to involve the ESDC in secondary education come to me during a three-day conference organised by Professor Foteini Asderaki, in her capacity as Jean Monnet Chair, and held in the University of Piraeus from 1-3 September 2017.*

Symeon Zambas

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first with the Head and former Head of the college and then with the rest of the ESDC team – after which I pitched it to the chairs of the Military Erasmus IG, the CSDP Doctoral School working group and the SQF MiLOf WG. I received very positive feedback, on the whole, and was given some valuable arguments in favour of the endeavour.

The main issue was finding a quick way to introduce the idea, and finding the right people to do that and the right forum to do it in. The initial approach was to get the topic on the agenda of a future Council meeting of the ministers for education, aiming for a common declaration similar to the one on creating the implementation group (IG) for the Military Erasmus initiative. The ESDC IG was ready to share best practices with the new group in order to support its first meetings. However, after an unsuccessful attempt in January 2019, involving the ministries of education seemed likely to be very difficult and time-consuming, so we began to look in other directions. We started exploring the possibility of creating a forum for EU military secondary schools as a starting point. The main arguments in favour of this approach were based on the fact that military secondary schools are institutions which promote excellency in their respective countries. The generally high-level of achievement of their pupils, their relevant flexibility in terms of adding more items to their curricula and their boarding facilities made them uniquely placed to successfully pioneer such an initiative, with the hope being that this would have a spill-over effect on secondary education in general in the EU.

In February 2019, in the margins of other ESDC EAB configuration meetings, we discussed the idea with the Italian representative on the ESDC SC and EAB and Chair of the SQF MiLOf WG, Colonel Gianluca Carriero, who immediately expressed his personal interest and support. Soon after, we arranged a meeting in Rome to discuss further steps, and a visit to the Teulie Military Secondary School in Milan was arranged in the margins of a CSDP Common Module in Turin in March 2019. The meeting in Rome, the visit to the Teulie School and the school management's enthusiasm for joining such a forum –which was shared by the Italian General Staff and Italy's



Visit to the Teulie Military Secondary School in Milan, 6 March 2019

© Teulie Military Secondary School



iMAF 2019, 20-24 May 2019.

© Theresan Military Academy

three other military schools –proved the merit of our idea and convinced us it was worth investing in it.

The first official broad announcement/discussion of the idea happened at the IG meeting held in the context of the International Military Academic Forum (iMAF2019) from 20 to 24 May 2019. The ESDC Secretariat informed the group about a new initiative to create a new forum for European military secondary schools, the objective of which would be to bring them closer together, promote a common security and defence culture, create common modules (e.g. on EU history, EU core values, the Lisbon Treaty, CSDP, etc.) for inclusion in their curricula, exchange best practices, create partnerships and common projects, and facilitate exchanges of trainers and trainees. The IG members welcomed the idea and expressed their strong willingness to support it.

The next step before officially launching the idea was to meet with the European Commission's DG for Education and Culture on 11 June 2019. The purpose of the meeting was to present the idea, hear the DG's views and suggestions and, most importantly, identify any gaps or duplication of effort. The outcome of the meeting was very encouraging. The DG assured us that not only were we not duplicating any effort but we were also in line with recent relevant Council

recommendations and European Parliament resolutions, and it promised us further support.

On 18 July 2019 an official invitation to the first meeting was sent out to all the EU Member States' Military Representations and on 15 October 2019 the European Security and Defence College hosted the launch meeting of the European Military Secondary Schools Forum (EUMSSF).

In the launch meeting, the ESDC explained the aim of the project, 13 military secondary schools presented their institutions, the chairperson of the Military Erasmus IG described the achievements made and lessons learnt over more than ten years of the Military Erasmus initiative, and possible funding opportunities were presented by DG Education, Youth, Sport and Culture.

After the presentations, the meeting discussed, amended and adopted its Rules of Procedure (RoPs), elected its first chairperson and discussed the way ahead, agreeing to try to alternate the hosting of future meetings between the participating institutions.

In the agreed RoPs, the mission of the EUMSSF is described as follows:

- 1. The mission of the Forum is to bring military secondary schools closer to each other, create common modules (e.g. on EU history, EU core values, the Lisbon Treaty, CSDP, the EU Global Strategy, etc.) for inclusion in their curricula, promote a common security and defence culture, share best practices, create partnerships and common projects and facilitate exchanges of trainers and trainees.**
- 2. Whenever appropriate, the Forum shall submit European-level measures according to established procedures and shall propose actions that could be taken forward by Member States at national level to facilitate the further development and implementation of EU topic-oriented training at this level of education.**

A second meeting was convened on 15 January 2020, hosted by the Colégio Militar in Lisbon. The group worked together to develop the draft curriculum for an ESDC Train the Trainer course named 'The European Union for Secondary Schools', and to determine its aim, learning outcomes and structure. The pilot course is tentatively scheduled to be run in Brussels from 22 to 26 June 2020. The draft pilot curriculum was approved by the ESDC Executive Academic Board in its meeting on 19-20 February 2020 in Brussels.

Organising an essay-writing Olympiad within the next academic year seems feasible.

A third meeting was organized in a VTC format due to the COVID19 pandemic on 3 June 2020 in which the guidelines on the essay writing, the topics and further details were elaborated and agreed. The main idea is



Second EUMSSF meeting,  
15 January 2020, Lisbon

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to give all our young pupils a chance to express themselves on an EU-related topic, giving them the incentive of participating in a competition event in which the ten best writers gather together to present their work during a residential phase, preferably every 9 May (TBC), and of having their work published. The topics are focusing mainly to the future of European Union. Four Schools from Serbia and Ukraine presented their structures expressing their strong support for the EUMSSF initiative indicating their intention to become members of the Forum.

The fourth forum meeting will be held in Brussels on 20 November 2020 hosted by the ESDC in Brussels, with the main aim of drafting descriptions for the pupils' modules and to support the pilot ESDC Train the Trainer course named 'The European Union for Secondary Schools' which is tentatively scheduled to run in Brussels from 16 to 20 November 2020.

The EUMSSF has achieved great things in just three meetings, which is particularly impressive when compared with its mother initiative, the EMILYO, which took almost three years to achieve similar results. For the 'dinosaurs' among us who were involved in setting up the Military Erasmus initiative, this seems only natural because we injected the new-born initiative with all the best practices developed, and all the experience gained, over the last 11 years. Another catalytic factor was the enthusiasm of the participating Member States, which is reflected in the highest level of representation from the institutions (Commanders) and the additional representation from the MoDs and other higher echelon structures.

All the EUMSSF minutes, agendas, the Rules of Procedure and other relevant documents are available on the Military Erasmus webpage (<http://www.emilyo.eu>).



# Sectoral Qualifications Framework for Military Officers (SQF-MILOF)

## A tool for communication among the Member States

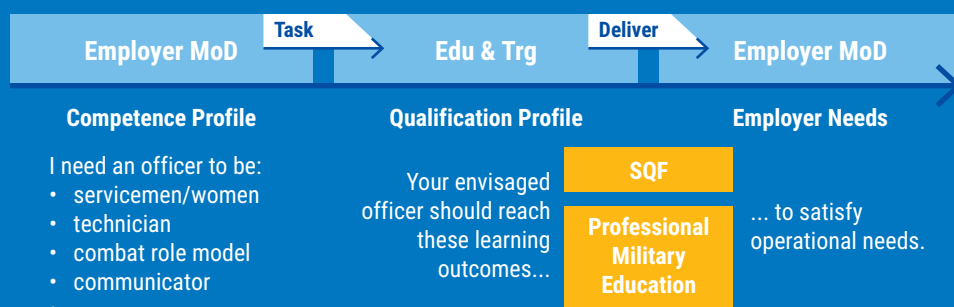
Gianluca CARRIERO



How should an officer operate and act within the complex and multidimensional operating environment of the future, in which the EU will need to deploy its full range of capabilities in the area of security and defence? What competencies do commanders expect from their officers in the event of unexpected and rapidly evolving internal and external security situations with military implications? What learning is required for such competences? These were the questions which triggered the designing of the desired profile of a European officer and the development of the Sectoral Qualifications Framework for Military Officers (SQF-MILOF).

### Why the SQF-MILOF?

The SQF-MILOF seeks to provide Member States with a cross-referencing tool for military qualifications so that qualifications awarded in one Member State can be compared with similar



qualifications awarded in another Member State.

As mandated by the EU Military Committee, the scope of the SQF-MILOF is limited to learning relevant to officers, irrespective of the service to which they belong, at early and intermediate levels of their careers. It will be a joint, inter-service framework which should encompass the aspects of learning common to all services (army, navy, air force and gendarmerie) across the EU Member States.

## **SQF-MILOF Package**

Following the formal establishment of the SQF-MILOF working group (WG) in June 2018, the Member States' representatives have been meeting on a quarterly basis to implement the objectives set out in the working programme. In general, the meetings, chaired by Col Gianluca Carriero (Italy), have been attended by representatives of most Member States, coming from education and training institutions, human resource management departments of the ministries of defence, European and international institutions, organisations and agencies (e.g. Commission, Frontex, NATO) and non-governmental organisations (e.g. FINABEL, EUROMIL).

The SQF-MILOF will describe, in an inclusive manner, the learning outcomes that military officers need to achieve in various Member States. This will enable Member States' national authorities to understand how their national military qualifications compare to those awarded by other national systems.

SQF-MILOF WG has finalised the SQF-MILOF 'package', including key trends and characteristics of the military officer of the future, a competence profile, learning outcomes, mapping of national military qualifications, quality assurance principles and options for referencing national military qualifications.

## **Key trends and characteristics of military officers**

Acknowledging the evolution of the environment in which the armed forces function and operate, the SQF-MILOF WG started with an analysis of the implications of the future security environment, technology and social trends on learning for the military officer profession. This analysis concluded with a set of proposals for the competence profile for military officers. For example, among the conclusions of the study, the WG identified that military officers of the future should be able to work in close cooperation with a wide range of stakeholders, including military allies, civilian organisations and authorities, private companies and individuals, and they should be conversant with and able to properly handle technological advancements.



## Competence profile

In a second step, informed by the recommendations of the ‘Key trends and characteristics of military officers’ analysis, the SQF-MILOF WG developed a ‘competence profile’. This was defined as the sum of the abilities necessary for military officers to properly perform their profession with a certain degree of autonomy and responsibility. Those abilities are built upon knowledge and skills acquired in various environments: on the job; through formal training and education programmes; during operations and exercises; and through social interaction and personal development. This profile was the basis for developing learning outcomes for the corresponding learning levels.

<b>Operations level</b> <b>Operating Environment</b> <b>profile</b>	<b>Career level</b> <b>Competence profile</b> <i>(performance outcomes)</i>	<b>Learning level</b> <b>Learning profile</b> <i>(learning outcomes)</i>
Low tactical level	Entry	Enabling
Tactical level	Initial	Advanced
Operations level	Intermediate	Expert
Strategic level	Superior	Senior Expert

## Learning outcomes

The core business of the SQF-MILOF WG was to finalise learning outcomes on four levels: enabling, advanced, expert and senior expert. The learning outcomes (in terms of knowledge, skills, autonomy and responsibility) are based on the competence profile for military officers and formulated across eight competence areas:

1. military servicewoman or serviceman;
2. military technician;
3. leader and decision-maker;
4. combat-ready role model;
5. communicator;
6. learner and teacher/coach;
7. critical thinker and researcher;
8. international security/diplomacy actor.

## A quality-assured context for the SQF-MILOF

One of the objectives of the SQF-MILOF is to facilitate the quality assurance of military training and education programmes, and thus improve the quality of military education and training activities. Member States, in their pursuit of interoperable forces and professional military personnel through similar qualifications, are interested in training and education programmes that define similar learning outcomes. However, the mere existence of these programmes is not sufficient unless there is trust in the quality of their products.

*According to the European Qualifications Framework, trust in the quality and level of qualifications that are part of national qualifications frameworks or systems referenced to the EQF is essential to supporting mobility of learners and workers within and across sectoral and geographical borders.*

Analysis of Member States' descriptions of quality-assured military qualifications in their systems showed compliance with the principles set out in the EQF. Military education institutes in the Member States follow the quality principles of higher education, which are aligned with the Standards and Guidelines for Quality Assurance in the European Higher Education Area. Therefore, the SQF-MILOF WG recommended that Member States intending to assign an SQF-MILOF level to their military qualifications should ensure that those qualifications comply with the quality assurance principles defined by the EQF.

## Military Qualifications Database

To understand how learning for the military officer profession takes place in the military training and education systems of the Member States and how military training and education programmes (qualifications) are organised (awarded) by the Member States for military officers throughout and across all levels of their careers, the SQF-MILOF WG conducted a mapping exercise on national military qualifications.

A Military Qualifications Database will capture the results of this process, thus aiding transparency and facilitating the comparison of qualifications. Given the sectoral focus (military officer profession), the comparison will be made primarily against the learning levels. Member States will also be able to compare these programmes against the European Qualifications Framework (EQF) levels, but indirectly, through their National Qualifications Framework (NQF).



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## Comparing national military qualifications

The SQF-MILOF WG intends to connect national military qualifications with the SQF-MILOF levels. Only in this way can a comparison be made. This can be done either through a referencing process (assigning each SQF-MILOF level to an EQF or NQF level) or through a levelling process (assigning national military qualifications to an SQF-MILOF level).

Referencing the SQF-MILOF to the NQFs and EQF is beyond the current mandate of the SQF-MILOF WG. Although there have been attempts mandated by the Commission to define criteria and procedures for referencing the international sectoral qualifications framework to the EQF, this option is not valid for our project at this stage. However, national authorities may decide to level their national military qualifications to relevant NQF levels and, indirectly, to the EQF levels.

As far as levelling is concerned, the WG is investigating two options: informal and formal levelling. Informal levelling would see Member States self-assessing and communicating the level of their qualifications through the Military Qualifications Database. On the other hand, formal levelling would require the establishment of a governing body that would oversee the process through a set of criteria and procedures (similar to those used by the EQF).

## Way ahead

The SQF-MILOF WG aims to conclude the project in 2020. This implies a consolidated agreed SQF-MILOF package, a functional Military Qualifications Database and a clear process for comparing national military qualifications.

## The Security Sector Reform (SSR) Working Group

*Charlotta Ahlmark and Hanna Högberg*

Support for Security Sector Reform (SSR) is a fundamental aspect of building sustainable peace and has become a priority on the global agenda, as witnessed by its central role in the realisation of the Sustainable Development Goals.

It aims to meet the security needs of men, women, boys and girls and to enable security institutions to take on effective, legitimate and democratically accountable roles in providing security for the societies they serve.

In the last decade, SSR has become central to the EU's broader foreign policy and security efforts. As a conflict prevention measure, it is perceived as a precondition for stability and sustainable development in countries recovering from conflict or making transitions from authoritarianism, fragility or collapse. SSR has also become a central process in preventing and addressing transnational security threats, such as violent extremism, terrorism and organised crime. This is also reflected in the policy developments that have taken place in the last decade.

As a deliverable for the EU Global Strategy, the 'EU-wide strategic framework in support of Security Sector Reform' is a good example of the EU's integrated approach, linking the development and security domains. The framework applies to all EU actors, instruments and tools, at all levels, including from the political/diplomatic, external action, crisis response and CSDP civilian and military domains. The EU's main focus lies on its political priorities, including with regard to countries in its neighbourhood towards the east and the south. Following the same basic principles on SSR as the OECD Development Assistance Committee (DAC) definition, as well as UN Security Council resolution 2151, EU SSR is defined as:

*'the process of transforming a country's security system so that it gradually provides individuals and the state with more effective and accountable security in a manner consistent with respect for human rights, democracy, the rule of law and the principles of good*

“

*Security Sector Reform, is the process of creating a secure environment for citizens, where prosperity and democracy can grow and the rule of law is respected.*

”

All intervention should be based on a people-centered approach



*governance. SSR is a long-term and political process, as it goes to the heart of power relations in a country. It needs to be nationally driven and requires political commitment and leadership, inter-institutional cooperation and broad stakeholder participation to achieve the widest possible consensus.’<sup>(1)</sup>*

The overarching goal of this EU-wide strategic framework is to help to make states more stable and individuals more secure. To this end, it aims to enhance the EU’s effectiveness in supporting:

- partner countries’ efforts to ensure security for individuals and the state and
- the legitimacy, good governance, integrity and sustainability of the security sector of partner countries.

To achieve these aims, EU SSR support is based on a set of key principles. Human security is the basis for all EU support for SSR, which means all interventions should be based on a people-centred approach addressing the security needs and experiences of men, women, boys and girls.

National ownership is essential for EU SSR support to achieve sustainable results. National actors should lead the reform processes, based on inclusive consultations and commitment from a broad range of national stakeholders, including civil society. To support national ownership, EU intervention should be based on solid contextual and conflict analysis and included in systematic political dialogue.

Coordination and coherence, both between Member States and with other international actors, is a key aspect of effective EU-wide SSR support. To enhance coordination, coordination matrices are now being implemented with the purpose of coordinating existing

<sup>(1)</sup> Joint Communication of the European Parliament and the Council: ‘EU-wide strategic framework to support Security Sector Reform’ (JOIN (2016) 31 final) of 5 July 2016

**Working Group on Security Sector Reform**

The ESDC EAB SSR was established in response to the request to enhance Security Sector Reform (SSR) expertise through a training mechanism within the EU and aims to optimise the coordination and coherence of EU SSR training. The group was set up in 2013 and brings together ESDC members who offer training and expertise in the area of SSR.

The EAB SSR cooperates closely with the EU Task force on SSR, with representatives from the relevant EEAS and Commission services, as well as the 'European Union Security Sector Governance Facility', through its courses, meetings and seminar series.

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EU support on SSR in partner countries, identifying appropriate links between different EU instruments and setting out the EU's logic of engagement.

This allows for a better EU response to long-term systemic change and immediate security needs, improved monitoring and evaluation, and the drawing of lessons regarding EU SSR support.

**Executive Academic Board in support of Security Sector Reform (EAB SSR) – supporting the implementation of the EU-wide strategic framework to support SSR**

**Aim and how it started**

The Executive Academic Board in support of Security Sector

Reform (EAB SSR) is a response to the request to enhance SSR expertise through a training mechanism within the EU and aims to optimise the coordination and coherence of SSR training for EU and Member State personnel. The EAB SSR is a configuration of the ESDC EAB and was set up following an initiative for more coordinated SSR support during the Swedish Presidency in 2009.

The EAB seminar series began in 2014 and identified the need for a single overarching EU SSR concept, linking the Commission's SSR activities with CSDP. The seminar outcome of November 2014 emphasised SSR as an example of the comprehensive approach and the need to combine the two parallel EU SSR concepts under a single EU-wide framework, thereby linking the Commission's SSR activities with CSDP. This lay the ground for the Joint Communication of the European Parliament and the Council: 'EU-wide strategic framework to support Security Sector Reform' (JOIN (2016) 31 final) of 5 July 2016, and the related Council conclusions (13999/16) of 14 November 2016.

As outlined in the EU-wide strategic framework on SSR, the EAB SSR cooperates closely with the EU task force on SSR, including representatives from the relevant EEAS and Commission services, through its courses, meetings and seminar series. This has been a successful way of increasing interaction and of promoting a community of EU SSR experts and practitioners from Member States and the EU institutions.



### The SSR seminar series

The SSR seminar series supports the process of implementation of the EU SSR strategic framework. The aim is to create synergies between policy and training through stronger links between the work of the EAB SSR, current policy developments, lessons learned and best practices, on the one hand, and identified training needs on EU SSR, on the other, by linking such outcomes to the ESDC SSR training activities.

ESDC Basic Course on SSR	ESDC Core Course on SSR	ESDC In-Mission Course
<ul style="list-style-type: none"> <li>• SSR as a concept, its generic principles and objectives, as well the role of SSR within the EU's comprehensive and integrated approach.</li> <li>• The political dimension of SSR and the need for all SSR processes to be inclusive and nationally owned.</li> <li>• the EU strategic framework on SSR and how SSR support is implemented and coordinated, both, internally and with other relevant factors, to fulfil the EU-wide mandat.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the knowledge, skills and competencies on the concept and principles of SSR as part of the EU's comprehensive approach and other related EU policy and concepts in particular 'the EU wide strategic framework in support on Security Sector Reform'.</li> <li>• Key components of SSR, the various tools and techniques used by SSR practitioners and the challenges when advising.</li> <li>• Good practice through the collective sharing of experience and provision of tools to address future challenges and asses the needs in relation to SSR.</li> </ul>	<ul style="list-style-type: none"> <li>• SSR as s concept, generic principles, objectives and the role of SSR within the EU's comprehensice and integrated approach and the EU-wide strategic framework on SSR.</li> <li>• The political dimension of SSR methods of strategic change through planning and implementation process, mentoring and advising.</li> <li>• How various EU actors connect and coordinate both internally and with other organisations, to fulfil the EU-wide mandate.</li> </ul>

Leading up to the finalisation of the EU-wide strategic framework, a number of topics in the framework were discussed in the seminars. For example: training aspects as part of SSR coordination within the new policy framework; shared risk management methodology; shared evaluation, monitoring and results; and linking capacity building in support of security and development (CBSD) to the SSR framework. During the implementation of the framework a number of case studies have been examined, for example Ukraine, Iraq, Mali, Burkina Faso, Somalia, and the Central African Republic. Linked to these geographical cases horizontal and thematic areas have also been discussed, including for example analysis of the security sector and a more conflict-sensitive approach; gender sensitivity and EU measures to counter and prevent violent extremism (C/PVE); how to utilise SSR/Rule of Law programming as a conflict prevention measure; and change management. CSDP and strategic communication on SSR in an Eastern Partnership context, as well as international engagement and how the EU works with SSR partners through cooperation, shared best practices and training with the UN, OSCE and NATO, have also been part of the seminars.

### **SSR training and EU-wide strategic framework on SSR**

According to the EU-wide strategic framework to support SSR, the EU task force on SSR 'develops methodological tools, standards, procedures and practices for EU SSR activities and provides training, inter alia by supporting the European Security and Defence College (ESDC)'. The strategic framework also states that 'the ESDC's SSR training curricula should be updated to take account of this EU-wide strategic framework. Also, cooperation between the ESDC and relevant Commission training services should be strengthened to reflect the EU-wide approach.'

Accordingly, the EAB SSR has updated the curricula for its core, basic and in-mission courses, as part of EAB curricula development. Over the years, Member States such as Austria, Finland, France, Italy, Spain and Sweden, as well as the Geneva Centre for Security Sector Governance (DCAF)'s International Security Sector Advisory Team (ISSAT), have conducted courses based on the ESDC SSR curricula.



ESDC course on SSR in cooperation with FBA and with the Support of DG Near

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Special attention is given to sound analysis, the political context and conflict sensitivity, which can sustainably support local ownership through good governance and accountability. Mentoring and advice, communication skills, risk management and evaluation, as well as a human-rights and gender-sensitive approach, are elements highlighted in the strategic framework that are continuously emphasised in the training.

In line with a yearly work plan, a review of current strategic and operational training needs is conducted together with relevant EU institutions and services.

### Way ahead

As a follow-up to the implementation of the Civilian CSDP Compact, and based on the discussions during 2018-2019, the EAB SSR has offered as a group to take on the role of Civilian Coordinator for Training (CCT) for the EU Civilian Training Group (EUCTG). This includes conducting a training requirement analysis (TRA) for the training area of SSR during 2020. The Folke Bernadotte Academy (FBA) Sweden and DCAF-ISSAT will coordinate the drafting of this analysis. The results and recommendations from the TRA will lead to future discussions on possible gaps, new developments and new opportunities for SSR training that can support the Member State and mission personnel.

Over the years three SSR experts from the FBA have chaired the EAB SSR group: Michaela Friberg-Storey, Lennart Danielsson and Claes Nilsson.



*The EU-wide SSR trainings include personnel from Member States, CSDP missions and operations and EU delegations, and other international organisations, as well as civil society to further support the implementation of the EU-wide framework on SSR as part of the integrated approach.*



Each  
academic  
year



3 board meetings



2 seminars



~6 courses

# The Working Group on Missions and Operations (WG MOT)

*Petteri Taitto, and Irene-Maria Eich*

## A chain is only as strong as its weakest link

European Union CSDP missions and operations are only as strong and as competent as their personnel. People deployed in CSDP field missions mainly come from Member State capabilities, from governmental or public services and even from the private sector. Working in a post-conflict environment and advising local authorities requires specific knowledge and multiple skills. However, the most important competence is having an in-depth understanding of CSDP objectives and functioning principles, and a sense of a 'European identity' in order to be able to represent the EU in missions.

Organising training for CSDP missions and operations has always been a challenge, and it has been the subject of discussion throughout the history of the CSDP. The issue of organising pre-deployment training (PDT) for CSDP missions dates back to at least 2008, when Member States agreed on the Civilian Headline Goals, which included the aim of improving training for personnel likely to be deployed in missions. In 2009, the issue was discussed again by the Committee for Civilian Aspects of Crisis Management (CIVCOM), when Member States were encouraged to cooperate on PDT (see 15567/2/09 'Enhancing civilian crisis management training'). Later, in 2011, Member States decided that both seconded and contracted staff should receive basic information about valid CSDP concepts through pre-deployment training.

None of those training recommendations led to a significant increase in trained personnel in missions. There was plenty of CSDP-specific training on offer from the European Security and Defence College (ESDC), and generic

The infographic features a blue header with the title 'Working Group on Missions and Operations Training' and a photo of people in a meeting. Below this is a paragraph explaining the group's establishment in November 2015 and its mission to improve training for CSDP personnel. A list of three key inputs is provided: the EAS Lessons Learned Process, the EUMTG and EUCG training requirements analysis, and other expert inputs. The bottom section shows a photo of soldiers in a meeting, with contact information for the EAS secretariat at ESDC and the website esdc.europa.eu. The slogan 'We inspire, we train, we challenge!' is at the bottom right.

**Working Group on Missions and Operations Training**

The Working Group on Missions and Operations Training (WG-MOT) was established as a sub-group of the Executive Academic Board back in November 2015. Its aim is to contribute to the co-ordination, coherence and quality of training personnel for CSDP missions and operations and to assist in creating a better link between the personnel to be deployed or serving in CSDP missions and operations and the EU crisis management structures. Main task of WG-MOT is to propose new training activities related to CSDP-missions and operations, based on:

- (1) The EAS Lessons Learned Process
- (2) The EUMTG and EUCG training requirements analysis and
- (3) Other expert inputs.

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mission-preparation training was available through various EU projects, but specific and standardised pre-deployment training for CSDP was lacking. Getting an overall picture of missions-related training was difficult, largely because there was no mechanism in the missions, the CPCC or the EUMS for recording who had actually attended pre-deployment training.

### **A journey of a thousand miles begins with a single step**

The Crisis Management and Planning Directorate (CMPD) took the first concrete steps in 2013, when a draft proposal including three options for pre-deployment training for international contracted staff in civilian CSDP missions was presented to CIVCOM. At the same time, the new 2013 Council Decision on the ESDC was adopted, which included the task of *'[providing] support to the management of training in the field of conflict prevention and civilian crisis management'*. *The Council Decision further defined the ESDC training audience as 'civilian and military personnel dealing with strategic aspects in the field of CSDP and experts to be deployed in CSDP missions or operations'*. This paved the way for systematic missions-related training development in the ESDC. And so, after many deliberations, an alternative to the original three options for arranging pre-deployment training was found in late 2013: engaging the ESDC to examine the matter further.

At its meeting on 18 December 2013, the ESDC Steering Committee discussed the proposals in the light of the new task of providing support to the management of training in the field of conflict prevention and civilian crisis management. Based on this discussion, the ESDC Steering Committee tasked the ESDC Secretariat with developing and conducting pre-deployment training for international contracted staff over the following year. At the next meeting, in early 2014, the ESDC Executive Academic Board reiterated CIVCOM's wish to allow seconded staff to attend pre-deployment training, and it was decided to include all international staff in the target audience. The ESDC had taken the decisive step to provide CSDP missions and operations with training.

### **Actions speak louder than words**

The ESDC Secretariat welcomed its first seconded national experts in February 2014, focusing on civilian training. Sixteen days after they started their tour of duty, a specific plan for conducting pre-deployment training was presented to the ESDC Steering Committee for approval. The planning and development of the pilot activity was divided into three phases: in the first phase, relevant stakeholders were brought on board and quantitative training needs were assessed to identify the right training audience. In the second phase, the overall learning objectives were tailored according to the qualitative training needs analysis. In the third phase, the training programme was designed to meet the objectives, and the training was conducted and evaluated.

A number of surveys and seminars provided valuable information on the required content of the pre-deployment training and how to conduct it. Furthermore, one of the challenges in the planning phase was that pre-deployment training itself was loosely defined in the existing documents. Discussions took place with EEAS Career Development and EEAS Field Security, both of which had a set of very suitable training packages that could also have been used in the pre-deployment training. Regrettably, this cooperation was not possible as CSDP activities need to be organised and funded by the Member States. Benchmarking UN civilian pre-deployment training in Brindisi was part of the planning process, too.

At the same time, the European External Action Service (EEAS) started to recognise the ESDC as a potential service provider for conducting pre-deployment training. The ESDC Secretariat was given a permanent seat in the EEAS Lessons Working Group, which had a direct influence on the recommendations of the group: many of the recommendations were linked to training and the ESDC was mentioned as a possible provider of the training.

After the deliberations, it was decided to conduct the training as generic pre-deployment training and rename it 'Preparatory training for CSDP missions' in view of some Member States' stances concerning the name. The ESDC carried out a pilot course consisting of a total of five sessions in 2014-2015. The first training course was given by Italy's Scuola Superiore Sant Anna (SSSUP) in Brussels from 8 to 10 October 2014. In total, 13 participants (5 women and 8 men) attended the course, representing EUPOL AFG, EUPOL COPPS and EUMM missions, and FI, SE, IE and EE national capacities. EUMS also sent representatives to the course. Unfortunately, none of the participants in the pilot phase represented the contracted personnel group.

### **A working group to steer the process**

After the pilot phase, the ESDC Steering Committee decided in its June 2015 meeting that the 'Pre-deployment training for CSDP missions' (PDT) activity would be included as a regular monthly training activity under the auspices of the ESDC to meet the training requirements of all CSDP missions and operations. Furthermore, the ESDC Executive Academic Board decided to establish a specific working group for missions-related training, focusing primarily on PDT, and not excluding military. In its 4th annual meeting on training for CSDP missions and operations personnel, participants recalled the importance of establishing such a working group.

In its first meeting, on 30 November 2015, the Working Group discussed its role and scope of activities and it was decided to include all mission related training, in line with the ESDC Council Decision. The group was named as Working Group on CSDP

Missions- and Operations-related Training (WG MOT), with a task to contribute to the coordination, coherence and quality of training personnel for CSDP missions and operations.

In accordance with the revised Rules of Procedure of 6 September 2019, the WG MOT will propose new training activities related to CSDP missions to the ESDC Executive Academic Board (EAB) taking into account the EUMTG and EUCTG training requirements analysis (TRA), EEAS Lessons Learned Process and other expert inputs.

The WG MOT will update the ESDC calendar of pre-deployment training (PDT), HEAT and in-mission training activities (courses and workshops).

The WG MOT will contribute to the quality, complementarity and mutual consistency of CSDP missions- and operations-related course curricula - such as the Pre-Deployment Training (PDT), the Advanced Political Adviser (AdvPolAd), the Senior Legal Adviser (LEGAD) and Press and Public Information Officer (PPIO) courses. Furthermore, the WG MOT ensures that the course curricula are reviewed and revised according to the EUMTG and EUCTG TRA whenever necessary.

The WG MOT promotes the understanding of the EEAS Lessons Learned process, EUMTG and EUCTG training requirements, and concepts and guidelines related to CSDP missions and operations.

### **Towards an integrated training service**

The Council Decision on the ESDC currently in force (2016) stipulates that the ESDC's task is to provide CSDP missions and operations personnel with a common understanding of the functioning principles of CSDP missions and operations and a sense of a common European identity. In addition, the ESDC is tasked with providing training and education responding to the training and educational needs of CSDP missions and operations. These tasks demonstrate Member States' desire to prepare personnel for the missions in a coordinated and effective manner.

<b>Period</b>	<b>Coursrs</b>	<b>Participants</b>	<b>Seconded</b>	<b>Contracted</b>
2014/2015	5	36	36	0
2015/2016	7	90	90	0
2016/2017	8	96	92	5
2017/2018	9	149	114	34
2018/2019	9	158	101	57
2019/2020	7	222	134	88
2020/2021	9			
<b>Totals</b>	<b>44</b>	<b>751</b>	<b>567</b>	<b>184</b>

Pre-deployment training (PDT), as it is currently organised by the ESDC in agreement with EAB members and in close cooperation with relevant EEAS structures, aims to increase the effectiveness of CSDP missions and operations. The intention is to streamline the CSDP management culture and to ensure that deploying personnel are equipped with the relevant knowledge and necessary skills to become operational as soon as possible in order to contribute effectively to the implementation of the mission mandate. The course enhances participants' common understanding of EU values, CSDP mission functioning principles and the environment in which they are placed, and fosters a sense of a common European identity and purpose for the civilian crisis management mission.

However, the ESDC PDT does not substitute national preparatory training activities, which remain the responsibility of Member States, as clearly indicated in the 'EU Policy on Training for CSDP' of April 2017. Rather, it complements national generic and specific preparatory training efforts by providing a 'final-cut briefing' delivered by the actual subject-matter experts from the EU institutions on the latest state of play, instruments and policies to enable future staff to contribute effectively to the implementation of the CSDP missions/operations mandates.

The pre-deployment training organised by the ESDC is therefore always held in Brussels and it provides not only a unique opportunity for future mission staff to meet their respective mission/operation points of contact (PoCs) but also to get a feel for Brussels Headquarters before deploying to the field.

Statistics at the end of the academic year 2019/2020 show that more than 750 persons (24% military, 25% police and 51% civilian) have participated in pre-deployment training courses in the last six years. Today, the ESDC PDT is mutually recognised by the CSDP structures and by the national seconding authorities as a pre-requisite and an integral part of the preparatory deployment process for future CSDP missions and operations

## PDT EVALUATION (2018)

### LEVEL 3

120/373 former courses participants

80%

Considers the course to be relevant and necessary

15%

Thinks it is essential for future mission staff

### LEVEL 4

9/16 missions and operation management

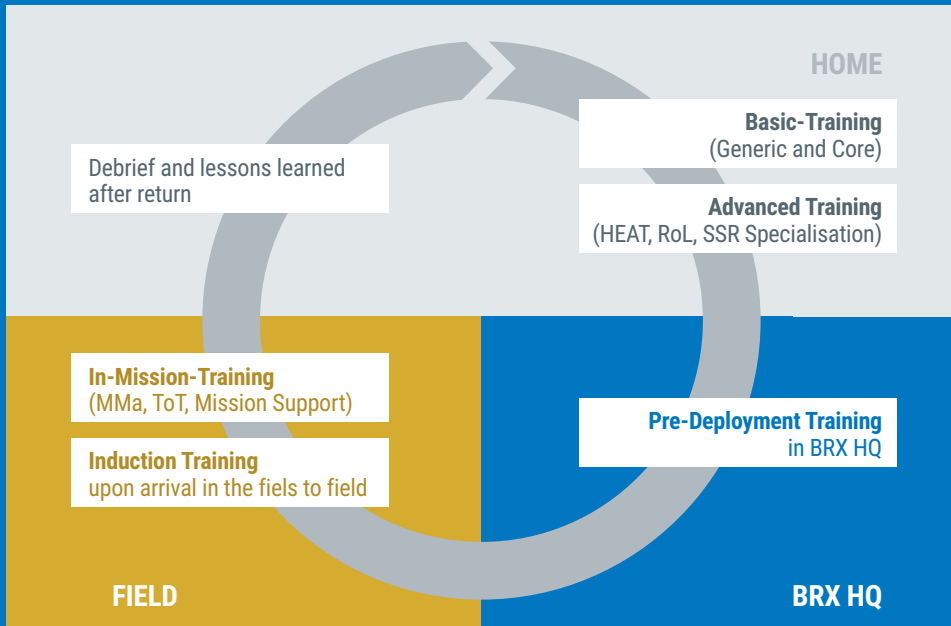
50%

Considers the course to be relevant and necessary

20%

Thinks it is essential for future mission staff

## TRAINING CYCLE



staff. The pre-deployment training course is run nine times a year and has joined the ranks of the ESDC's most prominent courses, namely the Orientation Course and the High-Level Course.

In addition to the remarkable number of trained experts, the CSDP structures have also evolved due to this training. The CPCC, as operations headquarters of all civilian missions, has adjusted the human resource processes for contracted personnel, and this has facilitated the access of contracted personnel to the pre-deployment training. Furthermore, the training policy for CSDP adopted the terminology that was developed in the pre-deployment training planning.

Seconding authorities have also benefitted from the pre-deployment training. Member States, which do not necessarily have an independent training capacity, can rely on this kind of pooling and sharing when preparing their personnel for missions. Even larger contributors have experienced challenges in organising good-quality training for small audiences at the time of deployment. Organising pre-deployment training in Brussels is cost-effective and makes it possible to include the latest information from EEAS structures.

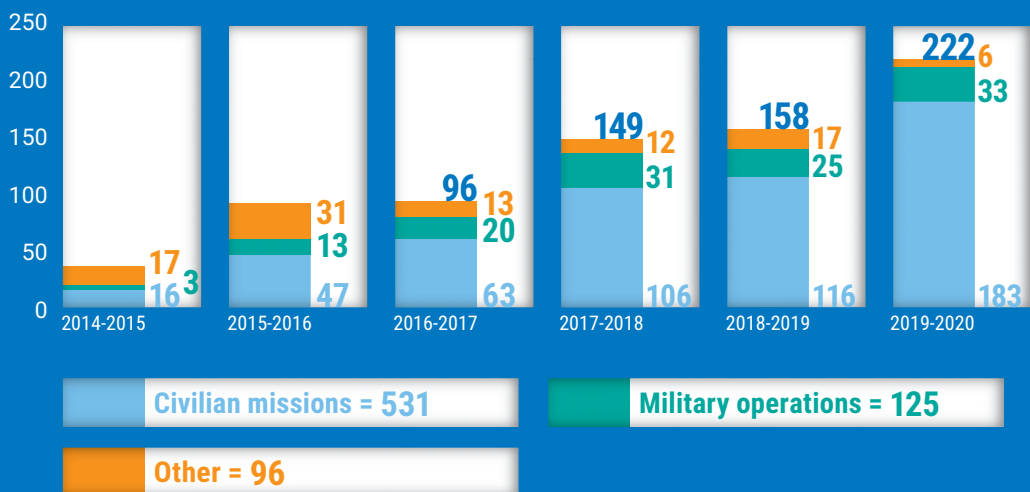
Pre-deployment training is also in line with the ESDC objective to support partnerships, and many participants from partner countries have found this training relevant and essential in their preparation for CSDP missions.

It seems that one of the key areas requiring development is the mission deployment process, which is inefficient due to the numerous stakeholders and lack of coordination. In the future, the EU should shift the focus from Member States' capabilities and rapid deployment towards a common understanding of responsibilities and the deployment process itself. A deployment process that includes travel, equipping, training and in-processing to the mission, requires material, logistical and human resource interoperability. Therefore, Warehouse, the pre-deployment training system and the mission support platform should be seen as integral parts of one single deployment process. A deployment process led and coordinated by operational headquarters (the CPCC and MPCC) could enhance the efficiency and cost-effectiveness of CSDP missions. Fulfilling this vision, the ESDC will have an important role to play in bringing in the required training capacity in the future.

Reacting to the implications of the Corona virus and responding to the need for processing the large amount of applications for PDT courses, ESDC developed a virtual PDT course programme as one of the first ESDC courses ever ran in a distance-learning format, thereby setting new standards in the European training landscape.

## PRE-DEPLOYMENT TRAINING

Mandatory with the EU Policy on Training for CSDP in 04 2017





# The European Doctoral School on the CSDP

*Foteini Asderaki, Sylvain Paile-Calvo and Ilias Katsagounos*

## The objectives of the European Doctoral School on the CSDP

The idea of sustaining a common security and defence culture with high-level – doctoral – research is based on the observation of the current trends in the CSDP. The policy is rapidly developing towards an ideal of integration, i.e. the pooling of the interests and mechanisms of security and defence policies within the Union with the aim of projecting them outside the borders of the Union.

The CSDP is also ‘comprehensive’ and multi-dimensional in the sense that the policy uses both military and civilian instruments, but also in view of the fact that expertise at both policy’s strategic and operational levels is needed to fully understand its complexity. The CSDP does not only require policy-oriented skills, but also a profound mastery of the mechanisms and resources that implement it. As a result, the scientific study of the CSDP in its globality necessarily requires a multi-disciplinary or – in some cases – an interdisciplinary approach that is as open to the technical sciences as it is to the social sciences, for instance. Furthermore, the CSDP needs to have access to increasingly ‘internationalised’ resources, not only in terms of interoperable contingents on the theatres of missions and operations, but also in terms of the ‘brainpower’ needed to support and steer these resources.

In parallel, the European Higher Education Area, which is the frame from which scientific doctoral research is growing, keeps on moving toward European integration. It defines as a global objective the excellence of education and training and quality assurance as a mean for achieving excellence. It facilitates the development of joint degrees between several institutions across the European Union. It encourages the mobility of knowledge, skills and attitudes in the area in stimulating and supporting the

**European Doctoral School on the CSDP**

Are you, or do you intend to become, a PhD candidate?  
Are you researching on EU's Security & Defence policy?  
Are you interested in specialised training on this topic?

The European Doctoral School promotes the following multi-disciplinary doctoral research, in the CSDP context:

- CSDP Cyber Education, Training, Exercise & Evaluation
- Critical infrastructure, personnel and logistics
- Defence industry and capability development
- Partner capacity-building and external relations
- History, conflict studies, concepts, values and ethics
- Defence economics, financing, education, training and leadership
- Governance, management, decision-making and deployment

The European Doctoral School supports research by engaging in the following actions:

- Pooling and sharing course offers made by the member institutions
- Identifying proposals for new course activities on CSDP and policy research (e.g. CSDP Summer University programme)
- Facilitating the identification and provision of the requisite expertise to supervise or mentor doctoral research
- Facilitating the mobility of people, knowledge, skills and attitudes in doctoral research
- Offering information and advice as regards possible fellowship programmes or grants, notably in collaboration with the partners of the network

If you are interested in becoming a PhD researcher, or you are considering membership for your institution, please contact the ESDE Secretariat: [secretariat-esdc@eea.europa.eu](mailto:secretariat-esdc@eea.europa.eu)

[esdc.europa.eu](http://esdc.europa.eu)

We inspire, we train, we challenge!

mobility of learners, researchers and teachers. It pays a particular attention to the employability of the graduates as the outcome of the education and training process and encourages to bridge the academic and non-academic resources for „anchoring’ theoretical learning into practice-oriented activity - which is also a major ambition of the CSDP, eventually. Formally, as it relates to doctorate studies, it leaves flexibility to the European Union Member States and their higher education institutions in the practical organisation of the doctoral (PhD) curricula.

In practice, several obstacles to the efforts to support the CSDP through high-quality doctoral research were encountered when the Doctoral School was first mapped out. It was noted that very few PhD researchers had been focusing or placing a strong emphasis on the CFSP in their doctoral research. In the technical sciences, CSDP suffered from a lack of visibility and interest as a field of scientific application. The fact is that researchers could only receive limited support because of the lack of academic resources available. Additionally, very few professors in Europe had acquired specific expertise in the CSDP or had given their research a CSDP focus. Subsequently, the supply of CSDP-related training for an audience of PhD researchers was very limited. But it was equally possible to conclude from these observations that the European Higher Education Area knew a proliferation of research with CSDP-potential as a number of the sciences are possible sources of expertise on the development of the policy.

The difficulties, therefore, lied as much in stimulating doctoral research on CSDP as in channeling doctoral research toward the CSDP. Looking ahead and from an organisational point of view, coordinated efforts could be made to overcome these difficulties that also arose from the differences that exist between the rules and practices on doctoral study programmes at each university. In spite of these obstacles, it was positively observed that the institutions in the European Higher Education Area had made considerable efforts to develop a culture and specific mechanisms for enhancing the European mobility of students, researchers and teachers.

The doctoral reflections on the CSDP, therefore, had to be encouraged and the objective was set of constructing an adequate research environment. Consideration was given to a series of quantitative and qualitative efforts to this end. It became clear, for instance, that an initiative in this area should create bridges between all sources and forms of expertise that can be found in the CSDP: academic, scientific but also practical – whether military or civilian, public or private. PhD graduates - since being a graduate is the customary requirement for sitting on a doctoral research follow-up committee - are found in all these sectors and can provide input not only on the implementation of the CSDP but also on the professional prospects

for future graduates. The assumption was also made that critical masses of doctoral researchers and CSDP experts had to be found or created in order to meet the conditions of an environment where research and inter-disciplinary reflections could flourish.

### Birth and growth of the initiative



In 2016, the concept of an initiative for the creation of a European Doctoral School on the CSDP (DocSch) was presented to the Executive Academic Board (EAB) of the ESDC, which decided to establish, as part of its structure, a topic-oriented working group with this mandate. The relevant ESDC network and EHEA institutions were invited to meet, for the first time, in June 2017 in Brussels and, as the 'Working Group', started to design the tools needed to meet the European Doctoral School's objectives. It elaborated a Charter <sup>(12)</sup>, which contains the rules and mechanisms of the Doctoral School, as well as its Internal Procedures for steering the implementation of its decision-making process. Both were approved by the EAB and the Steering Committee in 2018.

Accordingly, the tasks of the Doctoral School could be defined as:

The European Doctoral School promotes the following multi-disciplinary doctoral research, in the CSDP context:

- CSDP Cyber Education, Training, Exercise & Evaluation
- Critical infrastructure, personnel and logistics
- Defence industry and capability development
- Partner capacity-building and external relations
- History, conflict studies, concepts, values and ethics
- Defence economics, financing, education, training and leadership
- Governance, management, decision-making and deployment

### TASKS OF THE DOCTORAL SCHOOL

- Allowing offers of and demands for scientific expertise to be matched;
- Taking stock and promoting the existing education and training possibilities on CSDP which are suited to research at doctoral level;
- Creating additional education and training possibilities for the CSDP Doctoral School students;
- Identifying support opportunities from non-academic or scientific institutions members, or non-members of the Doctoral School;
- Facilitating the full recognition of the qualifications acquired by the PhD graduates through the participation in the CSDP Doctoral School's programme with a view to pursuing a career in the field.

<sup>(12)</sup> See: [https://eeas.europa.eu/sites/eeas/files/2018-100\\_docsch\\_charter\\_-\\_final.pdf](https://eeas.europa.eu/sites/eeas/files/2018-100_docsch_charter_-_final.pdf).

The contribution of the Doctoral School's network institutions – research centres, military academies, other accredited universities or European institutions, for instance - to the achievement of these objectives consists notably in:

- Providing expertise for the follow-up of doctoral theses within the framework of PhD committees or juries,
- Providing access to their own doctorate-level education and training offer,
- Joint elaboration of additional education and training opportunities,
- Facilitating privileged access to any fellowships or financial support they may offer.

All participating institutions meet and steer the Doctoral School from within the Working Group. Entities that contribute in a non-scientific form, e.g. by bringing external support to the organisation of the Doctoral School's activities, can be recognised as associate members and represented in the Working Group. A representative of the CSDP PhD Fellows, appointed by them, is also invited to the meetings. All decisions relating to the implementation of the initiative are taken by the Working Group and must be approved by the EAB, where all network institutions of the ESDC are represented, and by the ESDC Steering Committee, where all the European Union Member States are invited to be represented.

The Doctoral School was officially inaugurated in November 2018.

Most were institutions in the European Higher Education Area – in the majority of cases accredited for doctoral-level curricula - and many were institutions accredited for the ERASMUS + programme.

In order to meet its objectives and consolidate a CSDP-oriented research environment for the Fellows of the Doctoral School, the working group has launched or, in some cases already completed, a number of actions from its first meeting.

In order to match offers of and demands for scientific expertise for the benefit of doctoral research, a database of potential supervisors and mentors has

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*At the beginning of 2020, more than 50 full-member institutions from 17 Member States had committed themselves to the initiative, including European Union agencies such as the European Defence Agency, the European Union Institute for Security Studies, the European Union Satellite Centre, universities and research centres.*

”

been created and is being continuously populated. The supporting experts made available by the member institutions of the Doctoral School, either accredited or non-accredited, can guide the Fellows in their work and make use of the database, which exists in electronic form, to outline the expertise they can provide.

A catalogue of the education, training and researching opportunities, mostly offered by the member institutions, has been developed as a living document. It presents the academic courses, vocational training modules, publication possibilities and scientific events which Fellows can participate in during their doctoral curriculum and research. Specific procedures have been fixed, in this regard, which will allow two CSDP PhD Fellows to take part, every year, in the ESDC's high-level course as faculty members. As such, they will have a unique opportunity to attend the course and demonstrate their professional and scientific capacities before a strategic CSDP-level audience. However, the offer of the Doctoral School will not be limited to the existing offer, as that offer proved to be limited and created the rationale for the initiative itself. The Working Group has undertaken to elaborate new education, training and research opportunities as appropriate. Although the initiative is young, after running for just two years, it managed giving birth to a summer university on the CSDP. This flagship initiative within the initiative, the first edition of which took place in July 2019, is now an annual *rendez-vous* for the CSDP PhD Fellows and includes, as far as possible, the experts involved in the initiative and the relevant expertise of the policy's key stakeholders. Subsequently, the CSDP PhD Fellows produce a joint publication under the supervision of high-level researchers, as an output of each summer school. Further joint activities involving the doctoral students are under discussion in the Working Group or are already being elaborated so that the range of activities available to doctoral curricula and research on CSDP can be enhanced quantitatively and qualitatively.



Ceremony of the award of certificates at the end of the first CSDP Summer University (2019)

© ESDC



A major effort has also been made to identify complementary opportunities to the Doctoral School's activities from scientific or other non-academic institutions that are, or are not, full members of the Doctoral School. In this respect, inquiries are made about possible financial - e.g. grants, mobility support - and non-financial - e.g. fellowships - support from public or private sector entities with an interest in the development of scientific expertise in CSDP-related topics. The Doctoral School has been able to form partnerships with EU agencies and bodies which will allow interested Fellows to benefit from specific internship opportunities focused on scientific areas of mutual benefit for the researcher and the institutions.

With a view to enhancing collaborative networking, the Working Group has undertaken to stimulate communication on the Doctoral School and communication within the Doctoral School.

The initiative is presented on the website of the ESDC<sup>13</sup> and on social media<sup>14</sup>, with comprehensive information on the procedures, forms and membership opportunities. In addition, its members are encouraged to actively promote the Doctoral School in their activities, to potential applicants and contributors. It also emerged that mutual information was needed within the Doctoral School network, in particular on the conditions required by the accredited member institutions for becoming a PhD candidate, a member of a PhD committee or of a thesis jury, in order to identify opportunities for enhancing European integration on the doctoral curricula. An objective of the Working Group is also to promote the full recognition by all members, without exception, of the *acquis* gained by Fellows through their doctoral curriculum, as expressed in terms of ECTS.

<sup>(13)</sup> See: <https://esdc.europa.eu/doctoral-school/>.

<sup>(14)</sup> See: <https://www.linkedin.com/showcase/18919054/>.

Finally, during these initial two years of the initiative's existence and in accordance with the procedures set forth in the Charter, the Working Group has selected fifteen CSDP PhD Fellows, who have different disciplinary backgrounds and research interests, using as the sole criterion the quality of their scientific projects.

### **Targets and expected developments for the coming years**

#### **Main Assumptions**

- European Union will become a strong security actor in a rapidly changing world
- New transnational security challenges intensify the need for the development of new approaches in order to formulate security thinking, strategies and policies.
- There will be an ever-growing need for experts on security and defence in the European Union at both national and European level.
- The career available to doctoral degree recipients in security and defence issues will continue to expand in both public and private sector.
- The diversity and interdisciplinarity of the research community will continue to be essential for excellence.
- Scholarship and training will continue to be increasingly collaborative and interdisciplinary.

### **Strategic Priorities and Actions**

#### **A. Enriching Academic Experience**

Counting more than fifty higher education institutions, including strong research-intensive civilian and military universities in Europe, the ESDC DocSch on the CSDP seeks to provide a model for excellence in doctoral training on European policies which touch upon defence and security.

Operating within the values of a student-focused, doctoral-level, high quality research activity network, it aims to cultivate a vibrant and diverse student community consisted of talented researchers and practitioners from all member states.

The ESDC DocSch on CSDP intends to provide training, educational and professional opportunities in a variety of disciplines; to improve the quality of mentoring; to advocate for the academic and professional development of doctoral students and to advance intellectual communication and scholarship across disciplines.

Thus, the ESDC DocSch on the CSDP will:

- Focus on recruitment of the best and brightest students, ensuring gender balance.
- Ensure the continuous improvement and the quality of work produced from its PhD students, by means of providing an inclusive environment of cooperation, evaluation and knowledge sharing, between academics, researchers, EU experts, high ranked officials.
- Provide new learning opportunities and peer review meetings through various flexible delivery modes (distance learning, e-learning meetings).
- Enhance PhD students and experts' networking and mobility opportunities.
- Monitor funding opportunities for PhD students, and traineeships that prepare students to access the expanded range of career opportunities available to them.
- Cultivate a sense of European community and belonging.

## **B. Research with a European impact**

The ESDC DocSch on the CSDP is committed to leverage collaboration between the members of its aforementioned network. However, it will remain fully engaged for any further strategic partnerships with other institutions and research centers, including EU's agencies in order to extend its influence and contribute to best practices sharing. Thus, the ESDC DocSch on the CSDP creates a pan-European network of world-class academic institutions, experts and aspiring scientists which will work robustly in strengthening the EU defence and security culture and identity.

Among all, the ESDC DocSch on the CSDP will ensure its PhD Fellows work's visibility, through its promotion and representation directly to decision makers, affiliated EU agencies and organs. As for the Fellows, this practice may lead to success and possible recruitment. In parallel, the ESDC DocSch on the CSDP will contribute to emerge talents and engage leaders from across Europe.

## **C. Enhancing ESDC Doctoral School Visibility and Effectiveness**

The ESDC DocSch on the CSDP should have visibility and a distinct academic footprint shaping tomorrow's leaders in CSDP. In this sense the PhD Fellows' work would be publicized, after a review process, following the annual summer school or other conferences. Moreover, PhD Fellows are expected to advocate the ESDC DocSch on the CSDP 'in the world out-there' by participating in research networks and by presenting their work in international conferences using the visual identity of the Doctoral School, ensuring standards of evidence and academic integrity.



It is noted that a potential future alumni network creation and future alumni's path, will demonstrate the ESDC DocSch on the CSDP contribution and will attract new PhD candidates. Moreover, major effort needs to be made to promote the added value of the ESDC DocSch on the CSDP certificate as a document reflecting the highest scientific standards in the field of CSDP.

The ESDC Doctoral School on CSDP aims to become a flagship for excellence on security and defence issues.

## CORE VALUES

We are guided in our work by our core values:

- Commitment
- Excellence
- Integrity
- Dependability
- Inclusivity
- Academic Supervision
- Talent Management



## The College's footprint in the digital era

### **The origins of ESDC IDL: Personal memories of the first IDL manager**

*Dan Trifănescu*

#### **The Beginnings**

In 2002, the Greek presidency started the initiative of a 'COMMON TRAINING' and conducted a first 'ESDP Orientation Course' in Brussels in cooperation with the EU Military Staff. From the Council Secretariat, the working muscle of the EU Presidencies, Mr. Hans-Bernhard Weissert, officially posted in the policy unit of Javier Solana, played an important role in kick-starting Common Security and Defence Policy (CSDP) courses. The European Security and Defence College (ESDC) grew out of an initiative driven by Germany, France, Belgium and Luxemburg in 2003, and so, too, did the perceived need for a distance-learning tool.

Towards the end of 2007, two year's after the creation of the ESDC, the small Secretariat comprised three members. One was Hans-Bernhard Weissert, the acting Head, who was at that time a temporary agent in EU Council General Secretariat. The two others were seconded national experts, Lt.Col. Dirk Dubois from Belgium and myself. We were both sponsored by our member states. From time to time, Dr. Jochen Rehl from Austria joined us and made an important contribution through his ideas and contacts. I joined the ESDC Secretariat on December 1st 2008, and was seconded from the Romanian National Defence College, which is the highest security and defence policy educational institution in the country. The Secretariat was a closely knit and effective working group, fully dedicated to the task at hand..

At that time (2007-2008), the Orientation Courses (OC) were up and running. The ESDC flag-ship activity, the High Level Course (HLC), was in its third iteration, too. Course participants were recruited from member state institutions, EU institutions and from a number of partner countries. The courses attracted a diverse mix of people with various backgrounds ranging from the civil service and the military. Most were new comers or had limited experience in the field. They needed to take full advantage of the active debates and of meeting experts and colleagues. The courses' overall objective was two-fold: to convey knowledge on various aspects of the CSDP and to network and exchange views with colleagues from other countries' institutions. The ESDC courses helped expand the CSDP community, helping people establish contacts and share a common language and understanding of fundamental concepts.

There was a need for a shared basic level knowledge on EU and CSDP before residential courses could begin. This was necessary in the

interests of making the best use of the money spent on training and of enabling participants in residential courses to explore certain issues in depth. Courses involved a mix of learning. The first phase comprised internet-based distance learning (objective: to convey uniform basic knowledge on EU and CSDP for course preparation). The second was a second residential phase (objective: to enhance analytical understanding, debate current topics and network). The name chosen for this was ESDC Internet-based Distance Learning (IDL). The Executive Academic Board discussion on and analysis of the IDL concept were also immensely helpful, and finally, towards mid-2008, the ESDC Steering Committee gave its blessing and support.

As I had some teaching and software experience, and Dirk was effective at course preparations in the EU and local environment and Hans-Bernhard focused on College and HLC level issues, we agreed that I would be in charge with the future IDL.

### Concept and Implementation

The key questions included choice of the Learning Management System (LMS), hosting and technical support, the organisation of learning materials, content providers and copyright. One should not forget a fundamental issue: the IDL System was to be built at zero cost as no money was available (at that time the College was merely virtual!). However, we benefited from a lot of goodwill from valuable people. An IDL Project group was created comprising specialists from network institutions, whose expertise was invaluable. There were many discussions with contributions from academics and experts from a large number of member-states and EU institutions. A lot of coffee was drunk, too.

Obviously, the LMS should have been free and open-source. Our potential hosting partners should operate this type of system so as to offer pure technical assistance. Many open source LMS providers in fact offered only the core system free of charge. However, customisation was a different story. Alternatives were considered and potential system hosts from member states were contacted. At this stage we enjoyed the generous and professional support provided by the ITC department of the [Belgian Royal Military Academy](#). Fortunately, it was at this point that some of the pieces in the jigsaw began to fall into place.



The ESDC LMS is hosted at  
<https://esdc.adlunap.ro>



The Open Source  
**Learning Management  
System**

The Romanian National Defence University (NDU) had a strong [Advanced Distance Learning department](#) (ADL). They were operating the ILIAS LMS, had the available hardware and were prepared to provide the ESDC with their support, free of any charge. And this is still the case.

The ILIAS internet learning management system is well known and widely used. It gives full access to all settings and is completely free and well maintained. It is also well documented. It offers unit conversion to Shareable Content Object Reference Model (SCORM) standards. This ensures possible migration to other LMSs, and means that the ESDC does not need to depend entirely on ILIAS. Not surprisingly, the RO Military Academy ADL department was one of the 7 world-wide laboratories SCORM certified by the US DoD at that time.

The organisation of learning material was important, too. The chosen format favoured flexibility and adapted IDL material to the range of courses and levels offered. This meant that content updates were easier to manage (life-extension). The flexible use of building blocks involved provision of lecture material, that included an essential bibliography and the organisation of a low-medium level final test to assess the result of the study, as well as projected period covered given that the IDL was aimed at busy professionals. The IDL system would apply the concept of Autonomous Knowledge Unit (AKU).

There were many exchanges of view and the continued professional support generously provided Belgian Royal Military Academy's ITC department was greatly appreciated. In addition to its AKU content, the IDL comprised an extended collection of supporting materials (analytical articles, official documents). Initially we considered a CSDP Knowledge base, as an additional resource for course members. We soon realised that this would mimic or duplicate vast and professional knowledge bases in EU institutions and other agencies and that there was a danger that subject area focus would be lost. We therefore chose group topic explanatory information materials in what is now the Reading Files container. This was linked to each AKU and to wider subject domain materials. In addition, we decided to enable public access to some introductory AKU's, as the European security and defence policy area was, and still is, a topical issue.

For content providers, we looked to ESDC network member institutions, leading academics and EU experts, EU institutions, think-tanks and NGO's. We focused initially on suitable AKU titles and content headlines, in order to help attract talent. The process was easier than expected and the Executive Academic Board (EAB) played an important role in the process. The distinguished academics and experts we met answered the College's needs and remained its close friends and supporters. We would like to say a big thank you to all of those who have helped and advised us along the way! The generous contributions made and the agreed copyright clause were much appreciated and valued.

## Development and Growth

IDL project development was a phased one, with measures taken in parallel at any one time. The first such phase, Concept and Implementation took approximately just over a year (2008-2009). The first AKU was developed at the end of 2008, and was a preparatory phase of an Orientation Course. The next step was Initial Operational Capability. This experiment (the use of first AKUs prior to a residential course) required a lot of explanatory input for course participants, but in time it did generate positive feedback on distance-learning and on the ESDC blended learning concept.

We introduced at the end of each AKU a voluntary and anonymous (honesty first!) feedback questionnaire. The focus was on eliciting suggestions for improvement and on generating detailed observations. At the end of the residential course (last day), we issued a written questionnaire on the IDL phase and the blended-learning concept. The feedback results were consistently very positive, and showed that the blended learning format was well appreciated. This was also evident in the residential course discussions. As regards the IDL method, content, and technicalities, feedback was positive, too. It highlighted the flexibility of the course (choice of time and place in which to study) and the course's informative content and scope. To my knowledge, this feedback system was used on all future courses and proved a valuable tool that was used to update and improve the system

The feedback also indicated that many course participants wished to retain their IDL access after the course. In the event, we decided to ensure that course members retained access to the system for approximately a year after the course. If they did not access the system during that time, access rights were then discontinued. Requests for renewed access were, however, accepted. Later, additional requests for IDL access came from a variety of individuals inside and outside the ESDC network. Requests from outside the network were discussed on a case-by-case basis and most of them granted. Needless to say here, EAB representatives and ESDC network institutions had access to the IDL system whenever needed to.

By mid-2009, the EAB, and subsequently the ESDC Steering Committee of member states representatives gave their approval on an IDL concept and a development report. This ended the Concept and Implementation phase and led to the Initial Operational Capability phase. This next phase was to increase the number of general AKUs to meet the needs of OCs (before the residential course) and most HLCs (before each residential module), and to develop AKUs and other IDL tools to suit future new demands.

Accordingly, our IDL work in our Secretariat shifted focus, from the analysis of and decision on options regarding IDL design towards IDL content on classical courses (OCs and HLCs). To this end more general AKUs were launched. We also explored the options for new, more specialised courses. Erasmus Militaire was taking shape during this

period. The number of users grew. We had 6 functional AKUs, 3 in development and more than 300 users by mid 2010.

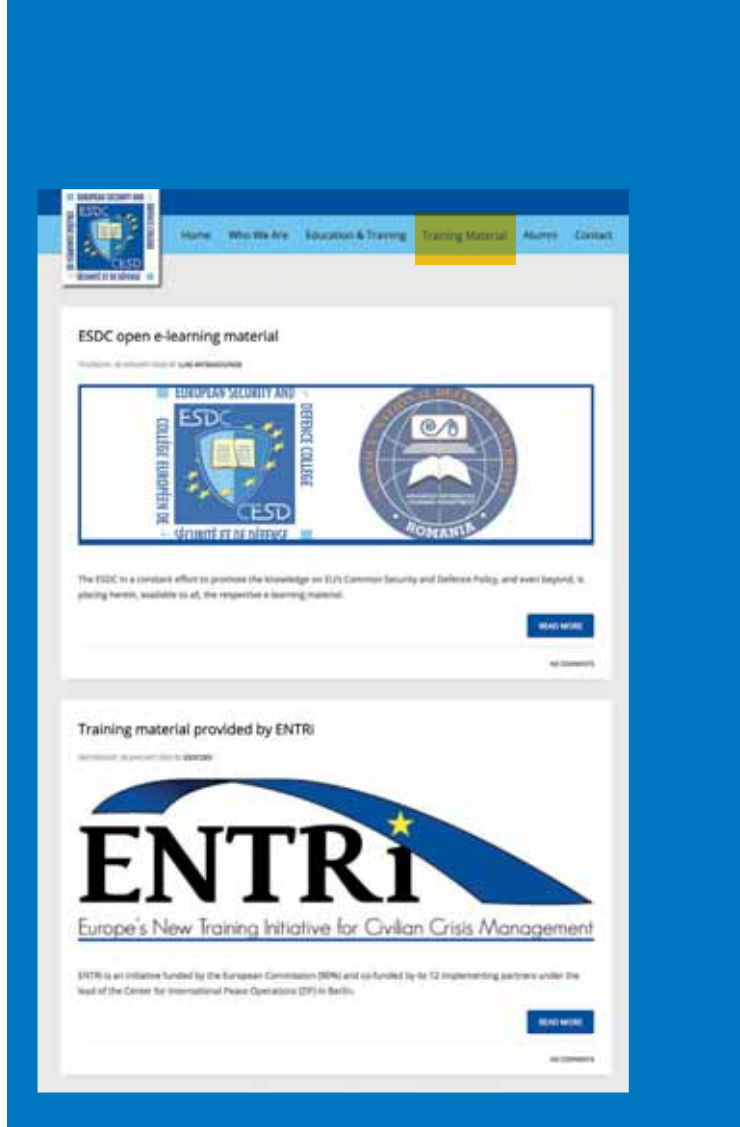
At this time (2009-2010), the College had to meet another challenge. As the College became better known, it increased the number of courses it offered, and interest grew. At that time there was a rapid growth in CSDP missions and operations, which required an increased number of experts and operators. This meant that EU institutions and member states expressed an increased interest in specialized and subject-specific courses. For instance, at the beginning of 2010, I was invited to present the IDL course component to the Committee for Civilian Aspects of Crisis Management (CIVCOM). Discussions took place

in 2010 with the European Defence Agency (EDA), European Space Agency (ESA) and CEPOL. Many well-known training institutions in the field of security and crisis management were also interested in possible courses in co-operation with ESDC.

The ESDC became a respectable, professional and useful EU educational instrument. From 2010 onwards, the new evolving needs meant that the ESDC continued to add to the range of courses on offer and to adapt the IDL instrument ( more AKUs, specialised AKUs, many more registered users). The 2020 ESDC Training Programme reflects the changes that have been made to date. Some of the AKUs, are now even openly accessible to the wider EU community through the College's webpage and also include learning modules (now AKUs) developed by other similar initiatives i.e. ENTRi.

September 2010 ended my secondment at the ESDC Secretariat. The ESDC has continued to grow thanks to cooperation and the fact that it has been driven by dedicated people. I'm proud to be a small part of it.

**Wish the College fair sees and following winds!**



# From ESDC IDL group over ESDC EAB.eLCIP to ESDC EAB.Cyber

Jochen Rehr

In 2012, ILIAS, the eLearning system of the ESDC, was already a well-established and implemented training methodology for training and education events. At that time, eight Autonomous Knowledge Units (AKU), each comprised of a Learning Unit (LU) and a Confirmation Test (CT), supported the residential activities of the college. The topics ranged from history, strategy, capability development and structures to more specific subjects like climate change and decision-making/shaping.

The subject-matter experts were mainly lecturers and other contributors who presented their field of expertise in ESDC training activities. For example, Gustav Lindstrom, the current director of the EU Institute for Security Studies in Paris, contributed an AKU on the 'Development of ESDP/CSDP' and Sven Biscop, Director at the Egmont Institute in Brussels and Honorary Fellow of the ESDC, developed an AKU on the 'EU Global Strategy'.

The LUs were mostly presented as articles with only a few pictures and graphs and no videos. One LU had a more innovative approach, taking the form of a PowerPoint with a voice overlay. Still, the students liked the LUs and were satisfied with the system. They gave positive remarks about the preparation phase in the course evaluations. However, as the eLearning options developed over time so did the presentation styles and possibilities.

The host of the eLearning Management System (LMS) of the ESDC, the Romanian National Defence University, organised an academic conference on an annual basis. The purpose of this conference



A partial print-screen of AKU2 on the EUGS



14th eLearning and Software for Education Conference - eLSE 2018 - organized by the Romanian Advanced Distributed Learning Association was held in Bucharest, April 19-20, 2018

on 'eLearning and software for education' (eLSE) was 'to enable academia, research and corporate entities to boost the potential of technology-enhanced learning environments, by providing a forum for the exchange of ideas, research outcomes, business cases and technical achievements.'

The eLSE conference was later integrated into the academic programme of the ESDC and made it possible to interact with colleagues from around the world. From 2015, the ESDC chaired one of the working panels, which focused on the 'Common Security and Defence Policy'. Within this panel, academics from the EU and abroad discussed about 10 to 15 articles related to crisis management.

In addition, closer contacts with the subject-matter experts was established and the internet-based distance learning (IDL) group was reactivated. The forum facilitated the creation of new AKUs and within some years, it was possible to increase the content of the LMS by 300 %. At the end of 2018, the LMS comprised 30 AKUs with interactive and serious gaming options.

Most of the LUs were updated on a regular basis and upgraded by adding hyperlinks and videos. As an exception, one AKU, namely 'Inter-Cultural Awareness' (AKU 21), was developed exclusively for the ESDC in the margins of the pilot course on 'European Armament Cooperation' (EAC). The LU became an animated video which provided the learning content within a 10-minute film. The production



Print Screen from AKU 21 (animated content)



of this video was sponsored by the co-organisers of the course. But as a general rule, no fees or budget was provided for the development

However, the mandate of the IDL working group was too narrow. Therefore, the group started an initiative to widen its mandate by adding 'internet performance' and 'cybersecurity'. This project ended with the establishment of the project-focused Executive Academic Board (EAB) configuration, which was called EAB.eLCIP and which dealt with eLearning, cyber security and internet performance (eLCIP). The latter task included the various electronic systems which were used by the ESDC at that time:

- ENLIST: eRegistration system for training activities
- SCHOOLMASTER: electronic dashboard to publish CSDP-related training offers
- ILIAS: eLearning Management System
- EEAS website: the European External Action Service (EEAS) hosted the ESDC homepage at that time

The ENLIST course registration platform and the ILIAS LMS were both based on the registration of the students, but were not interlinked systems. Hence, the students had to fill in the same data twice, which led in rare cases to some confusion. However, both systems had functions which could not be brought together in one system (this issue though, will be resolved as off the 3rd quarter of 2020). ENLIST was for nomination, selection and confirmation of the participants. These data were necessary to make the obligatory visitor requests when courses were conducted in EU buildings. The ILIAS system was the tool used to prepare the students for the classroom training with the goal of bringing students with different backgrounds in at a similar entry level, which was necessary for an effective and efficient learning progress.

Cybersecurity was included in the task list because at the same time the European Defence Agency started to work on the implementation of a 2011 feasibility study, which stated that a cyber-defence academy should be established within the ESDC. Following a 'collegiate view' by the EU Military Committee, the European



Defence Agency (EDA) tasked the RAND Corp with preparing a study to discuss the options for implementation. Both the Head of the ESDC and the Chair of the eLCIP configuration were heavily involved in drawing up the study, which finally led to the Cyber ETEE (education, training, evaluation, exercise) platform, as we know it today.

Due to the workload of the newly created Cyber ETEE platform, which was inaugurated in November 2018, the tasks of the EAB eLCIP configuration were re-evaluated and split between the main EAB and the EAB.Cyber in June 2018. The latter focused on cybersecurity and work related to the Cyber ETEE platform, whereas the eLearning and internet performance tasks were handed back to the main EAB.

The first meeting of the newly configured EAB.Cyber took place in September 2018 in Brussels. Several EU institutions and agencies were present and showed strong interest in the development of the cyber domain within the college. From 2019 onwards, the chair of this configuration was filled by a Member State representative, similarly to the other Board configurations. Until then, the eLearning training manager of the ESDC secretariat had occupied that position.

# CSDP Cyber Education, Training, Exercise and Evaluation (ETEE) Platform under the ESDC

*Marios Thoma, Horatius Garban, Panagiotis Marzelas and Gregor Schaffrath*

## Background

Following an update study <sup>(15)</sup> undertaken by RAND Europe, the EUMC agreed on a collegiate view to create a Cyber Defence Centre/ Education, Training, Exercise and Evaluation (ETEE) Platform under the auspices of the ESDC <sup>(16)</sup>. On 13 November 2017, the EDA Steering Board, bringing together the 27 participating Ministers of Defence, agreed with this collegiate view and decided to request the ESDC to establish such a Centre (hereinafter the 'Platform').

As a follow-up step, the Steering Committee of the College mandated the Head of the ESDC to develop an explanatory note to prepare an informed decision regarding the creation of the Cyber ETEE Platform within the ESDC.

## Constraints

Taking into account the 'modus operandi' of the ESDC, the idea was that the implementation of the Cyber ETEE Platform should not change the main characteristics of the ESDC as a Member States-driven network of training providers in the field of CSDP. The main aim would be to educate and train civilian and military personnel of the Member States and the EU institutions in different fields of cybersecurity and cyber defence, in particular for staff deployed in or designated for CSDP missions and operations.

In the initial phase of the project, a number of key findings were identified on issues to be solved on the way ahead:

- The implementation of the Platform depends on the administrative support of the European External Action Service (EEAS).
- It was also established that the creation of the Platform depends on the necessary funds being made available.
- The staff of the Platform will consist primarily of Seconded National Experts from the Member States. The creation of the Platform therefore also depends on the willingness of Member States to provide, in a timely manner, a sufficient number of highly qualified specialists as Seconded National Experts to (the ESDC).

<sup>(15)</sup> Update study on the EU Cyber Defence Centre for CSDP, RAND Europe PR-3246-EDA, August 2017.

<sup>(16)</sup> EUMC Collegiate View, Doc. EEAS (2017) 1371 Rev 3, November 2017.

- It was agreed that, throughout the creation and functioning of the Platform, unwarranted duplication with existing structures should be avoided and active cooperation with key partners in the EU, the Member States and relevant international organisations should be explored. In particular, efforts should be made to ensure close coordination with ENISA to avoid duplication with its mandate.

### Proposal on the governance structure

The Platform was to be considered as a project run under the auspices of the ESDC, similar to the European Initiative for the Exchange of Young Officers, the Doctoral School project and others.

At the pre-operational capability stage, it was decided that the Platform would be supported by the eLCIP configuration of the Board.

Like other configurations, it would continue to report back to the EAB and provide advice to the Steering Committee. The Committee would remain the sole decision-taking body of the ESDC.

### Mission of the Cyber ETEE Platform

The mission of the Cyber ETEE, as agreed by the Steering Committee of the college, is to:

The detailed tasks and functions for this Platform have been identified.

At a later stage, and depending on the further development of such a concept, the Cyber ETEE Platform could advance ETEE opportunities for a wider cyber defence workforce (the so-called Cyber Reserve).

### Identification of phases

For the implementation of the Platform, the following three operating capabilities were identified:

- a. *Pre-initial operating capability (pre-IOC)*: during this phase, the necessary steps would be undertaken to ensure that the Platform could be set up and the conditions met for a gradual build-up towards an initial operational capability (IOC) and full operational capability (FOC). It was decided that this phase would start

“

*Address cybersecurity and defence training among the civilian and military personnel, including for the CSDP requirements for all CSDP training levels as identified by the EU Military and Civilian Training groups (EUMTG and EUCTG), and to upscale the training opportunities for the Member States.*

”

after the decision of the Steering Committee to task the ESDC with setting up the Platform, and would last approximately nine months.

b. *Initial operational capability (IOC)*: during this phase, the essential tasks and function of the Platform would be ensured, and regular and pilot ESDC training activities would be conducted. The plan was that the IOC would be reached by 1 September 2018. A thorough evaluation of the other functions and tasks would be conducted to identify additional potential overlaps and reductions in overhead costs.

c. *Full operational capability (FOC)*: all functions and tasks identified for the Platform would be ensured and the personnel recruited. A measurable increase in cyber-related training offered at EU level and open to all Member States should be achieved. It was decided that FOC would be reached by 1 April 2019.



## Decisions taken regarding the Cyber ETEE Platform

For the creation of the Cyber ETEE, a number of significant decisions were taken by the Steering Committee of the ESDC.

On 6 February 2018, the EU Member States, represented in the ESDC Steering Committee <sup>(17)</sup>, decided to create a Cyber Education, Training, Exercise and Evaluation (ETEE) Platform under the auspices of the ESDC. A questionnaire was sent out to help identify the existing offers and demands for Cyber ETEE activities in the Member States, as well as the priorities and challenges for cooperation at EU level in this field <sup>(18)</sup>.

<sup>(17)</sup> Minutes of the ESDC Steering Committee meeting of 6 February 2018.

<sup>(18)</sup> ESDC Questionnaire on the European Cyber ETEE Platform, 13 February 2018.

On 14 May 2018, the Council adopted Decision (CFSP) 2018/712 amending Decision (CFSP) 2016/2382 establishing a European Security and Defence College, and broadening its activities in the cyber domain <sup>(19)</sup>.

On 29 June 2018, the ESDC Steering Committee followed the advice of the EAB to refocus the mission of the eLCIP EAB configuration and to rename the configuration EAB.Cyber.

## **EAB.CYBER**

The role of EAB.CYBER in the creation of the Cyber ETEE Platform is crucial. The EAB.CYBER configuration has been mandated to deal with the practical aspects of implementing the Cyber ETEE Platform <sup>(20)</sup> and specifically its mission is:

- to facilitate the establishment and operation of the Cyber ETEE Platform, and
- to coordinate ESDC activities in the field of cybersecurity.
- EAB.CYBER may also be tasked with supporting EU projects.

The first EAB.Cyber meeting took place on 27 September 2018 under the chairmanship of Dr Jochen Rehl <sup>(21)</sup>. During that meeting Professor Stavros Stavrou from the Open University of Cyprus, Dean of the Faculty of Pure and Applied Sciences, was nominated as the new Chair of EAB.CYBER.

EAB.CYBER meets regularly every three months during each academic year of the ESDC. 'During its meetings, EAB.Cyber has been discussing activities to be provided by the Cyber ETEE Platform, curricula development, vision to be followed in Cyber, and evaluation of the training courses by the ESDC network members in order to establish synergies/cooperation.

On 7 December 2019, the Steering Committee of the College decided to appoint Professor Stavros Stavrou as Chair of the EAB configuration 'EAB.Cyber' for the period 2018-2020.

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<sup>(19)</sup> Council Decision (CFSP) 2016/2382 establishing a European Security and Defence College amended by Council Decision (CFSP) 2018/712 of 14 May 2018.

<sup>(20)</sup> Minutes of the ESDC Steering Committee meeting of 29 June 2018.

<sup>(21)</sup> ESDC (2018) 4464635 of 27 July 2018 [EAB.Cyber - European Cyber Education, Training, Exercise and Evaluation (ETEE) Platform].

## **Situation Analysis in the Pre-Initial Operating Capability of Cyber ETEE**

The European Security Defence College included cybersecurity as a horizontal topic in the context of many of its CSDP Orientation Courses and in the CSDP High Level Course (HLC). The ESDC provided one High Level Course and approximately 15 orientation courses per academic year.

As dedicated courses, the ESDC offered two standard activities ('Challenges of EU Cybersecurity' and 'Cyber Security, Cyber Defence'), as well as pilot activities such as the 'Cyber-Security and Defence Course for Senior Decision-Makers'.

The target audience of the ESDC's dedicated Cyber Courses were mid-ranking to senior officials, dealing with strategic aspects in the field of cybersecurity and cyber defence from EU MS, EU institutions, and relevant agencies. For decision-makers, the courses were at awareness level and strategic level.

The courses were offered under the modus operandi of the ESDC and were cost-free for the participants. Each course was funded by the College to the tune of EUR 3 000.

## **Identification of the EU Cyber Ecosystem**

Based on the state of play regarding cyber within the EU and the decisions in place, the ESDC secretariat had analysed the EU cyber ecosystem and the Member States' training requirements in the cyber field. During the first meeting of EAB.Cyber, on 27 September 2019, a new model to be followed regarding training on cyber (implemented by the Cyber ETEE Platform) was proposed <sup>(22)</sup>.

This model provides that the Cyber ETEE Platform will deal with all cybersecurity domains, such as Cyber Crime, Network Information Security, Cyber Defence and External Relations:

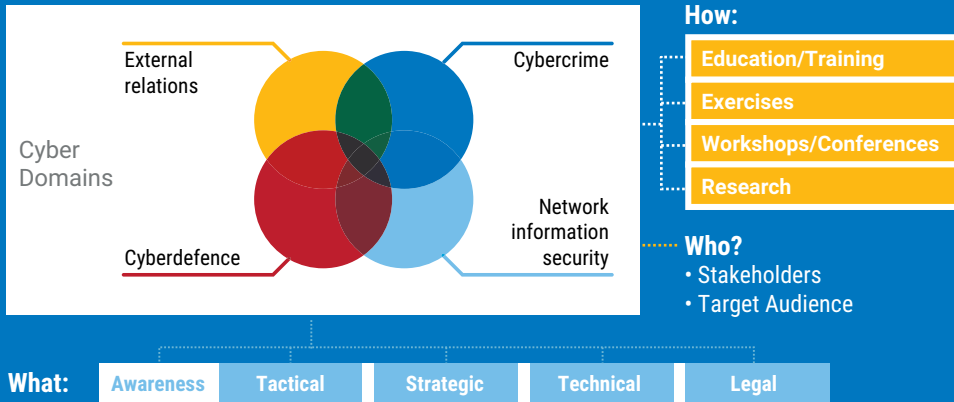
## **Implementation of the Platform**

Furthermore, during the first meeting of EAB.Cyber, a concrete plan for the way ahead was proposed. Topics and fields of expertise (such as the 'tactical', 'strategic', 'technical' and 'legal' fields) were identified. This was done by taking into consideration both best practices and Member States' replies to the questionnaire sent in 2019. Analysis is ongoing for each field of expertise. Awareness courses will build the basis for in-depth courses in the abovementioned fields.

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<sup>(22)</sup> Concept Paper on Cyber ETEE Platform of 14 September 2018.

## HOLISTIC APPROACH



It was proposed that the goals of the Platform should be achieved through:

- **Education/training** – curricula development for the different training courses organised under the ESDC Cyber ETEE Platform;
- **Exercises** – support for scenario development (covering the functional and operational level);
- **Workshops/conferences** – identification of topics, lecturers and institutions to be involved;
- **Research** – identification of relevant actors, best practices and new approaches.

Education and training-related activities (Courses, Exercises, Workshops, and Conferences) were identified as the ESDC's first priority.

While research is a side aspect rather than a core competency of the ESDC, it is part of the College's long-term plans. As a general rule, ESDC plans to facilitate inter-institutional exchange via the Cyber ETEE Platform by serving as a forum enabling researchers in the field to exchange views.

The Cyber ETEE provides both e-learning and residential courses. Members of the ESDC network will provide the residential courses.

In order to reach FOC, the following lines of development (LoD) were proposed and are continuously being evaluated:

- **LoD1 – Curricula development**  
Based on the recognised and well-established curricula development process of the ESDC, EAB.Cyber will adapt the ESDC training cycle for the relevant purposes.



- **LoD2 - Quality Management**

EAB.Cyber will be responsible for the quality management of all ESDC cyber-related activities. In particular, EAB.Cyber should propose a methodology for monitoring and evaluating the courses. This methodology will include all appropriate processes and procedures.

- **LoD3 – Research**

EAB.Cyber will develop a research programme and will identify stakeholders who can carry out the research and develop a knowledge base, which could be made available to external actors, including in cooperation with the CSDP Doctoral School.

- **LoD4 – Exercises**

EAB.Cyber will identify exercise requirements and contribute to their development.

- **LoD5 – Common European Security Culture in the field of cybersecurity**

EAB.Cyber will develop activities aimed stimulating a common European security culture in the domain of cybersecurity.

- **LoD6 – Interoperability**

EAB.Cyber will propose and develop techniques for improving the ability of personnel to train, exercise and operate effectively in the cyber domain.

## Initial Operating Capability

The Cyber ETEE was running at the Initial Operating Capability during the academic year 2018-2019 and was announced during the launch seminar (kick-off meeting) on 20-21 November 2018. During this academic year, period four SNEs were recruited from the Member States: Cyprus (July 2019), Germany (November 2018), Romania (January 2019) and Greece (June 2019).

EAB.Cyber was reconvened on a regular basis, every three months (November, February, May and September) and participated in 61 different entities. During the meetings, the members of the ESDC network discussed topics including the activities being run under the Cyber ETEE Platform (curricula, implementation of regular and pilot activities, conferences and workshops), rules of procedure, future development, projects, evaluation reports of the activities, quality assurance and proposals for new members. The accession of four new network members and one associated network member was initiated.

Regarding the training courses, three regular activities were provided: 'Challenges of EU Cybersecurity' (awareness level) and two pilot activities. The first pilot activity was at awareness level ('Understanding the Civil-Military Dimension of Cyberattacks') and the second was at technical level ('Cybersecurity Organisational and Defensive Capabilities').

Furthermore, during the IOC, the Cyber ETEE was involved in several activities such as offering keynote speakers at EU conferences, seminars and workgroups, participating in NATO conferences and engaging with EU Commission-funded projects.

The College attached great importance to collaboration with the EU agencies ENISA and EDA. Several specific projects were launched with the EDA, and it was anticipated that the results thereof would contribute to the functioning of the Cyber ETEE Platform. The procedure is ongoing.

### Final Operational Capability

Despite the significant delay in recruiting the cyber team and the complexity of the environment, the FOC was reached on September 2019 and was declared during the 5th EAB.CYBER.

## WORKPLAN OVERVIEW

**ACADEMIC YEAR**  
2017-2018  
PRE-IOC

- Approved Regular Curricula : 2
- Regular Activities (Awareness) : 2
- Pilot Activities (Awareness) : 1

**ACADEMIC YEAR**  
2018-2019  
IOC-Nov 18

- Approved Regular Curricula : 2
- Regular Activities (Awareness) : 3
- Pilot Activities (Awareness) : 1
- Pilot Activities (Technical) : 1

**ACADEMIC YEAR**  
2019-2020  
FOC-SEP 20

- Approved Regular Curricula : 6
- Regular Activities (Awareness) : 1
- Regular Activities (Tactical/Technical) : 2
- Pilot Activities (Tactical/Awareness) : 4
- Pilot Activities (Tactical/Technical) : 2
- Exercises (MILEX, CYBER DIPLO)

The Platform is still in its very early stages, nevertheless, the Cyber ETEE Platform is already becoming more active and visible and a successful actor in the EU cyber ecosystem.

Additional cyber activities have been planned in all cyber domains and at all levels during the academic year 2019–2020, including tactical/technical activities with high expertise.

Specifically, for the academic year 2019-2020, significant progress has been achieved and the following activities have been planned:

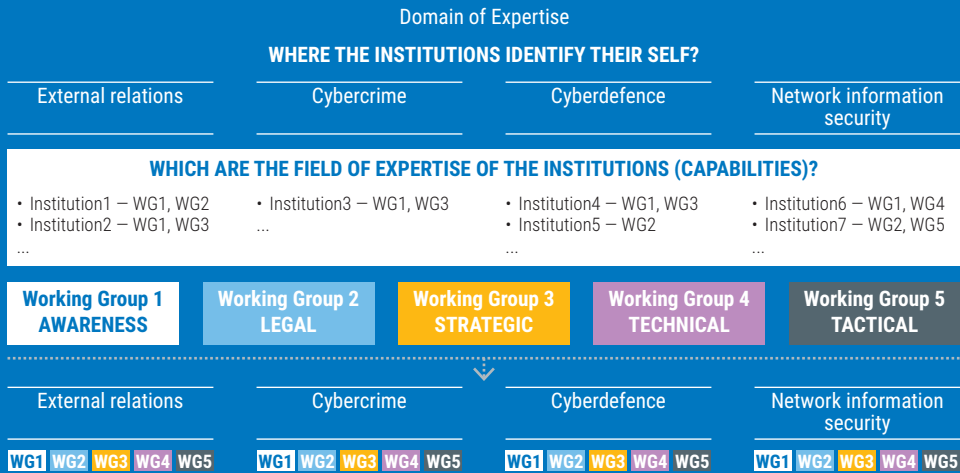
- Course on Information Security Management ENISA, Crete, Greece, September 2019
- Infrastructures in the Context of Digitisation AIES-AIT, Vienna, Austria, October 2019
- Cybersecurity NUPS, Budapest, Hungary, November 2019
- Cyber Diplomacy modular course, ICI, Bucharest, Romania, March 2020
- Practical Cyber Threat Intelligence and Information Sharing using MISP, CIRCL/Luxembourg, Brussels, March 2020
- EU Security Challenges, IHEDN/France and Portugal MoD, Brussels, April 2020
- Emerging technologies transforming critical infrastructure protection, ICI, Bucharest, Romania, May 2020
- Cybersecurity Organisational, Defensive Capabilities, DSA, Nicosia, Cyprus, May 2020
- Course on Information Security Management and ICT security, ENISA, Athens, Greece, June 2020

Furthermore, the Cyber ETEE Platform was involved in supporting both the European External Action Service during the Cyber DIPLO 2019 exercise and the EUMS during the MILEX 2019 exercise.

Action has also been taken as regards the development of curricula and trainings by clustering the members of the network in working groups based on their expertise or/and area of interest.

The network members have been asked to position themselves according to their domain of expertise (External Relations, Cybercrime, Cyber defence and Network Information Security - NIS), and accordingly identify their field of expertise (in-house capabilities) as follows:

- WG1 - Awareness Working Group 1
- WG2 - Legal Aspects Working Group 2 (Legal framework)
- WG3 - Strategic Working Group 3 (Decision-making procedure)
- WG4 - Technical Working Group 4 (ICT expertise and hands-on)
- WG5 - Tactical Working Group 5 (Planning/Acting)



Now the technical courses are co-funded with the amount of 10000 euros on a case by case basis. The actions taken on the preparation of new activities are ongoing and continuously updating.

### Vision – way forward

Analysing the EU cyber ecosystem, an inter-institutional structure is needed to coordinate EU players in the Cyber ETEE and create synergies with the training programmes of other stakeholders such as the ENISA, Europol, the European Police College (CEPOL), the NATO Cooperative Cyber Defence Centre of Excellence, etc.

Given that the ESDC is a network college (capabilities and resources are within the network of the College), its Cyber ETEE Platform could serve as the supporting coordination centre.

### The Cyber ETEE’s main tasks would be:

- to coordinate the development of curricula,
- to gather the requirements and offers from the various stakeholders (including, but not limited to, the EUMTG and the EUCTG),
- to analyse the given input information,
- ‘to link this information with the corresponding requirements and offers according to the priorities indicated by the Member States and the EU institutions and agencies, and
- to evaluate and possibly certify the residential education and training courses,
- to explore the possibility of joint ESDC-NATO cyber

defence training programmes, open to all EU Member States, in order to foster a shared cyber defence culture,

- to explore the possibility of organising training outside EU, through the network partners and relevant international actors.

The goal would be to deliver directed, sophisticated, and target-oriented activities by harmonising and standardising the Cyber ETEE, thereby establishing a common European cybersecurity culture.

Furthermore, the stakeholders of the cybersecurity domains will have the opportunity to:

- transfer their cyber knowledge between domains,
- focus and deepen/strengthen their cyber expertise,
- thereby improve the quality of education/training/exercises,
- promote their actions in other cyber domains of their mandate,
- develop cooperation and synergies (thereby saving resources and time), and
- reduce overlaps and achieve the necessary complementarity in the EU cyber ecosystem.

## Conclusion

The ESDC should become a core member on cyber, in order to promote cyber training in the EU ecosystem, with the main objective being to achieve the necessary standardisation and harmonisation of training at EU level and at the same time to contribute in the global cyber stability.



# ESDC and the world: Walking the path of the EUGS

# Training for partnerships

Jochen Rehr

The European Union sees multilateralism and partnerships as core principles when it comes to external action. Therefore, both multilateral organisations and partners around Europe receive priority treatment, which should lead to mutually beneficial and spill-over effects in other areas as well.

The main partnership areas are the 'Eastern Partnership' (EaP) with its six members <sup>(23)</sup>, the Western Balkans with another six partners <sup>(24)</sup> and the 'Union of the Mediterranean' with 15 non-EU countries <sup>(25)</sup>. In the area of training and education, the latter focuses on a Euro-Mediterranean University, which was inaugurated in Slovenia in June 2008, and other non-defence-related issues.

Demand-driven training programmes have been established for the remaining two regional partnerships (EaP and WB). Common features of the two programmes include their security and defence dimension, their inclusiveness (open to all EU Member States and partners) and the fact that they are conducted under the auspices of the European Security and Defence College (ESDC). At the end of the day, our partners should be ready to join our efforts in crisis management using civilian and military instruments around the world.

## CSDP training programme for the Western Balkans

The EU has close links with the countries of the Western Balkans. The Union aims to secure stable, prosperous and well-functioning democratic societies on a steady path towards EU integration. In

<sup>(23)</sup> Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine

<sup>(24)</sup> Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro, North Macedonia, Serbia

<sup>(25)</sup> Albania, Algeria, Bosnia and Herzegovina, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, Palestine, Syria (suspended), Tunisia and Turkey.

The infographic, titled 'EU-WESTERN BALKANS SIX FLAGSHIP INITIATIVES' (May 2018), is presented under the European Commission logo. It outlines six key initiatives:

- SIX NEW FLAGSHIP INITIATIVES TO SUPPORT THE TRANSFORMATION OF THE WESTERN BALKANS**  
Through six flagship initiatives, the Western Balkans Strategy sets out the EU's unprecedented support to the transformation process in the Western Balkans, targeting specific areas of interest for both the EU and the Western Balkans countries.
- INITIATIVE TO STRENGTHEN THE RULE OF LAW**  
Existing tools, such as detailed action plans, will be expanded to all Western Balkans countries. Assessment of reform implementation will be enhanced, including through developing impact indicators, trial monitoring, case-based peer-review missions, and new advisory missions. Greater use will be made of leverage provided in the negotiating framework with Montenegro and Serbia.
- INITIATIVE TO REINFORCE ENGAGEMENT ON SECURITY AND MIGRATION**  
Reinforced cooperation on fighting organised crime, countering terrorism and violent extremism and on border security and migration management. European liaison officers will be posted in the region while coordination between liaison officers posted in the region by the Commission, other EU Agencies and EU Member States will be strengthened. Joint Investigation Teams, further promoted and status agreements with the European Border and Coast Guard Agency concluded.
- INITIATIVE TO ENHANCE SUPPORT FOR SOCIO-ECONOMIC DEVELOPMENT**  
This will include expanding the Western Balkans Investment Framework, putting in place a guarantee fund, supporting start-ups, access to finance of SMEs and research and innovation. It will also mobilise expertise to support the development of the Regional Economic Area and strengthen the Economic Reform Programme exercise, including increased focus on employment and social reforms. Support to the social sector in particular education and health, will be increased including a doubling of funds under Erasmus+.
- INITIATIVE TO INCREASE CONNECTIVITY**  
Within the region and with the EU including new investment support. Increased funding in the fields of transport, energy, including the digital economy, will further enhance the economic integration within the region and with the EU. Better connections will allow for increased competitiveness, economic growth and security of supply. The EU's Energy Union should be expanded to the Western Balkans.
- INITIATIVE FOR A DIGITAL AGENDA FOR THE WESTERN BALKANS**  
This will include 5 areas of action: a roadmap to facilitate lowering roaming costs; support to the deployment of broadband; the development of eGovernment, procurement, eHealth and digital skills; capacity building in digital trust and security in parallel to efforts enhancing the digitalisation of industries; and enhanced support for the adoption and implementation of the acquis. Achievements so far include a roadmap on lowering roaming prices and the first ever Western Balkans Digital Summit in Skopje.
- INITIATIVE TO SUPPORT RECONCILIATION AND GOOD NEIGHBOURLY RELATIONS**  
This will include support to transitional justice, missing persons and increased cooperation in education, culture, youth and sport, and expanding the scope of the Regional Youth Cooperation Office. The Western Balkans will be fully associated to the European Year of Cultural Heritage: the EU - Western Balkans Heritage Route was launched in February.

2006, Austria, Germany, Hungary and Slovenia established a training programme which should help the countries of the region to prepare for accession talks and in particular for the negotiation of chapter 31 (foreign, security and defence policy) of the Union *acquis*.

The Western Balkans is the region in which the common security and defence policy (CSDP) made its first operational footprint in 2003 with its first CSDP missions (EUPM, EUPOL Proxima) and operations (Concordia). Since then, the EU has retained a key supporting role in stabilising Bosnia and Herzegovina through a military-led mission (EUFOR ALTHEA). Between 2003 and 2012 the EU also deployed a police mission (EUPM) in Bosnia and Herzegovina. In Kosovo\*, the EU has deployed a mission to support the Kosovo authorities in upholding the rule of law (EULEX). CSDP missions and operations have also been deployed in North Macedonia (Concordia, Proxima).

In the beginning, the training programme was a 'copy' of the ESDC high level course, including four modules but only open to Western Balkan partners. Over time, the number of modules was reduced to three and the last module was conducted in Brussels. Although content-wise it was highly appreciated by the beneficiaries, the training had a massive impact on the travel expenditure budget of the sending authorities. Therefore, a lack of nominations for the three-modular course resulted in a reflection phase by the organisers and a restructuring of the content.

As a result of these discussions, the programme was restructured and updated into a three-modular training programme, which included an eLearning course (module I), a regular CSDP orientation course (module II) and an interactive reflection seminar (module III), in which the participants were guided to use the knowledge gained throughout modules I and II.

Austria, Croatia and Hungary volunteered as organisers of the updated training programme. In addition, the training programme was brought under the auspices of the ESDC in 2010. The latter initiative resulted in several win-win-situations:

- The training audience was widened by bringing in EU Member States, which would sit in the same room, learn the same content and discuss the same issues with the Western Balkan partners at the same level.
- The training was provided within the academic programme of the ESDC and followed standardised curricula. Therefore, the students received a certificate of attendance which is recognised by all EU Member States and the EU institutions.
- The organisers started to cooperate with the Technical Assistance and Information Exchange (TAIEX) instrument of the European Commission. TAIEX supports public



administrations with regard to the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices. This cooperation allowed the Western Balkan beneficiaries to attend the training instead of having to refuse the training offer due to budgetary constraints.

The training programme is currently in its 14th cycle and can count on about 500 alumni from the public administration of the Western Balkan partners. The names of alumni are recorded in a database and the list is updated on a regular basis via alumni seminars and conferences. Through the training provided under the auspices of the ESDC, besides first-class information about CSDP, the participants also receive a first glimpse of a common European security culture, which will help the European countries and others in a coherent and credible way.

The first positive result of the training programme was the accession of Croatia to the EU in 2013. Montenegro and Serbia have started membership talks. North Macedonia and Albania are candidate countries, while the others are potential candidates for EU membership.

## CSDP training programme for the Eastern Partnership

Due to the success of the training programme for the Western Balkans, Austria developed the idea of providing a similar activity for the Eastern Partnership countries. In the margins of the Lithuanian Presidency of the Council of the EU in 2013, Austria started the three-modular training programme using the experiences gained so far. However, the training programme is demand-driven and therefore had to be adapted to the ambitions of the region, keeping in mind the cultural, religious and political variations between the six countries.

In general, the Eastern Partnership aims at building a common area of shared democracy, prosperity, stability

**20 DELIVERABLES FOR 2020**

**CROSS CUTTING DELIVERABLES**

- 1 More engagement with civil society organisations
- 2 Increase gender equality and non-discrimination
- 3 Strengthen strategic communications and supporting plurality and independence of media

**STRONGER ECONOMY**  
Economic development and market opportunities:

- 4 Improve the investment and business environment and unlock Small and Medium-sized Enterprises (SMEs) growth potential
- 5 Address gaps in access to finance and financial infrastructure
- 6 Create new job opportunities at the local and regional level
- 7 Harmonise digital markets
- 8 Support intra-regional trade among partner countries and the EU

**STRONGER GOVERNANCE**  
Strengthening institutions and good governance:

- 9 Strengthen the rule of law and anti-corruption mechanisms
- 10 Support the implementation of key judicial reforms
- 11 Support the implementation of public administration reform
- 12 Stronger security cooperation

**STRONGER CONNECTIVITY**  
Connectivity, energy efficiency, environment and climate change:

- 13 Extend the TEN-T core networks, transport
- 14 Increase energy supply security
- 15 Enhance energy efficiency and the use of renewable energy; reduce Greenhouse Gas emissions
- 16 Support the environment and adaptation to climate change

**STRONGER SOCIETY**  
Mobility and people-to-people contacts:

- 17 Progress on Visa Liberalisation Dialogues and Mobility Partnerships
- 18 Strengthen investment in young people's skills, entrepreneurship and employability
- 19 Establish an Eastern Partnership European school
- 20 Integrate Eastern Partnership and EU research and innovation systems and programmes

**EaP Eastern Partnership**

and increased cooperation. Additionally, bonds forged through the Eastern Partnership help strengthen state and societal resilience: it makes both the EU and the partners stronger and better able to deal with internal and external challenges.

The CSDP is only one part, but a crucial one, of the cooperation with the partner countries. Security and defence issues are discussed within the EaP panel on 'security, CSDP and civil protection', which convenes its meeting twice a year in Brussels and supports deliverable 12 'stronger security cooperation' of the 20 deliverables for 2020. Within the meetings, a work plan ('living document') is established, which comprises all activities in various fields, provided by one EU Member State, a coalition of the willing, or under the umbrella of the ESDC. Financial support is granted through a separate budget line in the EU budget, which covers travel and accommodation expenses of the EaP participants and some experts as well as the costs for the meeting rooms and catering.

So far, training activities have been conducted in all six EaP countries. Besides the three-modular training programme, Austria also provides activities in the fields of 'hybrid threat', 'strategic communication', 'human security', 'cyber security' and 'conflict analysis'. Alumni seminars and conferences keep the former students up-to-date on current CSDP issues and facilitate networking between the former students.

### **Positive side effects**

Networking is one of the positive side effects of training for partner regions. The former alumni can rely on a network within the EU Member States (both former participants and experts) and the partner region (both inter- and intra-institutional). The latter is a clear added value and helps to strengthen capacity building and good governance. Personal contacts, meeting face-to-face and exchanging telephone numbers facilitate decision-making processes and information exchange. Due to the regular courses, seminars and conferences for alumni, the former students expand their network year-on-year.

In addition, the training courses take place under the principle 'in the region, for the region', which helps those involved to understand local traditions, habits and culture. This also helps the participants to understand each other's way of thinking, living and working, and those of their neighbours. And understanding each other is crucial in order to avoid misunderstandings, to build confidence and to build good neighbourly relations.

## Conclusions

The training programmes for both the Western Balkans and the Eastern Partnership are well-established activities. The success of the regional activities is based on the standard curricula of the ESDC, and the continued efforts of the organisers and the high level speakers, who support the events by sharing their experience and expertise.

Although the programmes have been conducted for more than a decade, the content is up-to-date. In light of hybrid threats, cybersecurity, strategic communication and climate change, the security and defence agenda of the EU will remain one of the crucial elements for further cooperation with the partner countries.

There is a blurred line between internal and external security, there is an undisputed nexus between security and development, and climate change and globalisation are topics of general concern. Therefore, training for a common security and defence policy will never be outdated, will never be useless and will never be a waste of time.

Providing training for our partners will make them strong, which will make the European Union together with its partners stronger in the world.

## The ESDC engagement with regions and 3rd countries (China, ASEAN, South America and Mexico, etc.)

*João Miguel de Almeida Madaleno*

The EU Global Strategy identified multilateral global governance as a strategic priority. In this regard, the EU has intensified its cooperation with international organisations and a wide variety of third countries, regional organisations and non-state actors. Cooperative regional entities are increasingly recognised as essential building blocks of multilateralism worldwide. In this sense, the ESDC has been strengthening ties with a number of regions and third countries, in close partnership with the European External Action Service (EEAS) directorates, EU Delegations and other European Commission (EC) services, contributing to an integrated approach of EU actions.

During the past decade, the ESDC has included numerous third countries participants in its training activities. In addition, it has continued to support specific activities in third countries. For instance, it has facilitated political dialogues and cooperation with several regions, and has supported the EU's neighbourhood policy and work in establishing association agreements. In the same vein, the ESDC has also focused its work on a number of thematic areas, including inter-regional commitments and geographic issues that have been relevant to the stakeholders involved.

Undoubtedly, these seminars are a powerful instrument of European Union public diplomacy. They enable the exchange of experience, lessons learned and viewpoints.



## European Union (EU) - Association of Southeast Asian Nations (ASEAN)

In view of the fact that European prosperity and Asian peace and security are closely connected, the European Union has decided to strengthen its security cooperation in and with Asia. This is also in line with the steps taken by the EU in the past years to strengthen its role as a global security provider: Europe and Asia share a fundamental interest in upholding the rules-based international system, as well as the view that the challenges the world faces today go beyond national borders and cannot be tackled alone. The EU-Asia security partnership is therefore both desirable and necessary.

Since the first steps taken to accompany the Aceh peace process in Indonesia, almost 15 years ago, the EU has significantly expanded its security cooperation in Asia and with Asia. The EU and Asian countries are now working together on cybersecurity, counterterrorism, non-proliferation of nuclear weapons. In addition, they cooperate in order to support peace processes across the region, from Afghanistan to Mindanao and Myanmar. The EU and Asia are facing similar challenges and threats. They share an interest in preserving peace in their regions and in promoting international cooperation on a global scale.

The partnership between ASEAN and the ESDC has become significantly closer in the recent years. Building on the success of previous events held in 2014, 2015 and 2017, the ESDC organised the fourth EU-ASEAN Orientation Seminar held from 26 to 30 November 2018. For the first time, this seminar was organised in South-East Asia (Jakarta, Indonesia), in cooperation with the EEAS-CMPD <sup>(26)</sup> (as

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<sup>(26)</sup> Former EEAS Crisis Management Planning Directorate (CMPD), before 2019 EEAS restructuring.



Training Manager Joao Madaleno represented the EU at the Indonesia International Defense Seminar 2019 (#IIDSS) in Jakarta, Indonesia.

© ESDC



Indonesia  
International  
Defence  
Seminar 2019  
(#IIDSS) in  
Jakarta.

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it was known at the time) and with the support of the EU Delegation in Indonesia. It brought together 42 participants from nine ASEAN countries and from the EU Member States.

This event led to closer cooperation with the Indonesian National Defence University (IDU). The ESDC training manager, Mr. João Madaleno (Major), subsequently participated in the Indonesia International Defence Science Seminar 2019 (IIDSS 2019), in July 2019. He represented the EU and the EEAS at the Seminar, delivering a lecture entitled *'Shifting International Politics and Future Global War on Terror' - European Union Policy on Counterterrorism, Cyber & Hybrid Threats* to more than 600 participants and distinguished guests from a large number of countries. The seminar was officially chaired by His Excellency General Ryamizard RYACUDOU, Minister of Defence of the Republic of Indonesia.

This seminar was a great opportunity to strengthen the EU's existing cooperation with Indonesia and international partners in the area of global security. The ESDC, with the support of the European Union Delegation (EUDEL) in Indonesia, held numerous side meetings. These strengthened the personal links and cooperation in the field of peacekeeping operations and CSDP with representatives from a number of institutions and authorities in Indonesia. Among these were the Indonesia Defence University (UNHAN) and PMPP-TNI (Peacekeeping Training Centre). These initiatives have played an important part in establishing close ties and cooperation between the EU, the ESDC and the Indonesian authorities.

## European Union (EU) – China

The EU-China 2020 Strategic Agenda adopted at the 16th EU-China Summit (Beijing, November 2013) put explicit emphasis on 'holding regular dialogues on defence and security policy, increasing training exchanges, and gradually raising the level of EU-China dialogue and cooperation on defence and security, with a view to promoting more practical cooperation'. As a result, it was agreed that regular seminars should be held, alternating annually between Beijing and Brussels. These seminars would alternate between information-oriented 'mid-level' and reflection-oriented 'high-level' events. The first three 'mid-level' seminars took place in Brussels (March 2013), Beijing (December 2015) and in Brussels (November 2017).

The first high-level seminar was run in Beijing in December 2014. The overall aim of this event was to continue the EU-China dialogue on security and defence in areas of mutual interest. Its focus was on enhancing practical cooperation on peace and security. At the time, the outcomes of the seminar were examined and put into practice in the 8th Round of CMPD <sup>(27)</sup> consultations with the Office for International Military Cooperation (OIMC), held in Beijing in the first semester of 2018.

The second EU-China High-level Seminar on Security and Defence took place in Brussels on 16-18 November 2016 and in a constructive and open atmosphere. The purpose of the seminar was to exchange information on respective needs in the context of EU-China crisis management interventions, and to examine possible areas of cooperation. The agenda covered such areas as Peacekeeping and Peace Support Operations, a possible EU-CN cooperation in Mali and Non-combatants Evacuation Operations (an area identified as being of potential shared interest in the new EU Strategy on China). The Chinese delegation was headed by Major General Ren SHAOLONG (DDG, Strategic Planning, Central Military Commission - CMC). The

<sup>(27)</sup> Former EEAS Crisis Management Planning Directorate (CMPD), before 2019 EEAS restructuring.



First CSDP Orientation Seminar with a focus on EU-CHINA relations

© ESDC

Chinese delegation included 15 People's Liberation Army (PLA) representatives (CMC, Theatre Commands, Military Academies and Beijing or Brussels-based members of the Office for International Military Cooperation - OIMC). One diplomat from the Chinese Mission to the EU also attended a part of the discussions. A follow-up letter summing up the perspectives for cooperation was sent to the OIMC.

In March 2020, the Chinese Ministry of National Defence was due to host the EU-China Orientation Seminar on Security and Defence, in Beijing, under ESDC auspices and in close cooperation with the EU Delegation to China. However, due to the COVID-19 outbreak during the first semester of 2020, all ESDC seminars were postponed until further notice.

### **European Union (EU) – South America and Caribbean Latin American Countries (LAC)**

The European Union (EU), Latin America and the Caribbean (LAC) have enjoyed privileged relations for twenty years. A comprehensive EU-CELAC Action Plan, established in 2010, identified key priority areas for bi-regional dialogue and cooperation, including on security-related issues. This has been confirmed in the Joint Communication to the European Parliament and the Council *'European Union, Latin America and the Caribbean: joining forces for a common future'*. Undeniably, shared values, interests and history form the basis for cooperation between the EU, South-American countries and Mexico.

The first bi-regional Summit held in Rio de Janeiro (Brazil) in 1999 established a strategic partnership between the two regions. Summits between the EU and Latin American and Caribbean leaders take place every two years. Both regions cooperate closely in international fora and maintain an intensive dialogue and close cooperation at all levels i.e. regional, sub-regional (Andean region, Mercosur, Central America and the Caribbean) and bilateral (two countries, Brazil and Mexico, are EU Strategic Partners).

The June 2015 Summit worked on the progress made and agreed on further specific measures taken to promote cooperation. Here, for instance, agreement was reached on the EU proposal to resume the practice of holding meetings between EU-CELAC Foreign Ministers in the years between Summits. New forms of relations have emerged over the past years between the EU and Latin America: a number of countries have become genuine partners for the EU and others have started to regard the security and defence field as a new area in which to develop closer relations. In 2014, the EU network of CSDP partnerships was expanded to cover Latin America through the signature of 'Framework Participation Agreements' (FPAs) with Chile and Colombia designed to facilitate their participation in EU-led crisis management operations.





Second Seminar of the Common Security and Defence Policy (CSDP) between the European Union and South America and Mexico

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In addition to the contribution to EU missions and operations, the establishment of these agreements opened the door to new forms of dialogue and cooperation on security and defence. They also encouraged the exchange of experience and training in a number of areas. In this context, the ESDC, in close cooperation with the European External Action Service (EEAS) and the Spanish *Centro Superior de Estudios de la Defensa Nacional (CESEDEN* <sup>(28)</sup>), hosted the first two bi-regional seminars on Security and Defence, involving the EU, South America and Mexico, which were held in Madrid, in 2016 and 2018.

To follow up on the success of these seminars, the ESDC and the EEAS aim to run a third seminar in South America in 2020, with participants from nine South American countries (Argentina, Brazil, Bolivia, Chile, Colombia, Ecuador, Paraguay, Peru and Uruguay) and Mexico. On top of existing bilateral CSDP cooperation with such countries as Chile, Colombia or Brazil, the success of the seminars and high-level participation from Latin America and the EU have created opportunities for CSDP cooperation with partner countries.

The purpose of the seminars is to introduce and consolidate security and defence issues within the EU-Latin America agenda. The initial focus is on medium and large Latin American countries that share a commitment to the multilateral framework for conflict management under the auspices of the United Nations (UN). The first two seminars have served to introduce CSDP to audiences that do not exclusively comprise military decision-makers. However, the ultimate aim is to open up security-defence exchanges to diplomatic services and to the Home Affairs ministries of these partner countries, as well to the academic circles in the two regions.

In line with its Global Strategy for the European Union's Foreign and Security Policy (2016 EUGS), the EU does not want to be confined exclusively to the exercise of civil power. It intends to assume a relevant role in crisis management alongside partners in order to promote effective multilateralism. Thus, for the first time,

<sup>(28)</sup> Spanish Centre for Higher Defence studies, CESEDEN.

political and military officials from the Defence, Foreign Affairs and Security ministries from Latin American countries have met EU representatives repeatedly to discuss and exchange experience in the area of peace, security-defence and crisis management. This represents significant political progress and ensures that the EU operates on a global basis.

The third seminar is scheduled to take place in Colombia in 2020, with the close involvement of academic authorities. This should be seen as a follow-up in the broader context of the EU-Latin America partnership, and a forum for discussion of CSDP issues of mutual interest. This promises, in turn, to generate opportunities for further cooperation, in such areas as global security, peace keeping and crisis prevention. The seminar should promote a better understanding of priorities on both sides and the identification of areas in which to promote further cooperation.

## CSDP Annual Training and Education Conference

*João Miguel de Almeida Madaleno*

Under the aegis of the European Security and Defence College (ESDC), the French Institut des Hautes Études de Défense Nationale (IHEDN) and the German *Bundesakademie für Sicherheitspolitik* (BAKS) held the first Networking Conference on training in the field of ESDP (now CSDP), in Brussels, on 14-15 December 2009. In total, 59 participants (civilians, police and military officers) attended it. The aim of the conference was to lay the basis for a possible revision of EU training policy in the area of European Crisis Management towards a new EU training concept relevant to CSDP.

Since 2009, further conferences have been held on an annual basis. Presently, the ESDC annual network event - now known as the CSDP Annual Training and Education Conference (ATEC) - is jointly organised by the ESDC, EEAS CSDP-Crisis Response ISP:1, Civilian Planning and Conduct Capability (CPCC) and European Union Military Staff (EUMS), under ESDC headship. The event merges three initiatives into a single activity: the ESDC Network Conference, the Annual Meeting on Training of CSDP Missions & Operations Personnel and the EU Annual Military Training and Education Seminar.

Currently, the CSDP Annual Training and Education Conference gathers around 140 participants from the ESDC network institutes, relevant national ministries, EU institutions and agencies, CSDP Missions and Operations, including training providers in the crisis management field and representatives from other organisations. The CSDP ATEC brings together the entire CSDP training community in Europe. It enables training experts, training providers and policy makers to develop their networks at EU level and with other partners in Member States.

The CSDP Annual Training and Education Conference (ATEC) is a unique opportunity to analyse training requirements and the lessons identified from CSDP missions and operations. It is an invaluable forum to discuss recent CSDP developments and emerging policies, identify training opportunities, as well to explore civilian and military convergence and synergies through networking. The ultimate goal of the CSDP Annual Training and Education Conference is to enhance the effectiveness of EU Policy, quality standards and cooperation on CSDP Training.

The conference programme is generally divided into thematic areas, with **interactive sessions between relevant speakers, practitioners and participants**. It enables a review of the main changes, challenges and activities over the past year. The conference panels identify the lessons learned, requirements and specific measures needed to



The CSDP Annual Training and Education Conference (ATEC)

© ESCD

promote synergies between CSDP policy developments, training and mission needs. Lastly, it helps determine the main working areas and curricula for the upcoming years.

The role of training and education is an essential part of the development of CSDP capabilities, cooperation and culture. The EU's strength lies in its ability to cover the entire conflict cycle from early warning and mediation to crisis response, reconstruction and development. Clearly, the broad nature and diversity of CSDP work and challenges has been raising ambition levels and training requirements. This will intensify the pooling and sharing of resources within the EU, improve the quality and standards of the training delivered, capitalising on the acquired knowledge in the various areas in which the EU is active. In addition, the ongoing preparation of the first 'Training Programme for CSDP' will further develop joint action and coordination between the EUCTG and the EUMTG. The updating of CSDP training requirements follows on from the EU Member States' and the training institutes' commitment to promote cooperation on CSDP training. It highlights the need to improve human resources management and capabilities for current missions and operations.

The ESCD and the CSDP Annual Training and Education Conference will continue to be an invaluable forum. This forum serves the interests of the entire CSDP training community, CSDP structures and practitioners in Europe. It enables the exchange of valuable insights, best practices, requirements, priorities and lessons learned. Above all, it demonstrates how CSDP training could help the EU respond to evolving security and defence challenges, serving to promote cooperation across the EU.



# The voice of the ESDC Network

## The voice of the EU Military Committee

*General Claudio GRAZIANO*

Happy Anniversary to the ESDC!

It is a real pleasure to share this memorable moment with the Head of the ESDC and its entire staff, bringing the voice of the EU Military Committee through this publication.

The College has come a long and remarkable way, since 2005, the year of its establishment. Before its foundation, we were missing a vital EU institution devoted to training and education. Today, numbers speak for themselves: with literally hundreds of learning opportunities, the College has consolidated a very influential role as reference point for the development of a common European security culture.

We have all proudly witnessed one and a half decade of steadily growing educational experience in the field of the Common Security and Defence Policy (CSDP), from a new-born institution created on the concept of 'common training', back in 2005, to the current modern training system, which includes traditional and virtual setups.

15 years of hard work by an enlightened leadership and a strongly committed staff, granting the College a solid and widely acknowledged reputation for excellence.

Thanks to the assortment and the appeal of the courses proposed, and to the quality of the tutors and the learning material, in fact,



General Claudio GRAZIANO  
Chairman of the European Union Military Committee

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EU Chiefs of Defence (CHODs) met in Brussels for their final Military Committee meeting of 2019

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CSDP Orientation Course, Brussels, 2019. Participants debate on CSDP Mission and Operations

© Alinn Bodescu

the College is attracting every year the interest of thousands of candidates coming from the largest variety of fields of competence. Military, diplomatic, civil institutions and commercial enterprises, at leadership and staff level, apply to attend one of the offered courses, where they will certainly find an extremely stimulating environment, providing a unique opportunity for learning, sharing experiences and networking while adopting the spirit of the EU's Integrated Approach.

As Military Committee, we have enjoyed the best relationship with the ESDC since the very beginning, contributing ourselves to its establishment. The College has presented our staffs and military personnel, coming from Member States and third parties, countless opportunities for professional growth, with a constant commitment on providing students with up-to-date training content and methodologies, according to the ever-evolving security scenarios and requirements.

Whole generations of senior and junior officers have benefitted from the College deep engagement in its training mission, building awareness on the EU institutions, mechanism, initiatives and priorities in the security and defence field, at large.

From my side, as Chairman of the EU Military Committee, I never lose a chance to promote the qualities of the ESDC during my engagement at military and civilian level, here in Brussels or abroad, highlighting the great benefits achievable by attending its courses.



European Initiative for the Exchange of Young Officers, 'Military Erasmus', 10th anniversary in Athens.

© ESDC

Among the numerous initiatives offered by the College, I'd like to mention the experience of Military Erasmus, formally the European initiative for the exchange of young officers inspired by Erasmus, specifically dedicated to generations of future leaders.

The aim of the project, launched in 2008 in the wake of a growing engagement by the EU in military activities to face new threats and crisis, was to foster 'defence culture' integration among the participants, encouraging the sense of belonging to the 'European Union of Defence.'

In this context, I think, is where we find one of the biggest value of the ESDC's mission: by developing and promoting a common understanding of CSDP among civilian and military personnel, in complementarity with national efforts, the College strongly contributes to the wider effort of acquiring a European identity and mind set, as many students acknowledge at the end of the courses.

As EU Military Committee, therefore, we cannot but recognize and praise the ESDC's role as one of the enablers of the integrated approach of the European Union, particularly when it comes to Strategic Communication, a fundamental tool to achieve the organization's objectives.

We know that the prerequisite for an effective communication strategy is to be able to count on a convinced and shared narrative, built on our values and principles, with a strong inherent resilience but, most of all, focused on our long term objectives.

Having said that, it appears very clear how every actor, every single element of the organization can – and must – play its part contributing to 'spreading the message', by words and deeds, conveying the fundamental elements of a common European defence culture, in coherence and coordination with all stakeholders.

And this is where, I think, the ESDC constitutes a real excellence, in combination with the other tools at disposal of the EU, in a true, joint and integrated approach.



In my role of Chairman and Spokesperson of the Military Committee, in fact, I also contribute to this effort, by engaging in seminars and briefings to military and civilian educational institutes, at all level, bringing the voice of the military component of the EU.

All audiences equally important for our project, starting from the internal one, made of the civilian and military personnel working for the EU, who - along with their families – represent a real multiplier for echoing the EU messages in the society. Then, the so called community audience, meaning the civil society surrounding us. And, of course, the external audiences, both the ones who may support us and the adversary ones (yes, we have competitors also in the communication world!).

But as I said before, our 'traditional' communication must be supported by, and be strictly coherent with, our actions. And the Anniversary of the ESDC comes at a turning point for the EU, where this concept is even more vital.

In fact, after almost four years from the publication of the EU Global Strategy, with ongoing crises affecting our neighbourhood and unavoidably reverberating on us, our organization is forced to test its engines, exploiting all its potential and engage decisively in a race, where not only the security of our citizens, but even our credibility as Institution is at stake.

Therefore, communicating the sense of urgency to intervene is critical, but confirming the intentions with concrete actions becomes the primary measure of effectiveness of our overall communication strategies.

It's true, as EU we are already engaged in several activities, but we can do more as we are the organization best positioned to be proactive in today's crises, counting on an unmatched toolbox that includes political, diplomatic, economic and military means.

I do believe that today's crisis cannot be addressed with only one of those tools in isolation.

While there is no military solution to crisis, in fact, no crisis can be solved without the military, meaning the employment of military means, to a proper degree.

In fact, history teaches that when we seek for diplomatic solutions between contenders, we always need to establish a security framework, using military means, at least, as an enabler, allowing dialogue to take place.

We are a Union that knows how to and can use the language of power, avoiding that the unfilled security (and information!) vacuum becomes the target of others.



© European Union

This must be the main pillar of our security and defence narrative: a united European Union, with the capacity and the capability to act.

This is the culture of European Defence that everyone, including the ESDC, must contribute to spread.

Thank you, ESDC! Keep up the great work!

## The voice of the Austrian MoD

*Arnold Kammel*

### **Training and education: The basis for successful crisis management**

There is common agreement on the fact that training and education are at the root of successful crisis management.

Since its creation 15 years ago, Austria has supported the European Security and Defence College (ESDC) with courses, seminars, conferences and workshops. In addition, Austria has seconded a national expert to the ESDC secretariat, has provided five different common security and defence policy (CSDP) handbooks (in various editions) and has chaired different executive academic board (EAB) configurations.

In doing so, Austria is not acting purely out of self-interest. On the contrary, as a smaller EU Member State Austria strongly relies on the success and constant development of the CSDP of the EU. Therefore, it is in our core interest to strengthen CSDP operational capacities. And training and education comes first.

### **Why training and education**

In the military field, 90 % of a soldier's life consists of training. In the civilian field, this ratio may drop significantly. However, the role of training and education is also recognised in the diplomatic, civilian and police area.

As a proportion of a mission's overall budget, training and education are not a major cost factor. Still, when it comes to budgetary considerations, training activities are mostly hit first. The reason is that the results of sound training and education are often only measurable in the long run, hence hard to attribute to specific activities in the past. Nonetheless, especially for smaller countries, training activities can provide a relatively cost-effective contribution to CSDP missions and operations in a broader sense.

Experience is another milestone for success. It can be gained through an individual's personal development path or through training in which others share their experiences. 'Success always has many mothers and fathers and never belongs to one individual.' A saying which is also true for training and education.



Lieutenant General Arundell David Leakey  
1st Commander of EUFOR ALTHEA

© European Union

### **Efficient and effective**

The first commander of the European Union military operation in Bosnia and Herzegovina (EUFOR ALTHEA) once explained during a talk that he was 20 % commanding officer, 30 % diplomat and 50 % headmaster; a ratio which most of the audience would not have expected. The latter function was necessary because some staff came untrained in the mission area (language skills, computer skills, job qualification) and sending them back would have cost more effort than in-mission training, not to mention the diplomatic disputes which repatriation would cause.

Training in advance of deployment saves money, because one can make use of 100 % of the available resources in the mission area. Well-trained staff make the force more credible, more efficient and more effective. In addition, a nice side effect is the positive image created of a professional, reliable and strong organisation.

But not only mission-specific training is useful; generic training on various topics must also be valued. When it comes to CSDP, the ESDC is a strong promoter of a common European strategic culture. This common understanding, this common situational awareness will deepen the cooperation between the EU Member States and stimulate further integration. As the European Security Strategy stated back in 2003:

## Cooperation and partnerships

The value added of the ESDC is the mixed approach, bringing together various CSDP players such as police officers, judges, prosecutors, diplomats, military personnel and civilian experts. They train and conduct exercises shoulder to shoulder, and form the operational capacity of the EU.

CSDP was always designed for an inclusive approach. Partnerships within this policy field are essential for its success. Therefore, partners are also invited to join training activities. Two specific training events in this regard are the training programmes for the Eastern Partnership countries and the Western Balkans. Both are designed to spread knowledge about CSDP and make our partners ready to support our operational engagement abroad. Furthermore, they contribute to a better understanding of how the EU works and thus lead to a higher degree of interoperability in the field.

## Win-win

Training and education is a win-win situation. As a result, the security provider increases performance in the field and more easily accomplishes the mission's tasks. The security receiver benefits from better performance by the deployed forces, a bigger impact of the actions and, if training/education is included in the mandate, better-equipped personnel.

One should also consider the positive side effects of training, such as confidence-building, capacity building, strengthening human resources and promoting the EU's values. The social effects of training and education, such as getting to know each other, building networks and making friends, can make the difference when it comes to crisis management. Training also fosters a common understanding of the challenges that the EU and its Member States, as well as its partners, are facing. It also helps shape a common European international agenda.

“

*No single country is able to tackle today's complex problems on its own. [...] we need to develop a strategic culture that fosters early, rapid, and when necessary, robust intervention.*

”

## Conclusion

Education and training are pivotal to ensuring that staff being deployed to CSDP missions and operations possess the knowledge and skills necessary to effectively carry out their duties. Therefore, the cost and time required are a worthwhile investment.

The ESDC can rely on a large number of recognised training providers with a vast range of expertise. Therefore it is best equipped to provide high-level training for real-time training needs and requirements.

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*Austria believes in the benefits of the ESDC, and its strongly committed to improving the performance of the CSDP. Engagement in the field of training and education is only one aspect to be mentioned, but definitely one of the most important.*

”

## The voice of IHEDN

*Patrick Destremau*

### **Mandate and missions of the IHEDN**

The Institute for Higher National Defense Studies (IHEDN) is a public institution with an inter-ministerial dimension, placed under the supervision of the Prime Minister. The IHEDN has the mission of developing the culture of defense and raising awareness of national and international issues. It is aimed at a large audience of civilians and military, French and foreign national.

The institute has an interdisciplinary focus: defense, foreign policy, armaments and defense economy constitute the main disciplinary fields of training, long or short term, offered at regional, national and international levels.

For more than 80 years, the goal of IHEDN was to strengthen the national cohesion by promoting a strong defense culture. Each year, 13 000 participants attend the institute's training and information activities.

The *White Paper on Defense and National Security* published in 2013, confirms the role of the IHEDN as an inter-ministerial platform which gathering together several socio-economic spheres: public and private leaders and youth. As part of its European and international activities, the Institute supports research activities and aims at encouraging French strategic thinking (support for young researchers - the IHEDN's program of financial support for doctoral students; the IHEDN 'Science awards'; research and cooperation with universities, research centers, and think-tanks).



The Institute for Higher National Defense Studies in Paris

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The national sessions '*Defense Policy*', '*Armaments and Defense Economy*', '*Maritime Issues and Strategies*' and '*Digital Sovereignty and Cybersecurity*' enable senior managers, both civilian and military, to acquire a better understanding of defense issues, foreign policy, armaments, defense industry and new spheres of influence where national competition has shifted. The sessions are intended for a wide-ranging diversified socio-professional audience, aged between 35 and 55 <sup>(29)</sup>.

### **CSDP related activities**

Several national training sessions held by the IHEDN have a strong focus on CSDP. The aim is to reflect on, and discuss issues of security, defense and foreign policy by sharing various professional experiences. The exchanges are meant to offer a panorama of French and European security and defense. The freedom of expression and confidential nature of the topics discussed (training courses are under Chatham House rule) improve the understanding of various national positions and give to the training courses a forecasting dimension.

The National session '*Defense Policy*' is meant to improve members' understanding of issues of defense and international relations. French and foreign participants include officers from the National State Police Force, the French DGA (or General Directorate for Armament), senior civil servants, executives and directors from various economic sectors (elected representatives, journalists and managers of associations, trade unions, professional bodies).

Armament and Defense Economics is another specialized national session that aims at developing a broader vision of the competition related to equipping our armed forces and maintaining our technological and industrial capacities. It brings together French and foreign participants, including representatives of the DGA, officers from the three services, the National State Police Force, senior civil servants, directors from the defense industry and representatives from civil society.

The session on Digital Sovereignty and Cybersecurity offers an overview of the issues of cybersecurity and sovereignty emerging from digital transformations and enables them to develop a strategic 'cyber' vision beneficial to both business and the public administration.

Last but not least, the IHEDN organizes since more than 30 years the European Session for Armaments Managers (SERA) – a leading

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<sup>(29)</sup> For more information see [https://www.ihedn.fr/sites/default/files/atoms/files/plaquette\\_ihedn\\_2018\\_anglais\\_web.pdf](https://www.ihedn.fr/sites/default/files/atoms/files/plaquette_ihedn_2018_anglais_web.pdf)





training session at a European level, is organized under the patronage of the European Defense Agency (EDA). The goal of the session is to strengthen the ties between European state and industry-based senior executives involved in topics relating to armament and defense economy. The session is kind of unique forum promoting the emergence of a community of highly qualified executives familiar with the defense challenges faced by Europe. The participants come from the 28 European Union Member States, Switzerland, Norway, Turkey, European institutions and agencies (European Commission/European Defense Agency/Organization for Joint Armament Cooperation). The European trade association, AeroSpace and Defense Industries Association of Europe, is also a regular guest.

### **IHEDN and ESDC collaboration**

The IHEDN places its action within the broader framework of the European security architecture. The goal is to contribute to the emergence of a European strategic culture which is an essential ingredient to achieve the strategic autonomy of Europe. The IHEDN provided that the strategic thinking embedded in the vision of our European partners.

To facilitate the work with the ESDC and with the European institutions, an IHEDN Representative has been appointed at the French Permanent Representation to the UE in Brussels and acts as a link between the ESDC and the Institute. She represents the Institute within the EAB and the Cyber ETEE platform and provides active support both to IHEDN and ESDC. As an EAB member, IHEDN participates in the annual revision of the courses curricula.

The Institute organizes approximately 8 courses per year, dedicated to topics such as *the hybrid threats challenges, the space challenges for EU and CSDP, the EU integrated crisis management, the security challenges of the climate change, the challenges of EU cyber security*. In 2019 the IHEDN has organized 8 training courses in the framework of ESDC. Some courses (cyber security and climate change and international security) are organized in collaboration with other ESDC's partners (Portugal and Germany). IHEDN is recognized as a highly qualified



*IHEDN is a long-standing partner of the ESDC. From its creation, IHEDN have been actively involved in the ESDC activities*



training provider within the network college and its courses are highly appreciated. IHEDN regularly modernizes its courses and develops new and innovative activities responding to the EU and the CSDP challenges. Two new courses relevant for the CSDP have been equally organized in 2019: *climate change and international security and Energy security and its implications for the security of Europe*. In April 2021, IHEDN will organize in Paris the third module of the CSDP High Level Course.

**Cyber security** constitutes one of the main themes of the IHEDN's development. The training course that we organize in Brussels aims at broadening the debate by addressing all dimensions of cyber security and is based on concrete examples: understanding the notions and concepts related to cybersecurity; presenting the actors dealing with cybersecurity issues at the European level (European institutions and agencies, Member States) and their respective roles; identifying the challenges of cybersecurity at the European level.

Besides creating new concepts and developing new paradigms, IHEDN mission is also to concretely establish the framework for fruitful exchanges. Thus, in 2020, a first Advanced Strategic Course on European defense and security will be launched jointly with our German (BAKS) and Belgian (Egmont Institute) partners. The course is organized in 3 modules and addresses the full remit of the EU Global Strategy, of which the CSDP is one of the core policies. The advanced Strategic Course is meant to foster an interactive brainstorming, a network able to become a 'club', that will contribute to develop and strengthen an European strategic culture.

Last but not least, the *IHEDN knowledge-sharing day* in Brussels (*seminaire de rayonnement*) held since 2009 in collaboration with the Royal Egmont Institute, aims to highlight to identify European synergies in terms of CSDP and ways to overcome the current challenges. The latest edition has focused on the implications of Brexit for the CSDP.

## Challenges and the way ahead

IHEDN is resolutely turned to Europe. The institute constantly contributes to the development of the EU defense topics by deepening the mission of dissemination of a strategic culture among the EU Member States via the organization at the European level of courses, high-level sessions and events. Looking into the future, we need to further continue transforming the ESDC into an established structure able to share knowledge and disseminate ideas on the CSDP.

The IHEDN supports the development of new training courses on important strategic issues for the EU (such as technological sovereignty, issues related to Artificial Intelligence, hybrid threats,

evolution of defense doctrines, etc.) and looks forward to strengthen the already existing collaborations and synergies between the ESDC members.

One of the core challenges remains the promotion of a multidisciplinary approach of defense issues focused to advance EU's strategic thinking and more generally EU's common defense culture. This involves the understanding of a certain number of determinants of our common thinking on core issues (cyber security, climate change, hybrid threats, capacities and capabilities development), values and norms that may help Europe express its strategic posture. The ESDC could federate the academic efforts of its members to offer new training courses on core multidisciplinary approaches for the EU. As a key promoter of the CSDP, the ESDC must provide a unique environment for the debate and reflection that are necessary to understand strategic European issues

## The voice of the Egmont – Royal Institute for International Relations

*Sven Biscop*

### **The ESDC: A Tool for Strategy-Making**

I just write about EU policy; the participants in the ESDC courses are making policy, and implementing it. That is why, for me personally as well as for the Egmont – Royal Institute for International Relations as a think-tank, lecturing for the ESDC is such a great opportunity.

It would be for every academic and think-tank, because academics and think-tanks must take care not to stray too far from the real world. It is our job to think out of the box and generate ambitious ideas, yet to stay relevant to policy one must be able to imagine those ideas being implemented. Presenting our ideas to an audience of practitioners from all EU Member States and institutions is an immediate test of their relevance. I am not just happy, but keen therefore to accept invitations to lecture for the ESDC. For me as an academic, speaking for such a varied audience is a humbling and a rewarding experience. The true academic speaks with assurance of the issues that he has studied, but always in a conditional mode, for new facts and insights from other people will lead him to continuously reassess his analysis.

In return, I hope that some of my ideas can contribute to the work of the course participants. Academics seek to stimulate thinking, by shedding a different light on events and developments, that practitioners had perhaps not thought of; by reminding them of the history that went before, which sometimes the practitioners have forgotten; and by proposing concrete recommendations for future action. It is, in my opinion, crucial therefore that there is a sprinkling of academics in all ESDC courses, to add some exotic spice to the solid fare provided by the institutional speakers.

The fact that some of the courses are held in interesting locations is, of course, a not unwelcome extra. Even so, this aspect, too, needs to be taken seriously: one thinks and writes differently about such places as Ukraine or Moldova or Azerbaijan (to name just a few locations I have visited through the ESDC) once one has been there.

In Brussels or on location, the ESDC is a forum where one meets military officers, diplomats and officials from the various allies and partners of the EU. From the US and Canada, to the countries of the Eastern Partnership and the Union for the Mediterranean, to South America and ASEAN and even China: the ESDC reaches all of them.

In this regard, the ESDC is an instrument of EU diplomacy. Offering courses to practitioners from other countries is a most effective way of shaping their idea of the EU.

## European Strategy

For me, the main function of the ESDC, however, is to contribute to the making of European strategy. Nobody who has heard me lecture in an ESDC course will be surprised that in this article too I focus on the S-word.

Each EU Member State has its own history and strategic culture, geopolitical position, laws and institutions, so each brings its own distinctive national perspective on the world to collective EU decision-making. At the same time, the EU is a single market, and most Member States share a single currency and have abolished their internal borders. It no longer are the national borders, therefore, that determine national security: an act of aggression against any member of the single market, the Schengen zone or the Euro zone will immediately affect the politics, economies and security of all of its members. Just like a province of a state cannot dissociate itself from the security of the other provinces, so no EU Member State can dissociate itself from a threat against the security of a fellow member.

Therefore, even though as a consequence of its history or geography a state may traditionally focus on specific threats against specific territories, in reality all EU Member States have a shared objective interest in the protection of all of the EU against all threats. That does not mean, of course, that there is no more room for national perspectives. But they will have to be national views on European strategy – national strategy alone cannot provide security once one is a member of the single market.

Herein lies the role of the ESDC: to contribute to increasing the awareness of these shared interests, to promoting understanding of the different national perspectives, and to forging a collective European perspective on the world and how to deal with it. The aim, in other words, is to create a European strategic community: officers, diplomats and officials who know each other, who are familiar with each other's perspectives, and are therefore more able to think and to act together.

## Flagship Courses

The High-Level Course, the flagship course of the ESDC, serves exactly this purpose. Consisting of four modules in four locations, spread over the academic year, it creates an instant network of senior people. The Egmont Institute is proud to be a co-organiser, every year, of the first module, which always takes place in Brussels, in support



15th CSDP High Level Course 2019-2020 'Altiero Spinelli', in Brussels, jointly organised by The Royal Higher Institute for Defence and the Egmont Institute, between 23 and 27 September 2019.

© ESDC

of our Belgian sister institute, the Royal Higher Institute for Defence (RHID). One of the fixed agenda items of the High-Level Course has become the lecture that Egmont provides on the EU Global Strategy (previously on the European Security Strategy). This big picture analysis of the strategic dilemmas facing the EU sets the scene for the rest of the module and for the three subsequent modules (which every year are organised in and by different Member States).

Egmont's contribution to the first module of the Advanced Course for Political Advisors, which likewise is organised in Brussels every year, can be seen in the same light. The second and third module take place at the Geneva Centre for Security Policy and at the Landesverteidigungsakademie in Vienna. Egmont furthermore contributes a lecture on the EU Global Strategy to most Orientation Courses (which for the most part take place in Brussels) and to various other courses and seminars (in Brussels and abroad). In addition several Egmont senior research fellows and senior associate fellows speak on many other topics and chair panels and working groups in a variety of courses.

In order to take the forging of a European strategic community one step further, Egmont has taken the initiative, together with the RHID, the Institut d'Hautes Etudes de Défense Nationale (IHEDN) from Paris and the Bundesakademie für Sicherheitspolitik (BAKS) from Berlin, to launch a new course: the European Advanced Strategic Course on Security and Defence. The pilot edition will run in 2020, the fifteenth anniversary year of the ESDC.

The European Advanced Strategic Course aims even higher than the High-Level Course. On the one hand, it seeks to attract a more senior as well as a more varied audience: senior practitioners from Member States and the institutions, but also leaders from the security and defence industry, and selected academics and journalists. Just like the senior national courses organised by the four convening institutes bring together people from all sectors, public and private,

that contribute to national security, it seeks to do the same at the European level. On the other hand, it will look beyond the confines of the Common Security and Defence Policy (CSDP) and address the level of 'grand strategy': the EU Global Strategy in all its dimensions (of which the CSDP is, of course, a crucial one).

The motivation for creating this new course is the fact that the changing balance between the great powers is altering the strategic environment in which EU external action, including the Common Foreign and Security Policy (CFSP) and the CSDP, but also trade and investment, is operating. Not only has Russia become more assertive and has China become a great power; our ally among the great powers, the United States, is changing its grand strategy. This demands a thorough questioning of all our assumptions and the courage to think about new and creative strategic directions. At the same time, the EU is implementing ambitious defence schemes, notably Permanent Structured Cooperation (PESCO) and the European Defence Fund (EDF), which require close cooperation between the EU institutions, the Member States, and industry.

More than ever, we Europeans need to engage, to debate and to brainstorm therefore. Rather than as a classic course, this new initiative is indeed envisaged as a brainstorming, with the aim of creating a 'club' of people who all think about strategy and have the will to find European solutions. Bringing in academics and journalists is essential to the success of the exercise, for they will both contribute ideas and spread the European word afterwards.

### **The Link with Academia**

As a college needs 'students' (or course participants), so it needs academics. One role of the ESDC as I see it is to strengthen the link between academia (both think-tanks and universities) and the practice of EU strategy.

One initiative that Egmont has taken in this regard is the creation of an annual PhD prize (<http://www.egmontinstitute.be/media/call-for-submissions-the-2019-global-strategy-phd-prize>). The Global Strategy PhD Prize is awarded jointly by Egmont and the ESDC to a doctoral dissertation in one of the working languages of the CFSP (English and French), which addresses a policy-relevant topic related to the foreign, security and defence policy of the EU that falls within the remit of the EU Global Strategy, and which has been successfully defended in the previous academic year. The winner is selected by a jury that I chair, on which the Head of the ESDC sits, as well as representatives from the European External Action Service (EEAS), the European Commission, the European Defence Agency (EDA), the EU Institute for Security Studies (EUISS) and academia.



The award criteria stress policy relevance. It is my firm conviction that academics are not paid by society to develop esoteric theories that only other academics can understand, but to say something useful for all those engaged with policy: the practitioners who prepare and implement it, the politicians who decide on it, and the citizens who vote on it. Vice versa, policy-makers are well advised to ground their decisions in scientific research.

The PhD Prize is a modest attempt to bring the two sides, academia and policy, closer together, by rewarding and thus bringing to the attention of the policy community a particularly salient dissertation by a distinguished young researcher every year. Every academic has sufficient papers from his own students to read, but the jury of the PhD Prize is an additional duty that I happily assume.

Because of the importance of this link between academia and policy, I salute the ESDC initiative to create a doctoral school. The annual summer school especially can become a central platform where promising PhD candidates working on EU foreign, security and defence policy can meet and discuss each other's work, and get in touch with the Brussels policy community. Without a doubt, this will greatly enhance the quality of their research.

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*IHEDN is a long-standing partner of the ESDC. From its creation, IHEDN have been actively involved in the ESDC activities*

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Luiss researcher, Antonio Calcara, won the Global Strategy PhD 2019 prize, from the Egmont Royal Institute for International Relations and the European Security and Defence College (ESDC) for his thesis, entitled *The Decision-Making Dilemma of Arms Procurement Policy*

© Antonio Calcara



## **Conclusion: The Europeans**

Every time I participate in a seminar or attend a meeting involving EU or Member State officials, I meet someone who I had the pleasure of engaging with in one or the other ESDC course. That is the strength of the ESDC: it creates a network of Europeans, who do not always agree on everything, but who do feel European. In my view, the ESDC has become an indispensable institution, forging and spreading a European perspective that the EU Member States definitely need.

Academics like to hear themselves talk – I do not betray any great secret in putting it in writing. And, as I stated at the outset, lecturing for the ESDC gives depth to my own research. But the most important reason why I happily contribute to the ESDC whenever I can, is that I believe in the project.

# The voice of the Netherlands Defence Academy

*Riccardo Scalas*

## Introduction

The Netherlands can reflect both the past and future of the ESDC, in celebrating the 15-year anniversary of the ESDC with a publication, as the Dutch were there at the start and will be there in the future. As the CSDP evolves, so does the Member States' vision, which is influenced by both institutional development and our changing security environment in a broader geopolitical sense. In line with the solid academic tradition of the ESDC and the Netherlands Defence Academy, the views expressed are my own, based on my experience with the ESDC, and do not necessarily reflect an official position. Of course I will conclude with some food for thought that focuses on how to achieve this goal of a common European strategic culture/ awareness.

I will start on the Dutch reasons for involvement in the CSDP and the ESDC at the beginning, before explaining the evolution of Dutch thinking on this subject and some insight into how we see future developments in this regard. In the final paragraph I will provide some, perhaps blunt, 'Dutch-style' food for thought on our common goal of enhancing and stimulating a common strategic culture.

Netherlands foreign policy has long stated that NATO remains the cornerstone of our security and defence. This is still the case, but gradually the EU CSDP has entered that domain too and so has taken its place in the Netherlands' toolbox. Today we see both as equal and preferably complementary tools, and our changing environment is forcing us at least to optimise the European framework. This is by and large the basis for Dutch support of the current CSDP.

## Perspective

So the perspective of a Member State like the Netherlands in its participation in the ESDC, is that of a Member State which already has a solid system of both civil and military education and is internationally networked and competitive. International cooperation on training and education is relatively easy; it is rarely politically controversial, positive results are easily booked whilst negative results can just as easily be swept under the carpet or parked in obscure corners. The perceived need for a training and education option in the specific EU security framework was acknowledged; so the Dutch did some serious thinking about this before committing. For the ESDC, the Netherlands is a founding Member State together with the former 'Coal and Steel gang' and a few other countries.

Although visions may of course vary, it was under the Dutch chair of the EU Council in 2004(!) that the pilot HLC on ESDP (CSDP came later, with the Lisbon Treaty) was started and an Orientation Course in the same domain, run by the fledgling EUMS, was held. The Netherlands Defence College was tasked by the NL Presidency of the EU to operationalise the ESDC initiative, so it helped run and design, and sent participants to the pilot of the High Level Course on ESDP. Currently, the Netherlands is continuing to contribute to the ESDC at varying levels of intensity, and is currently deciding whether it should expand its commitment to the ESDC Cyber initiative and the programme for exchange of young officers (along the lines of the greatly valued Erasmus programme).

### **Member State investment**

What does it mean for a Member State to be an active contributor to the ESDC? First and foremost it is crucial that there is a broader vision at multiple levels. For the Netherlands this entails, at policy level, that both the Defence and Foreign Affairs ministries, together with their representatives in EU Delegations, are represented on the ESDC Steering Committee. In most Member States the major Defence or Diplomatic training institutes embody the Member States' participation in the ESDC. This is supplemented by direct participation from the Academic Board Faculty, course directors, training hosts and organisers, representatives, delegates, etc. At the time of writing, non-EU States may also participate, through associate membership, in the ESDC network of 200+ institutes, though there are of course limits on the depth of, and access to activities.

Enhancing and fostering an EU strategic awareness - or even 'culture' - remains the core task of the ESDC. Unsurprisingly for the Dutch, with their in-built sense of trade-offs and returns on investment, this is not an easy sell. The Dutch repeatedly scrutinise their participation in the ESDC and increasingly we are convinced that it is valuable to remain involved. The setup of the College meets our requirements very well, as a networked college run by and for the Member States and supported by a modest permanent secretariat and budget. This avoids duplication with NATO and is a very clear and cost-efficient way of doing things.

At the start the ESDC targeted a military audience, but it quickly moved to a broader target group of diplomats, police officers and policy makers from a wide range of disciplines and departments. This is of course perfectly in line with developments in the security and defence domain, which is becoming increasingly blurred owing to cross-cutting concerns.

Still, the development of the ESDC requires looking further into the future; the ESDC seems to be becoming the main training provider

of CSDP-related training and is covering a broad spectrum, from senior policy and guidance right through to the specialised fields of operations, deployment and actual staff functions.

The overall strength and uniqueness of the ESDC remains solid, but its evolution as an entity in its natural and structural environment can lead to some disengagement by Member States. This is one natural way that institutions evolve, but as with any EU institution it becomes unviable. The ESDC must also, as a training entity, keep some distance and avoid full integration in EU structures so as to guarantee its academic freedom and agenda-free service to the Member States. Continued commitment of the Member States is crucial to the concept of the ESDC being a Member State-driven activity though also to the goal of achieving European strategic awareness. By commitment I mean not only political backing, but actual fulfilling of tasks in the Academic Board configurations, active hosting of courses and assignment of people to task-executing functions both in the secretariat, as seconded nationals, or on a national basis by the participating institutions. The need for adequate, long-term funding goes without saying.

### **Stimulating an EU Strategic Culture**

So, how does one go about fostering and creating this European strategic awareness or even 'culture'? The ESDC is doing pretty well actually. It is staffed with capable people, there is a sizeable group of Member States contributing and ensuring continuity and there is no lack of inspiration when it comes to translating identified training needs into full courses or pilot projects. Attendance of courses is high while being based on the 'costs lie where they fall' principle. Based on evaluations on several levels we know that alumni have generally agreed that their CSDP horizons are broader than before, that they have acquired more in-depth knowledge and, more importantly, that they make use of the extensive network the ESDC delivers and have built up a network of their own that goes way beyond professional use.

Another aspect of this awareness, however, has more to do with bringing the abstract concept of a European (common) security culture to a broader public. This might seem as impossible as closing the perceived 'EU democratic gap', which Eurosceptics enjoy pointing to but which is, in theory, non-existent. Still an effort needs to be made at least to give a broad range of people working at various levels of government greater awareness of our shared interests and arguments to use in their daily working and social environments. A little further on the horizon, we can identify policy actions that might require small changes but can have a large impact. One of these would be to increase rotation in and out of the

EU structures by civil servants from the Member States; this should preferably be integrated in their career paths to as to provide for a tangible exchange of work experience in both EU structures and those of Member States. ESDC training can undoubtedly assist in this process; a good idea might be to bring the ESDC closer to the attention of national HR departments. Both Member States and the EU still choose to have 'talent pools' or 'competitions' to create such pools in their civil service structure. These instruments are part of the problem, by creating groups of highly capable civil servants that risk losing touch with society outside the EU 'bubble'. However they can also be part of the solution, by providing training and education on common security, which the fully networked ESDC is now doing, driven as it is by both EU structures and the Member States.

## The voice of DG ECHO

Alessandro Mattiato, and Apostolos Nikolaidis

The European Commission Directorate General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) is a close partner of the European Security and Defence College (ESDC). DG ECHO systematically contributes to the Pre-Deployment Trainings (PDT), the Orientation Courses and Advanced Modular Trainings, as well as other courses that relate to its mandate. Occasionally also DG ECHO engages directly with Member States' Defence Academies and War Colleges.

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*DG ECHO and ESDC: a successful partnership for the promotion of humanitarian Civil-Military Coordination.*  
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DG ECHO's contribution is focused on presenting and explaining its activities in both the civil protection and humanitarian assistance domains, fleshing out its role as part of the EU Integrated Approach to External Conflicts and Crises<sup>(30)</sup>, and focusing in particular on its principled interaction with military and security actors in the framework of Humanitarian Civil-Military Coordination (CMCoord).

<sup>(30)</sup> Council Conclusions on the Integrated Approach to External Conflicts and Crises, doc.5413/18, 22 January 2018.



Visual representation of EU's Humanitarian Civil-Military Coordination (CMCoord) Strategy, ranging from cooperation, coordination and coexistence depending on the context.

© European Union

Today's challenges and realities on the ground have brought the military and humanitarian and disaster responders to share the same operating environment.

For example, in contexts like Mali, Somalia and the Central African Republic, the EU deploys a wide range of instruments as part of its Integrated Approach in order to address the needs of the affected population and support the countries' stability, governance and economic development. This EU engagement includes also humanitarian assistance and, currently, 3 EU military Training Missions (EUTMs).

It is therefore crucial that humanitarian and military actors first of all engage in an effective dialogue and interaction, in order to avoid competition, minimise inconsistencies and pursue common goals, when possible. Protecting and promoting humanitarian principles remains fundamental for all EU actors. The degree of civil-military interaction differs depending on the context. In addition, dialogue is built on and strengthened through exercises, trainings and mutual sensitisation.

In this regard, the partnership between the ESDC to DG ECHO has been extremely beneficial and only underlines that Effective Humanitarian Civil-Military Coordination (CMCoord) is a priority for the EU including in the area of education and training. As a matter of fact, the constant engagement between EU military actors and DG ECHO has led to the adoption by the EU Military Committee (EUMC) on 30 January 2019 of the new EU 'Concept on Effective Civil-Military Coordination in Support of Humanitarian Assistance and Disaster Relief' <sup>(31)</sup>.

The concept was developed by the EU Military Staff, in close contact with DG ECHO, and operationalises in the EU the UN 'Recommended Practices for Effective Humanitarian Civil-Military Coordination' <sup>(32)</sup>, providing operational guidance to EU Common Security and Defence (CSDP) Mission and Operation Commanders on military support to Humanitarian Assistance and Disaster Relief.

It aims at increasing mutual understanding between the humanitarian and the military communities, presenting concrete ways to work together in a principled manner. The concept captures also key lessons learnt and best practices from interactions between the EU Military Staff and DG ECHO. In addition, the document highlights several examples of military assets used in support of EU disaster

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<sup>(31)</sup> Available online at: <https://data.consilium.europa.eu/doc/document/ST-5536-2019-INIT/en/pdf>

<sup>(32)</sup> Available online at: <https://www.unocha.org/sites/unocha/files/180918%20Recommended%20Practices%20in%20Humanitarian%20Civil-Military%20Coordination%20v1.0.pdf>



DG ECHO delivers a presentation on humanitarian Civil-Military Coordination during the international Military Academic Forum in May 2019 in Reichenau (AT).

© iMAF2019

relief operations, from the Ebola response in West Africa to the response to hurricanes and cyclones in the Caribbean (through the Union Civil Protection Mechanism).

One of the core elements of the concept is the importance for both humanitarian and military communities to be sensitised on the respect and promotion of the humanitarian principles. Being familiar with the humanitarian way of working and the specific sensitivities deriving from the need for humanitarians to be perceived -at all times- neutral, impartial and independent is the foundation for any humanitarian civil-military interaction and activity, from information sharing and task division to coordinated planning.



EU humanitarian aid being unloaded from a plane.

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The interaction between DG ECHO and the ESDC is specifically mentioned in the concept, highlighting that dedicated trainings with mixed (civilian and military) audiences, including specific lectures by humanitarian actors, are among some of the good practices presented.

Looking at future trends and challenges, this partnership has the potential to make a substantial contribution to a much-needed change in mind-sets towards the inclusion of CMCoord as key element of training curricula for both humanitarian and military actors.

For example, given the possible effects of more frequent and severe weather events due to climate change, EU Member States' armed forces may be also called upon more often to support disaster management and relief efforts, both within and outside the EU. They could assist in case civilian capacities are overwhelmed with logistical and other operational capacities, if or rather when requested by the civilian side.

In this case, effective CMCoord would foster operational effectiveness by helping to pursue the common goal of responding to the disaster. Joint planning could be required, for which –once again– appropriate education and training will be a precondition.

In this regard, the EU civ-mil concept highlights the benefit of humanitarian input for military planning: humanitarians can share their appreciation of the specific crisis for a better operational picture and specific expertise on Humanitarian Civil-Military Coordination. DG ECHO is involved at all stages and in all planning documents, including in exercises, from the beginning until the final Operation/Mission Plan (OPLAN/MPLAN). This process has resulted, for example, in the inclusion of dedicated modules on International Humanitarian Law (IHL) as part of the training that is currently delivered by the 3 EUTMs to local forces in CAR, Mali and Somalia.

International Humanitarian Law (IHL) itself is already at the core of military educational programmes and is embedded in the European military culture. In the future, it will be crucial to maintain its central role and to further enhance not only its understanding but also its active promotion at all levels, including in particular through military-to-military training which has proven to be effective, in line with the principle of leading by example. Complementarities with the related work carried out by humanitarian actors (like the ICRC and certain NGOs), is also essential.

In conclusion, if, as mentioned above, the whole idea behind CMCoord is to build bridges between two communities –humanitarians and military– that on the surface seem to think and act differently, the partnership between the ESDC and DG ECHO has been successful



DG ECHO participates in a panel discussion with the Chairman of the EU Military Committee (EUMC) on the security challenges in Europe and opportunities deriving from the EU Global Strategy organised by ESDC, the Hellenic Supreme Joint War College (HSJWC) and University of Macedonia in Thessaloniki

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in creating the conditions for better understanding each other and a solid basis for principled and mutually beneficial interaction.

This level of cooperation, as well as the EU civ-mil concept, have the potential to serve as inspiration for similar national approaches, for example between national military academies in EU Member States and the humanitarian and disaster relief communities.

Future educational programmes could ensure the inclusion of lessons learnt and good practices from the interactions between military and humanitarian actors in operations, joint trainings and exercises. Many good practices can already be identified in each Member State, especially in relation to the use of military assets in support of humanitarian assistance and disaster relief.

DG ECHO is very grateful to have been a part of these first 15 years of the ESDC and is strongly committed to continue offering its contribution to the excellent work done by the College, aiming at further strengthening Humanitarian Civil-Military Coordination in the EU.

# The voice of the EUMS

*Anselmo Martin Segovia*

## EU military training system

This article will discuss the EU Military Training System that prepares the military personnel for deployment on CSDP operations and missions.

In September 2013, the EU Military Committee (EUMC) analysed the CSDP training and education environment and agreed on an action plan with short term proposals in order to:

- Develop the military aspects of the EU Policy on Training for Common Security and Defence Policy (CSDP).
- Establish an EU Military Training Group (EUMTG) to define military training requirements in CSDP.
- Increase cooperation with NATO in common areas of interest.
- Identify nations/organisations that may lead cooperation in agreed training areas.
- Create a Web Portal to ensure transparent and easy access to all relevant information.
- Consolidate an EU military training and education community.

This action plan provided the foundations on which the EU Military Training and Education System has been built and can be defined as a functional framework configured by actors and structures, principles and processes, tools <sup>(33)</sup> and relationships.

## EU military training disciplines

One of the basic principles of the EU Military Training and Education System is that training of personnel for CSDP military operations and missions is the responsibility of the EU Member States. They are to maintain, through their national collective and individual training systems, suitably trained and interoperable personnel and capabilities for CSDP military operations and missions. In this training endeavour, EU bodies play a supporting and complementary role.

Building on this primary responsibility, EU Member States have also decided to cooperate in analysing and determining training requirements for agreed EU Military Training Disciplines <sup>(34)</sup> in order to ensure a suitable level of performance for their personnel and capabilities participating in CSDP military operations and missions.

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<sup>(33)</sup> It is expected that the Web Portal designed to support the management of the different processes of the System will be operational in 2021

<sup>(34)</sup> Disciplines are defined as functional categories grouping distinct themes in the context of military capability for CSDP operations and missions.

These analyses are to identify training gaps and propose adequate corrective measures.

At this stage, the EUMC has already agreed to analyse training requirements in 22 Disciplines <sup>(35)</sup>. By mid-2020, it is expected that the EUMC will have determined training requirements analyses for 6 Disciplines: Operations Planning; Military Contribution to Disaster Response, Humanitarian Aid and Civil Protection; Multinational Logistics; Cyber Defence, Gender and Integrated Border Management.

## **EU military training actors**

The EU military actors involved in the different processes of the System are the EUMTG, EU Military Staff (EUMS), Disciplines Leaders and the EUMC.

The EUMTG is a configuration of the EUMC Working Group in a training expert format. It is the linchpin of the System, responsible for coordinating and managing the cycle and processes (e.g. determination of priorities, definition of Disciplines, dialogue with NATO, elaboration of programmes and assessments ...). In this role, the EUMTG is supported by the EUMS.

EU Member States or International Organisations, on a voluntary basis, may act as Discipline Leaders (DL). DL support EUMTG in analysing training requirements, propose courses and common curricula for inclusion in the training programmes, provide training within their means and capabilities, advise on and assess the meeting of training requirements.

The EUMC provides strategic guidance to the EUMTG and the Discipline Leaders.

Besides military actors, the Political and Security Committee (PSC) supervises and approves training requirements, programmes and reports submitted by the EUMC.

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<sup>(35)</sup> Operations Planning for CSDP; Military Contribution to EU Disaster Response, Humanitarian Assistance and Civil Protection; Military Role in Cyber Defence; Weapon of Mass Destruction / Chemical, Biological, Radioactive and Nuclear Defence; Military Role in Integrated Border Management; Gender in support of CSDP Military Missions and Operations; Multinational Logistics; Civil Military Cooperation; Military Role in Maritime Security; Leadership and Management; Financing of CSDP Military missions and operations; Legal aspects of CSDP; Mission Specific / Pre-deployment Training; Comprehensive approach to Crisis Management in CSDP; Military support to Counter terrorism; Military support to SSR / DDR; Military Role in Space Operations; Military Role in Energy Security; Communication and Info Integration; Intelligence / ISTAR; Information Environment (InfoOps, PsyOps) and Personnel Recovery.

## EU individual training

This section concentrates on specific CSDP training requirements and related training opportunities jointly provided by EU Member States and EU bodies.

There is a clear need to enhance and consolidate a culture of the EU Integrated Approach among civilian and military personnel working in CSDP matters, especially at the political-strategic level. This culture needs to be based on a common understanding of CSDP. We need training activities designed to properly visualise the role of various EU external levers of power and portray the nexus between security and development and between the EU's internal and external security dimensions. The European Security and Defence College (ESDC), supported by its network, organises a wide array of Courses in support of this training requirement <sup>(36)</sup>.

From an operational perspective, military personnel involved in CSDP, particularly in operations and missions, require sound knowledge on and understanding of the:

- Priorities of EU External Action in Security and Defence.
- Conflict analysis and response options.
- CSDP Advance and Crisis Response planning at the political-strategic level.
- Transfer of planning authority to the strategic-military level.

In direct support to this training requirement, the ESDC, in cooperation with voluntary Member States (IT, EL, SE and IE) and EUMS, plans and conducts the Advance Modular Training (AMT) designed to enhance the operations planning skills of civilian and military senior officers working at political-strategic and military-strategic levels within the multi-dimensional, multi-phased, multi-lateral and multi-level context.

From a functional perspective, the current initiative aims to train personnel in the principles of logistics in Operations in order to generate synergies in the context of CSDP operations and missions. This training opportunity is being developed by the EUMS and the Multinational Logistics Coordination Centre (MLCC), under the auspices of the ESDC.

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<sup>(36)</sup> Such as the EU Senior Mission Leaders Course, CSDP High Level Course, Counter Hybrid Threats and the ESDC- DG DEVCO Course on fragility, security and development in the EU External Action.

## EU collective training

The EU has established an autonomous capacity to take decisions to launch and conduct EU-led military operations and missions within the range of the tasks defined in the Treaty on European Union <sup>(37)</sup> and the agreed types <sup>(38)</sup> of CSDP military operations. In addition, the EU CSDP Military Level of Ambition aims at being able to plan and conduct, simultaneously and outside the territory of the EU, specific military operations and missions of varying scope within the framework of the Integrated Approach.

To meet these operational challenges, collective training focuses on the preparation of command and control capabilities at military-strategic and operational levels (EU OHQ, MPCC and EU FHQ) through:

- Staff Training.
- Participation in CSDP Exercises (e.g. MILEX or Multilayer).
- Participation in national or multinational exercises (e.g. Alertex, LIVEX or CPX).
- Contingency planning using realistic scenarios during EUBGs' preparation/standby periods.

For CSDP exercises, the EUMS develops, in coordination with other EU bodies, simulated but realistic scenarios in geographical locations of interest for the EU. The experience, lessons and best practices collected in CSDP military operations and missions are used in order to design scenarios and event lines.

<b>2020</b>	<b>1st semester (TBC)</b>	MILEX 20	IT EU OHQ	IT EU FHQ
		EUIX 20	MPCC/EUMS	
	<b>2nd semester (TBC)</b>	MULTILAYER 20 INTEGRATED RESOLVE 20	MPPC*	IT EU FHQ

During Exercise EU Integrated Resolve 2020, scheduled for the second semester, specific emphasis will be placed on exercising and evaluating the operational capability of the MPCC to plan and conduct at military-strategic level one executive CSDP military operation limited to an EU Battlegroup size while simultaneously conducting the currently assigned non-executive missions.

<sup>(37)</sup> Joint disarmament operations, humanitarian and rescue tasks, military advice and assistance tasks, conflict prevention and peace-keeping, tasks of combat forces in crisis management, including peace-making and post-conflict stabilisation.

<sup>(38)</sup> Listed in the annex of the Council Conclusions on implementing the EU Global Strategy in the area of Security and Defence, dated 14 November 2016.

## EU NATO cooperation in training

Enhancement of EU-NATO cooperation in training is a key area for the EUMS. The focus is on helping to increase mutual knowledge and reciprocal exchanges, promote common projects, processes and terminology, avoid unnecessary duplication and generate synergies.

Within the framework of the EU NATO Joint Declarations and the Common sets of proposals on the implementation of the Joint Declaration, the EUMS interacts with the NATO International Military Staff (IMS), Allied Command Transformation (ACT) and Allied Command Operations (ACO) to define and develop practical ways of engaging in training activities (e.g. conferences, educational exchanges, exercises, courses, informal discussions, roundtables, etc.), all in accordance with the principles of reciprocity, inclusiveness and transparency.

Interaction among those EU DL and NATO Department Heads dealing with similar training disciplines provides direct added value to the EU Training and Education System.

In recent years, the EUMS has participated in courses at the NATO School Oberammergau (NSO) and at the NATO Communication & Information Agency (NCIA). At the same time, the ESDC invites NATO IMS, ACT and ACO to courses open to International Organisations and Third States.

Educational exchanges, between the EUMS and NATO IMS, including e-learning modules, are planned for 2020 and will be addressed to newcomers and members of the Crisis Management Teams from both organisations. In parallel to these exchanges, the EUMS and NATO/IMS also exchange views on specific topics through periodical Scenario-Based Informal Discussions on Crisis Response Planning and on Hybrid.

As regards exercises, the EU and NATO explored ways in which to boost cooperation among institutions and bodies in hybrid issues during the Parallel and Coordinated Exercises (PACE) that took place in 2017 and 2018. Based on collected lessons and achievements, the PACE concept is currently under revision with a view to increasing EU-NATO cooperation for the future by sharing scenario settings and events.

From a more functional perspective, let me also mention that an EU Interoperability Exercise (EUIX) is planned within the framework of NATO CWIX 2020 in order to enhance the interoperability of EU C2 systems used to conduct CSDP military operations and missions.

## **Permanent Structured Cooperation (PESCO) training related projects**

Though PESCO initiative and projects are go beyond the remit of the EU Military Training and Education System, it is also important to note that the EUMS is monitoring and supporting the initial developments in the projects related to training: the European Training Certification Centre for European Armies, Helicopter Hot and High Training, the Joint EU Intelligence School, the EU Test and Evaluation Centre and the Integrated European Joint Training and Simulation Centre.

## **Conclusions**

The establishment of an EU Military Training and Education System facilitates the synchronisation and interaction between national and multinational training and education activities, enhances interoperability and ensures the use of common standards and references (e.g. policies, concepts, processes, criteria etc.). We have a lot of work to to in order to consolidate this System to ensure that it always benefits the operational capability of the EU forces.

This article commemorating the 15th anniversary of the ESDC cannot conclude without highlighting the outstanding and long term cooperation between the ESDC and the EUMS since the early stages of the School. In that period, the School was located in the Kortenberg building and had a staff of two persons who were benefited from the invaluable support of a single Action Officer from the EUMS.



# The voice of the The European Centre of Excellence for Countering Hybrid Threats

*Teija Tiilikainen*

## **Introduction**

Hybrid threats are unconventional threats that challenge the comprehensive security and stability of democratic societies. They take advantage of the values of open and democratic societies by turning them into a major source of insecurity. The forms of hybrid action are not necessarily illegal; they tend rather to operate within the grey zone between legal and illegal. With their ambiguous and hybrid form these threats cause great difficulties for their target countries in finding the appropriate measures against them.

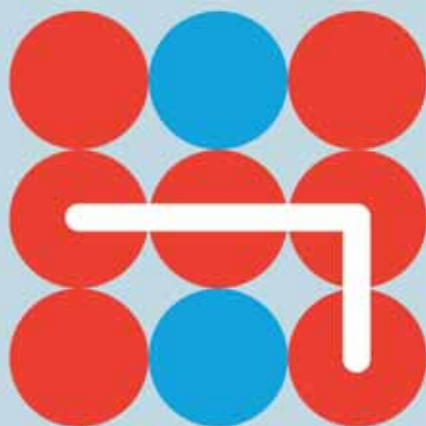
This article will focus on the character of challenge that hybrid threats pose for the EU and NATO and their Member States. It will also ponder over means existing to counter them.

## **Hybrid threats in the current international environment**

We are living in an era of many simultaneous transitions in the global system of power. The most visible of them deals with changes in the balance of power among states. The well-known argument about a gradual weakening of the role of Western powers, in particular the US, and a corresponding strengthening of China, Russia and many regional hegemony, seems uncontroversial. For a longer time another trend called diffusion of state power has made itself obvious. It refers to the strengthening of a variety of non-state actors all from intergovernmental organisations and multinational companies to terrorist groups and even powerful individuals. Both of these trends have led to a gradual dissolution of the post-war international order with its norms and institutions. An international order based upon cooperation and mutual trust has been developing to a direction where a balance of power between the leading actors is replacing cooperation and mutual distrust and unpredictability dominates.

Such an environment of transition and disorder provides a fertile ground for unconventional instruments of power. These 'hybrid means' are partly linked with the conflict of values in the current international system and the efforts of non-democratic states to take advantage of vulnerabilities within the political and societal systems of their democratic counterparts. But they can equally be linked with the efforts of weaker actors to balance shortcomings in their power arsenal. This threat environment also nourishes an emergence of unconventional allies between states and non-state actors in promotion of shared interests. The unconventional power

# WHAT IS HYBRID COE ?



## THE EUROPEAN CENTRE OF EXCELLENCE FOR COUNTERING HYBRID THREATS

Hybrid CoE is an international hub for practitioners and experts. We aim to assist participating states and institutions in understanding and defending against hybrid threats.

### ESTABLISHMENT

The initiative to establish Hybrid CoE originated from the Joint Communication by the European Commission and the High Representative to the European Parliament and the Council "Joint framework on countering hybrid threats – a European Union response", decided in Brussels on 6 April 2016.

The initiative was supported in the Common set of proposals for the implementation of the Joint EU/NATO Declaration, endorsed by the Council of the European Union and the North Atlantic Council on 6 December 2016.

The Hybrid CoE was established on 11th April 2017, inaugurated on 2nd October, 2017.

### BRIEF INTRODUCTION TO HYBRID THREATS

The term hybrid threat refers to an action conducted by state or non-state actors, whose goal is to undermine or harm the target by influencing its decision-making at the local, regional, state or institutional level.

Such actions are coordinated and synchronized and deliberately target democratic states' and institutions' vulnerabilities.

Activities can take place, for example, in the political, economic, military, civil or information domains. They are conducted using a wide range of means and designed to remain below the threshold of detection and attribution.

instruments such as disinformation campaigns, cyber attacks, disturbance of critical infrastructure, election interference or even different forms of hybrid warfare are cost-efficient in comparison with more conventional forms of power politics. They are also much more difficult to attribute, which lowers the risks for countermeasures or sanctioning.

## Countering Hybrid Threats

Countering hybrid threats forms a challenge to Western actors, be they state actors or the EU or NATO. First, they have to be capable of protecting their societies without compromising their key values. This is an obvious challenge in particular with respect to the information environment and its protection from disinformation or any other forms of foreign interference. Modern societies' technological vulnerabilities form another challenge taking into account for instance existing interconnectedness of various forms of critical infrastructures and possibilities to affect their functioning via cyberspace. A third challenge can be discerned in the vulnerabilities of rule of law societies, where any form of political power and authority must be based on law. Many forms of hybrid action take advantage of gaps in the normative frameworks, national or international, or operate within the grey zone between what is legal and what is not. This kind of action causes serious problems for democratic governments to take action and protect themselves as both the character of attack and the legal basis for necessary countermeasures remain ambiguous.

Along with their Member States both the EU and NATO have strengthened their policies and preparedness vis-à-vis hybrid threats during the past few years. As complex institutional entities they share the same vulnerabilities with respect to disinformation campaigns and instability or disturbance caused for their institutional system – political or military – including their decision-making. Furthermore, their tasks and mandates require them to act in support of their Member States in this field.

The EU and NATO have thus consolidated their efforts in responding to hybrid threats and enhancing the resilience of their Member States through different policy instruments, new institutional structures and practices and better coordination and sharing of good practices. One of the fields where both organisations have been active is cyber security and critical infrastructure protection. For the EU's part enhancing resilience takes the form of legislative projects and mapping vulnerabilities in major fields of critical infrastructure protection such as energy security, critical communication routes and health security. NATO approaches this issue through its policies on civil preparedness, which has been gaining a new momentum

recently. Both organisations are focusing on the challenge posed by cyber security recognizing the vulnerabilities of their own functions – and those of their Member States – in front of it. NATO thus declared cyber defence as a part of its collective defence and recognized cyberspace as a domain of operations in which NATO must defend itself as effectively as in any other domain. Apart from its strengthened legislative measures, the EU has established cyber defence projects in the framework of its Permanent Structured Cooperation (PESCO) and agreed on a framework for sanctions against cyber-attacks constituting a threat for the Union or its Member States.

Targeting disinformation campaigns is a joint challenge for the EU and NATO in addition to which the EU is actively supporting its Member States in countering election interference, which has become an increasingly efficient practice for the adversaries in seeking to affect the policies and decision-making of democratic countries.

Hybrid threats require new instruments and policies from the EU and NATO and in this context, strong and well-functioning cooperation between the organisations is the key. Countering hybrid threats thus became one of the topics for the new strategic partnership between the EU and NATO on which the organisations agreed in 2016. In their Joint Declaration the two actors decided to boost their activity to counter hybrid threats by working together on analysis, prevention, and early detection, through timely information sharing and cooperating on strategic communication and response.

Coordination of cyber defence and on exercises including those on hybrid are also included in these efforts. Later on in the same year a common set of proposals were agreed to implement the Joint Declaration. These proposals included measures at a practical



© NATO

level and encouraged the Member States of both organisations to participate in the European Centre of Excellence for Countering Hybrid Threats (CoE) to be established in 2017.

This CoE, which was established by a smaller number of participants has currently 27 participating states covering most EU members and the US, Canada, Turkey, Norway and Montenegro of NATO's non-EU members. The CoE covers a wide range of projects aiming to analyse various forms of hybrid action, make their forms and the strategies of the actors behind them visible and thus enhance the resilience of its participating states vis-à-vis them. The CoE operates as a network-based organisation; it brings together experts from its participating states to share experiences and good practices. The CoE is further a key interlocutor for the key EU and NATO bodies in countering hybrid threats and distributes the outcomes of its work also to them. In accordance with its original goal, the CoE provides a joint platform for the two organisations in countering hybrid threats and building resilience.

## **Conclusions**

Unlike conventional threats, hybrid threats are inherently dynamic and change their forms and functional logic constantly. New technologies provide infinite possibilities for their use via cyberspace or different forms of hybrid warfare. Western open societies must be both agile and equipped with solid strategic far-sightedness in countering them. As the vulnerabilities are largely shared by all Western societies, close cooperation between them is the key in addressing them. For this purpose, all forms of education and training, raising awareness and creating communities of experts are invaluable.



# Special Contributions

## Common training on CSDP – an idea turned into reality

*Dimokritos Zervakis*

Training and education are a *sine qua non* for all actions in life.

In July 2002, owing to Denmark's opt-out, the Hellenic Presidency in ESDP lasted one year. It prioritised the 'Common Training' initiative. As highlighted in the Presidency's Point Paper presented to the European Union Military Committee in September 2002, the initiative aimed to create a common European security culture. This could be achieved in various ways by mainstreaming European training activities within the European Security and Defence Policy (ESDP) area. Incidentally, this is the same culture that is being sought to be strengthened through the development of the 'Strategic Compass', which started during the German EU Presidency in the second half of 2020 and is expected to be completed during the French Presidency in 2022.

2002-2003 was also the year of a more general evolution in ESDP and CSDP. The EU declared that it had '*operational capability across the full range of Petersberg tasks, limited and constrained by recognised shortfalls*'. It established the ECAP Project Groups to alleviate these shortfalls and agreed on the creation of the European Defence Agency. Agreement was reached on the EU Rapid Response Concept and the term Battlegroup was added to our vocabulary. During this period the European Union launched its first civilian missions and military operations outside its territories. In the same year, Javier Solana, the then EU High Representative for Foreign and Security Policy, presented his European Security Strategy.

The task was not an easy one. Although the Presidency's overall aim was accepted, it was difficult to find agreement on the detail. The very short first paper presented by the EU Military Staff, actually questioned the necessity of going on this path further than a short-period course. The Hellenic Presidency took over the initiative and in the end: '*The Council welcomed the initiative of the Presidency on common training at different levels and underlined its importance for the improvement of interoperability and the further enhancement of a European security culture under the ESDP.*'

In May 2003, with a view to achieving a tangible result, the Hellenic Presidency organised and held the first ever 'ESDP Orientation Course'. The target audience was principally military personnel already working in the EU environment, either in Brussels or in the various capitals. The participants' main aims were not just to acquire new knowledge but to evaluate and demonstrate the value of the course. Accordingly, immediate feedback was provided after each session.



May 2003, 1st ESDP Orientation Course

© Dimokritos Zervakis

The orientation course was held in a basement of a European Commission building located at Square Frère Orban, now the headquarters of the Commission DG for Research and Innovation, and not in other ESDP-related premises (the reason for this is indicated in the above paragraph). During the one-week event, the participants learned about the basics of the ESDP, its structures and procedures, its missions and operations, as well as its policies and concepts, most of which were being developed. This structure is still used as a framework for current orientation courses, but of course with a completely different, updated content, proving the big steps forward.

The course was well received and formed the basis for the most successful training activity of the subsequent European Security and Defence College: the CSDP orientation course. It could even be argued that the course and its participants were the founding fathers of CSDP training and education at European level.

Later in 2003, four EU Member States (France, Germany, Belgium and Luxembourg) came together for a Summit. The main results of the summit, which were also implemented over time, were (a) Operational Headquarters, which at the time were proposed to be established in Tervuren and set up together with the Military Planning and Conduct Capability (MPCC), and (b) a European Security and Defence College, with a view to strengthening the common European security culture.

The first courses were the one-week 'Orientation Course' and the five-module 'High Level Course'. The latter was designed for decision-makers in the EU institutions and the EU Member States. This five-module course was established after a pilot phase in 2004 and 2005.

Keeping a constant eye on the development of ESDC activities from my various relevant posts, but also out of personal interest, and as a speaker in various ESDC Courses I have followed its extraordinary transformation from an idea into what it is today and what it might become tomorrow.





2019 CSDP Orientation Course

© HJWC

In the pilot phase, the smaller Member States showed great interest in training and education at European level. They did so for three reasons: (a) cost-efficiency: it was more affordable to send a small group of personnel dealing with CSDP to a European course than to set up a national course; (b) the high quality of courses: the trainers in ESDC courses were mostly desk officers; (c) underdeveloped training opportunities (both content- and facility-wise) for CSDP training in the EU Member States.

As a result, the first courses held within the newly created ESDC were hosted by Austria, Luxemburg and Slovenia. Over time, Austria became one of the main training providers in the framework of the European Security and Defence College, and Cyprus followed soon after. Over the past 15 years, Cyprus has organised several modules of the High-Level Course and several CSDP orientation courses. It has contributed to many events held in the context of the Military Erasmus initiative and has hosted meetings and conferences in the framework of the College. Cyprus initiated and held the 1st CSDP Olympiad, which brings together cadets from European military, air force and navy academies to compete in various disciplines. Among other things, the cadets have to write a thesis on a CSDP-related subject related to the CSDP. This task also contributes to a common understanding of the EU's security and defence agenda, thereby creating a European security culture at a very early stage of their military careers.

When the College became a legal entity within the European External Action Service in 2013, Cyprus was one of the first Member States to send an officer on secondment to the College's Secretariat. Mr Symeon Zambas was responsible for the military dossier, in particular the Military Erasmus project. His six years of secondment played a crucial role in the development of the Military Erasmus programme, the creation of the CSDP Doctoral School in 2017, the SQF MILOF in 2018 and the EU Military Secondary Schools Forum in 2019.

As Chief of Staff of the National Guard of Cyprus in 2015, I supported and was involved in the pilot Leadership Common

Module co-organised by the National Guard of Cyprus and the Austrian Theresan Academy in August 2015, and suggested that Cyprus hold this on a regular basis. The training proved very successful and was included in the curriculum of the Common International Semester of several EU army academies.

Cyprus also made a contribution to the successful Austrian CSDP handbook projects. The handbooks, which are a cornerstone of CSDP training and education at EU level, are designed to support the learning progress of students of the European Security and Defence College. Together with Austria, Cyprus published the third edition of the *Handbook on CSDP* in 2017. The Austrian and Cypriot Ministers of Defence wrote the forewords. The then Minister Christoforos Fokaides stated: *'This new level of ambition for CSDP necessitates the promotion of a common security and defence culture based upon our shared values, ideals and security interests. Investing in systematic education and training is a prerequisite for achieving this goal. In this regard, the role of the European Security and Defence College is crucial.'*

The cooperation with Austria on the publication was also a first for the College. Cyprus' main input was a monetary, in-kind contribution to the College for the reprint of the third edition. It was also a test case to see how such in-kind contributions should be dealt with and administered by the receiving institution, including in the external audit. 'Learning by doing' was the management principle used in this exercise, and gave rise to a number of lessons learned. The ESDC has now implemented these lessons thanks to Cyprus's initiative and would be ready to receive more monetary, in-kind contributions for specific tasks.



Team-building and leadership training during the 1st pilot Common Module 'ML B' in Cyprus in 2015.

© Cypriot National Guard / LtCol Symeon ZAMBAS

Last year, in another development, a cyber education, training, evaluation and exercise (ETEE) division was integrated within the ESDC. The purpose of this division was to establish a focal point for cyber activities at European level. The creation of the platform was based on a study requested by the EU Military Committee, implemented by the European Defence Agency and conducted by RAND Europe.

Cyprus volunteered to second another officer, Mr Marios Thoma, who took over the lead in this field in the College. During the inauguration ceremony, the then Cypriot Defence Minister Mr Savvas Angelides, stressed the importance of cybersecurity for our societies during his keynote speech and said: *'The security and stability of the net, as well as the integrity of data flows, is of growing importance to our economies and our societies. By 2030, the number of internet users is expected to near 5 billion. By then, 80 % of the world's population will have mobile connectivity and 60 % will enjoy broadband access. Artificial intelligence, big data, cloud computing and the Internet of Things will shape the pace and nature of our lives, work and consumption habits.'*

I have mentioned all the above contributions made by Austria and Cyprus as a proof that training could be a niche capacity for smaller Member States. Even a small Member State such as Cyprus, which lacks a military academy, can contribute to the Military Erasmus Initiative on equal terms. The ESDC provides small Member States with the requisite forum, tools and inspiration and enables them to make an important contribution.

In conclusion, Cyprus recognises the importance of the European Security and Defence College for strengthening the common European security culture. As one of the many small states within the EU, we understand the need for training and education at European level. We therefore see our role as one of pooling and sharing in order to support the college in staffing, conducting training activities and broadening the scope of the CSDP in a genuinely integrated and therefore European manner. As an officer who has had the good fortune to have been involved in the development of CSDP training from the beginning, I would like to express my gratitude to all those who have worked hard to transform the initial idea into action – action that is bearing fruit today and paving the way for a better tomorrow.

“

*Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives – choice, not chance, determines your destiny.*

Aristotle

”

## A Union at the Crossroads

*Mikhail Kostarakos*

### A Union at the Crossroads

The European Union's Global Strategy on foreign and security policy, presented by the High Representative/Vice President Federica Mogherini in June 2016, put the issue of European security in the limelight. It also acknowledged in a very formal way the importance of balanced smart power in the hands of a credible global security provider.

The term '*Global*' in the Global Strategy has two meanings, the more obvious of which is the geographical one. If we limit ourselves to this meaning, we will miss the most important message that the Strategy conveys. '*Global*' is also used to describe the approach that the European Union has adopted in order to address external crises or conflicts. Under this approach, all different aspects of a crisis are studied and duly addressed, by building and launching a full package of responses to it. A crisis is never a one-dimensional incident, nor are its consequences. Negligence or failure to address each and every underlying factor will unavoidably lead to the re-emergence of the crisis in the future, probably in a more violent form. The international response needs therefore to be multidimensional, comprising a well-balanced, finely-tuned and well-orchestrated sequenced deployment of all relevant tools available.

The European Union has the privilege of being the only global actor capable of summoning crisis management tools in every possible domain. From a soft power perspective, the Union is undoubtedly a giant. Its diplomatic and economic might, combined with its



adherence to its founding values, confers on the Union the status of a privileged interlocutor or mediator. In terms of hard power, it is generally accepted that the Union remains below its true potential, which offers plenty of scope for further development. Hard power will complement and support diplomatic, humanitarian, development and other soft power efforts, by providing the fertile background they need to flourish, i.e. the security environment. In this way, the European Union can act as a global security provider.

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*the European Union has the privilege of being the only global actor capable of summoning crisis management tools in every possible domain.*

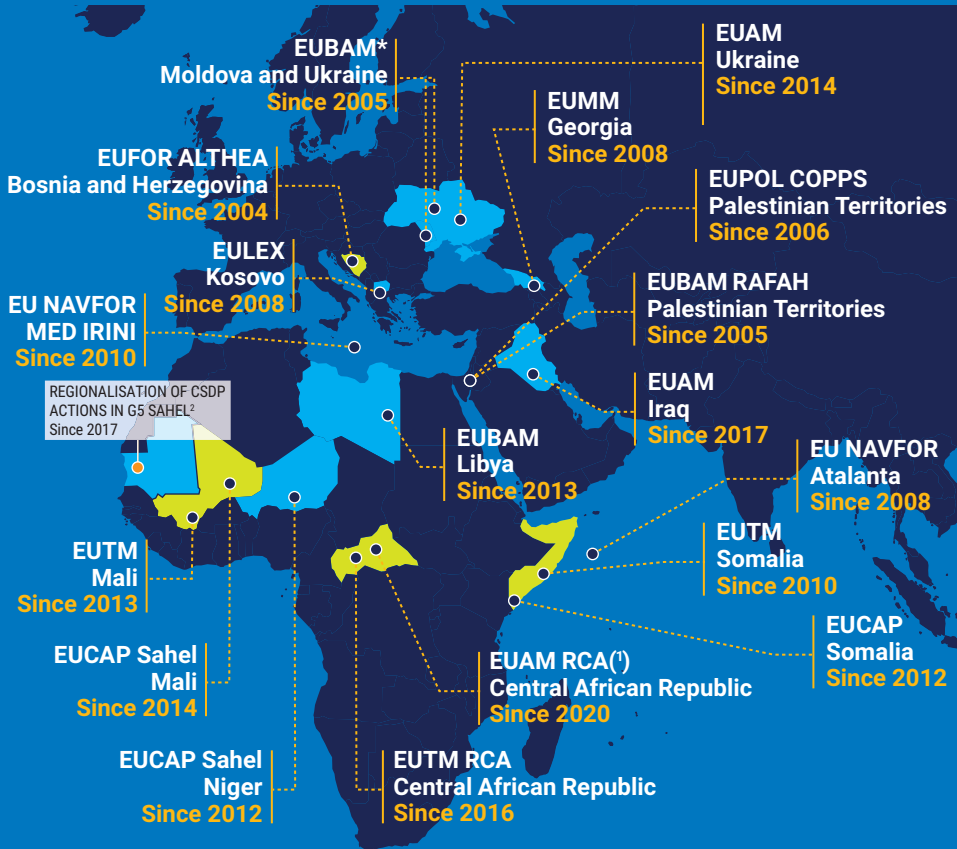
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Today, six military CSDP missions and operations are deployed on the ground and at sea; some of them co-exist with civilian missions operating in the same country. Their respective mandates are distinct both in nature and in objectives, and their respective areas of responsibility are delineated. Yet, their political-strategic objective is the same. Cooperation, coordination and complementarity are paramount not only for their respective success but also for their achieving that success with the minimum consumption of resources, of which time is probably the most valuable.

Although these aforementioned missions and operations did contribute to the stabilisation, if not the improvement of the situation in the respective country of deployment, they did not meet the expectations of the planners and revealed the limitations of the European Union as a global actor in the contemporary geopolitical arena. The main limitations comprised: limited resources, non-existent interest, and unwillingness to seriously engage. These limitations were easily apparent to the interested parties and were reflected in the level of respect the Union enjoys in return. The tone and rhetoric used by the Turkish president Erdogan whenever he refers to the European Union are quite indicative of how others view the Union in geopolitical terms. This is the Union we have, but not the Union we deserve.



# EUROPEAN UNION CSDP MISSIONS AND OPERATIONS 2020



Military missions/operations

Civilian missions



**6**

ongoing military missions/operations



**11** ongoing civilian missions <sup>(1)</sup>



Around **5 000** people currently deployed



## Objectives:

Peace-keeping, conflicts prevention, strengthening international security, supporting the rule of law, prevention of human trafficking and piracy.

\* This Mission is not managed within CSD Policy structures, but its objectives are very similar to the other Missions, so we include it here.

<sup>(1)</sup> Full operational capacity of EUAM RCA is planned for June 2020.

<sup>(2)</sup> The Regional Advisory and Coordination is a CSDP action which facilitates EU Support to security and defence cooperation amongst G5 Sahel countries (Mauritania, Mali, Burkina-Faso, Niger and Chad).



The Libya Summit in Berlin, Germany on 19 January 2020

© U.S. Department of State, Photo by Ron Przysucha/  
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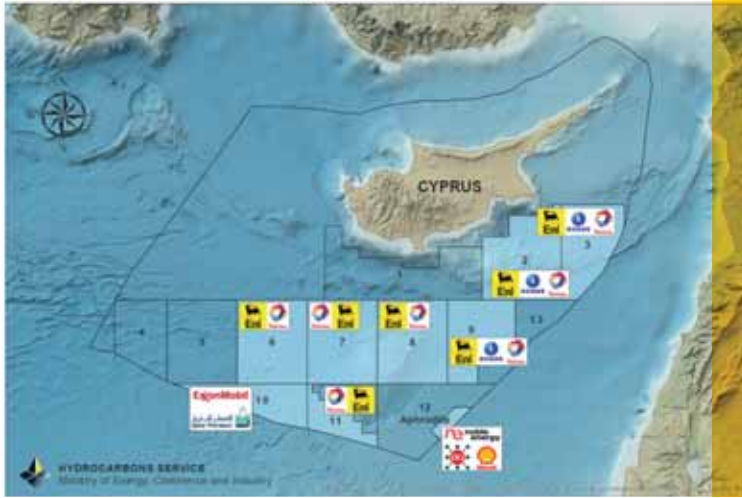
The recent turn of world events offers the European Union at least three opportunities to give a new impetus to its CSDP engagement and remind the world of its prominence. It is up to its new leadership to seize these opportunities and reinstate the Union as a global actor to be taken seriously, not lightly:

- Strait of Hormuz: Following the recent increase of tensions between the United States and Iran, which may pose a threat to the European Union's interests, the governments of Belgium, Denmark, France, Germany, Greece, Italy, the Netherlands and Portugal (as of 20 January 2020) politically support the deployment of a European Maritime Awareness in the Straits of Hormuz (EMASOH) operation. Denmark, France, Greece and the Netherlands will contribute in kind. The title of this maritime operation (European) is misleading, since the European Council has not yet taken any such decision, thereby leaving the initiative, the responsibility and the burden of protecting the common interests, to interested and volunteer Member States.
- Libya: The current situation in Libya, a country in the Union's backyard and in a state that was caused by some of its Member States to a certain degree, requires the immediate attention of the Union in its entirety.

Nonetheless, during the Libya Summit in Berlin that took place in January 2020, although the European Union was invited, neither Italy, Malta nor Greece, the three Member States that are neighbours with Libya, received an invitation. This allowed interventionist third parties to unfold their own agendas unchallenged and take decisions that will affect the absentees. To a certain extent, this is a missed opportunity for the entire Union to delineate its strategic vision. It is now time for Brussels to further engage in the process, since the Libyan issue affects the Union in numerous, interlinked ways.



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Eastern Mediterranean hydrocarbon deposits: Despite all official statements about the need to diversify energy suppliers and routes to the European market and despite the potential to achieve this diversification through the energy wealth of a member-state, the posture of the European Union as a whole is still unclear vis-à-vis what is considered to be as serious as a threat to the sovereignty of some of its Member States. Efficiency of simple statements as issued in relation to illegal explorations in the maritime territory of Cyprus, even though containing 'strong' condemnations, are questioned with regard to the seriousness of the threat and the challenges to the effectiveness of a mutual defence. A response of a different kind, not diplomatic or verbal as before, but with real, tangible and measurable impact has to be used and tested for its effectiveness.

A strong, and decisive European Union, when it comes to securing its energy (or other) independence, protecting and exploiting its own resources, and preventing external interference in its decision-making, is the first step towards securing global respect for the Union.



Former EU High Representative/Vice-President Federica Mogherini on her speech, on the implementation of the EU Global Strategy at the plenary session of the European Parliament said:

“

*On defence, we have shown that this Union knows how to deliver if there is political will. In some cases, we have achieved even more than we hoped and expected in this field. [...] These results, however, “need to be consolidated, and the new possibilities that we have opened in these last three, four years can be now explored and expanded. This requires unity of purpose, determination and, most of all, political will.*

Speech by High Representative/  
Vice-President Federica Mogherini on  
the implementation of the EU Global  
Strategy at the plenary session of  
the European Parliament, July 2019



”

All three prerequisites are still missing: Unity of purpose, determination & political will.

The new European Union leadership has the historic duty and responsibility to boost the credibility of the Union as a global actor. Its citizens deserve no less than a Europe that collectively protects their security and well-being from an ever increasing number of threats, not excluding hybrid ones.

Our security and defence is, with no doubt, an iterative process. Our current postures and decisions *vis-à-vis* the European defence will shape our common strategic culture, which will itself determine our future postures and decisions. This is where we, as Europeans, are standing now: at the crossroads. We must have a long term vision, which can also be supported by concurring education and training policies.

As the Chairman of the European Union Military Committee, I actively engaged on the implementation of the objectives pursued by the European Security and Defence College. And, given 'youth' will always be synonymous to 'future', I was convinced of the *bien fondé* and was happy to contribute to the success of the 'Military Erasmus' initiative. I saw as one of my missions to give space in the debates of the EUMC and in our dialogues with the EU Chiefs of Defence to such an important initiative that paves the way for the future of our Union: training our future military elites to their role in this global approach of security and defence. That is why, I was, and I am truly honored to have been nominated as the first Honorary Member of the 'Military Erasmus' Implementation Group in 2017.

Today, faced with the consequences of Brexit, the rise of populism across Europe and an ever-increasing questioning of the Union's procedures and usefulness, EU leaders need quickly to provide a new, ambitious and convincing narrative, corresponding to the vision of 2016. A probation period will not be granted, as the stakes are too high.

Future historians will write extensively about how this unique socio-economic endeavour, now called the European Union, evolved. They will describe hopes and fears, opportunities lost and opportunities grasped. They will write about visionaries and quitters. Let us make sure that they have all the material they need to paint their stories in bright colours.

Because we deserve it.

## The ESDC Alumni Association

*Fernando Moreno*

Ms Karin Limdal, who until recently worked as a Strategic Planner in the Integrated Approach to Security and Peace Directorate of the European External Action Service in Brussels, has now joined the Security Defence Policy Directorate as a Senior Capability Development Planner, working specifically on strengthening civilian CSDP. Previously she held several positions in various civilian CSDP missions: Political Adviser in EUPOL COPPS, Head of the Press and Public Information Office of EULEX Kosovo and Political and Public Information Adviser for the EU Planning Team for Kosovo; she also worked for the EU Monitoring Mission in Aceh, Indonesia, as well as for the Temporary International Presence in the city of Hebron. In a few words, she is one of the most experienced people on civilian CSDP, from the field to the Headquarters level. In addition, Karin is an excellent communicator and she shares her expertise through lectures and courses on various CSDP matters.

“

*The Association could contribute to cross-organisational fertilisation by increasing exchanges with professionals from other relevant international organisations like the UN, NATO and OSCE.*

Karin Limdal



”

Karin has never met Professor Natividad Fernandez Sola, who is currently the holder of the Prince of Asturias' Chair, as Distinguished Visiting professor at Georgetown University. Previously, she was Associate Professor of European Law at the Université de Toulouse 1, Visiting Professor at the Higher School of Economics national research university in Moscow and Visiting Professor at the Institut de Hautes Études Internationales of the Université Panthéon-Assas in Paris. Professor Fernandez Sola holds a PhD in International and

European Law and postdoctoral fellowships at the Council of Europe and the Centre for Studies and Research at The Hague Academy of International Law. She is Professor of International Law and International Relations, as well as Jean Monnet professor, at the University of Zaragoza. Alongside transatlantic relations, EU-Russia relations and European strategic culture, European external, security and defence policies occupy a central place in her daily academic life. Many CFSP/CSDP practitioners have enhanced their knowledge of EU policies thanks to her lectures, articles and publications.

“



*People from small countries, academic environment of defense-foreign affairs domains have a lot of experience worth to share.*

Natividad Fernandez Sola

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Natividad, in turn, does not know Major General Lars-Olof ‘Hibbe’ Corneliusson, a professional officer in the Swedish Armed Forces, but first and foremost a Marine. With a long career in the area of defence and security policy as well as intelligence, he has served in several locations around the world: Asia, Africa, the Balkans, Brussels and the USA. One of his most recent positions was in the European Union Military Staff as Director of Intelligence. Since 2019, MG Corneliusson

“



*Avid to continuously expand my areas of knowledge, and to promote a more comprehensive approach to security.*

Major General Lars-Olof Corneliusson

”



## ESDC Alumni Seminar 2020

© Fernando Moreno

has been serving as the Swedish member of the Neutral Nations Supervisory Commission established by the Armistice Agreement after the Korean War, stationed in South Korea. Hibbe is a fellow of the Royal Swedish Academy of War Sciences and the Royal Swedish Society of Naval Sciences. Those who know him appreciate his professionalism, his European spirit and his strong advocacy for a truly comprehensive approach to security.

Three different professionals, with completely different backgrounds and areas of expertise or work. So what do they have in common? Well, I would say that all three believe in Europe; they believe in a European project built around values and principles, strong and united. They also share a particular interest in EU common foreign, security and defence matters and in placing the EU at the forefront of global efforts to promote peace and stability in the world.

They are also members of the European Security and Defence College Alumni Association, and as part of the Association they belong to a network of former ESDC students committed to helping create and strengthen links between European and national security and defence institutions, and to promoting common security and defence and a solid European strategic culture in order to serve the cause of European integration.

The Association was founded in 2015 by a group of participants in the 9th CSDP High Level Course, 'Sicco Mansholt', with the aim of creating and maintaining a network of professionals working in many different domains across Europe who have CSDP knowledge and who have attended training activities organised by the ESDC. The Association is open to all former participants in ESDC or ESDC-sponsored courses.

Nowadays, the activities of the Association consist of periodic exchanges of information, maintenance of a database at the disposal of the members, and participation in all activities organised by the ESDC to maintain the alumni network.

But the Association could do more and better to support the needs of its members. Some projects have already been agreed for implementation in the course of 2020. The first will be to develop a virtual platform for ESDC alumni where members can connect, information can be exchanged and CSDP-related news of interest to the members can be periodically published. But other projects could also be considered for the near future. Now that we are all very familiar with teleworking procedures and virtual environments, VTCs and virtual forums could be organised to involve the members of the Association in testing new ideas and concepts, discussing topics of common interest or inviting them to contribute to new training initiatives.



If you have attended a training activity organised by, or under the aegis of, the ESDC in the past, we encourage you to get in touch with us. We will be glad to inform you on the future perspectives of the ESDC Alumni Association and welcome you in the ESDC Alumni family.

The Author would like to thank Professor Fernandez Sola, MG Corneliussen and Mme. Lindal for their support, their suggestions and their commitment with the Association.



# Annexes

## Annex A

### List of authors and contributors

(In alphabetical order)



© Conflux Center

**Charlotta Ahlmark**, works as a specialist at the Leadership and Cooperation in Peace Operations Unit (LCP) at the Folke Bernadotte Academy (FBA), Sweden.

Charlotta has previously worked as training manager at the ESDC Secretariat and was the acting chair and coordinated the EAB SSR group. She has also served at the Ministry for Foreign Affairs, the National Defence College, and the Armed Forces. Her focus has been on the EU, the UN, Eastern Europe, the Nordic region, the Middle East, and international media relations. She has also worked in DG External Relations at the European Commission with the EU Neighbourhood Policy and Southern Caucasus and Central Asia.

Ms Charlotta Ahlmark holds a Bachelor in Peace and Conflict Studies and a Master of International Studies from Uppsala University. Over the past 10 years she has developed training projects for CSDP and DPKO personnel, focusing on senior leadership and strategic aspects of conflict prevention, crisis management and peacebuilding, including SSR, gender and human rights.



© Foteini Asderaki

Prof. Dr. **Foteini Asderaki** is an Associate Professor on European Integration and a Jean Monnet Chair on European Union's Education, Training, Research and Innovation Policies (EduTRIP.eu) at the Department of International and European Studies, University of Piraeus, Greece. She is the Director of the Master Programme (Msc) 'International and European Policies in Education, Training and Research', of the Laboratory on Education Policy, Research, Development and Interuniversity Cooperation, of the Bologna Resource Centre and Co-director of the Jean Monnet Regional Centre of Excellence (EXCELEM).

She has published books and articles on European integration issues and in particular on European Higher Education and Research Areas. She has been the academic coordinator of European Programmes and she participates in various academic networks.

She has been a member of several European and intergovernmental committees, including the ESDC European Doctoral School on CSDP that she currently chairs.





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**João Barbedo** is trained as an economist and manager, and has been working for the EU institutions in the areas of development, political relations and security. He was involved in the follow-up of election processes and rehabilitation following conflicts, in improvements to governance and human rights and democracy in Eastern and Southern Africa and in the setting up of monitoring and evaluation systems for development projects.

He has also participated in responses to crisis involving incidents in coastal and maritime areas and others requiring cross the border collaboration between security sectors in developing countries.



© Sven Biscop

Prof. Dr. **Sven Biscop** is the director of the Europe in the World programme at the Egmont – Royal Institute for International Relations in Brussels, and a professor at Ghent University. He was made an Honorary Fellow of the ESDC in 2015, on its tenth anniversary.

For his contribution to the European debate, he was awarded the Grosses Ehrenzeichen für Verdienste by Austria in 2017.



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**Alin Bodescu**, PhD, has been the ESDC Training Manager (Military) since November 2017 (Seconded National Expert from the Romanian Defence Staff). Previously he was Director of the Crisis Management and Multinational Operations Department of the 'Carol I' National Defence University in Bucharest (2016-2017) and served with the EU Military Staff for 5 years as the EU Military Training Coordinator (2011-2016).

He has extensive experience in multinational training and education with the NATO PfP Regional Training Centre and Crisis Management and Multinational Department in Bucharest, Romania, where he worked as instructor, lecturer and course director (2002-2011).

He was deployed with the Italian Joint Task Force in Iraq (Operation Antica Babilonia/ Iraqi Freedom) in 2004 and served with the USCENTCOM in 2006, as Romanian liaison officer, covering Afghanistan theatre of operations.

He holds a PhD in Military Science from the 'Carol I' National Defence University and a Master degree in International Relations from the National School of Political Science and Public Administration in Bucharest. His publications address international law issues (the use of force under international and national law) and military training and education-related topics.



© Frontex

With extensive experience of over 20 years on legal and international affairs, **Götz Brinkmann** has been recently appointed as the Director of the International and European Cooperation Division. Before joining Frontex in 2016 as the Head of International and European Cooperation Unit, he worked for the European External Action Service as Head of Section for planning CSDP missions in the Crisis Management Planning Directorate. His previous experience includes several positions in the Western Balkans on fieldwork as well as in the area of Rule of Law with the United Nations and the Organization for Security and Co-operation in Europe (OSCE).



© Gianluca Carriero

Col. **Gianluca Carriero** is the Joint Education Coordinator Officer at Centre for Defence Higher Studies in Rome – Italy since 2016. During his career he served as Commander at every level from Platoon up to Regiment in south, center and north of the Italian peninsula. He was appointed also to General Staff of the Army as Staff Officer in the Officers' Posting Department, as Staff Officer to the Office of the Deputy Chief of Italian Defence, as chief of the Operations, Plan and Training Office of Bersaglieri Brigade 'Garibaldi' and as Director of Security Force Assistance COE. He attended the Army Staff College in Turin and the National Joint General Staff Course of the German Armed Forces at Fuehrungs Akademie der Bundeswehr in Hamburg. He was deployed in Bosnia – Herzegovina (1996), Albania (1997), FYROM (1999), Kosovo (1999 – 2000 - 2012), Lebanon (2006 - 2007) and Afghanistan (2014 - 2015), as Commander at every level, as staff officer and as combined and joint branch chief. He achieved a master degree in Political Sciences at University of Turin, a master degree in Diplomatic Sciences at University of Trieste and a post graduate master degree in Strategic Sciences at University of Turin.

Currently, is the Italian delegate to the Steering Committee and Executive Academic Board of the European Security Defence College, to the EU Military Training Group and he is also committed as Chairman of the EU Sectoral Qualification Framework for Military Officer Career Working Group and as Academic Coordinator of the NATO Defence Education Enhancement Programme for Tunisia

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© Pierremmanuel Proux / IHEDN

Lieutenant General **Patrick Destremau** has been director of the Institute for Higher National Defence Studies and Higher Military Education since 1 September 2018.

Throughout his career, he has alternated roles of responsibility in management or operational commands with periods of training.

He was Deputy Chief of 'Performance' for Defence Staff from 2016 to 2018 and Assistant Deputy of 'Performance' from 2014 to 2016. As such, reporting to the Chief of Defence Staff, he was in charge of preparation and morale for the armed forces, as well as the general organisation and model of armed forces human resources.

Previously, he oversaw the reform of the armed forces command and represented the Chief of Defence Staff in the ministry's governance reform (2011-2014). He was Secretary General of the Officer College for Operational Coherence (2010-2011), officer in charge of the 'Scorpion' programme to renew ground combat capacities (2007-2010) and architect of ground forces information systems (2002-2004).

He was Commander of the Light Armoured Marine Regiment (RICM) from 2004-2006. Most notably, he was Chief of Battlegroup 1 in the Republic of Côte d'Ivoire from October 2004 to February 2005 when, during the events of November 2004, he and his unit were tasked with evacuating French nationals under threat in the city of Abidjan.

He was Deputy Chief of 'Operations' for the High Command Joint Chiefs of Staff in New Caledonia (2000-2002), notably in charge of operations, state action at sea and the development of international military relations with regional states (Australia, New Zealand, Melanesia).

From 1984 to 2000 he held numerous operational roles, in particular at the RICM (Platoon Commander, Squadron Commander, Head of Operations Bureau). During this time, he took part in a range of operations in Sahel and Central Africa, the Balkans and the South Pacific.

He joined the Special Military Academy in Saint-Cyr-Coëtquidan in September 1981. Upon leaving, in 1983, he joined the Training School of the Armoured Cavalry Arm (EAABC) in Saumur.

He is an Engineer of the Special Military Academy in Saint-Cyr, the Higher National Academy of Telecommunications (Sup'Telecom) and holds a diploma from the War College. He is a former attendee of the Institute for Higher National Defence Studies (IHEDN) and the Centre for Higher Military Studies (CHEM) between 2006 and 2007.

Lieutenant General Patrick Destremau is a Commander of the Legion of Honour and the National Order of Merit. He has been awarded the Cross of Military Valour with a palm and an army corps citation.

He is married with five children and was born in Algiers in 1960.



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**Dirk Dubois** is a temporary agent working for the EEAS. As Head of the ESDC, he is responsible for all ESDC activities, is the sole legal representative of the College and is responsible for the financial and administrative management. As a retired Belgian army officer, he can look back on a long experience in both operations and in education and training.



© European Union

Ambassador **Sorin Ducaru**, PhD (Romania) is since June 2019 the Director of the European Union Satellite Centre (SATCEN). He has previously held the position of NATO Assistant Secretary General and head of NATO's Emerging Security Challenges. He also served as Romania's ambassador to NATO, the USA and the United Nations, having a longstanding experience in global affairs.

Ambassador Ducaru has been also engaged in academic and think-tank activity as associate or guest lecturer at the National University for Political Studies (Bucharest), NATO Defence College (Rome), as Special Advisor to the Global Commission on the Stability of Cyberspace and Senior Fellow at the Hudson Institute.

He has published numerous studies and articles on global affairs issues, in particular on the impact of new technologies upon security. He holds degrees both in computer studies and political science.



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**Irene-Maria Eich** is currently working with the European External Action Service (EEAS) as Training Manager for the European Security and Defence College (ESDC) in Brussels. With the creation of the Zentrum für internationale Friedenseinsätze (ZIF) in 2002 - attached to the German Foreign Office as national training and recruitment hub for the deployment of German civilian experts in international peace operations and election observation missions – she contributed to the development of the training unit. Since its establishment in 2018, she was responsible for the German Training Partner Platform (TPP), implementing the comprehensive approach by developing joint course curricula and organising joint courses with the German police and the armed forces.

She did 4 democratisation and election related field missions in core team functions with the EU (Indonesia 1999, Zimbabwe 2000, Cambodia 2003) and the OSCE (Kosovo 2001). She also did 4 peace keeping assignments with the UN (UNTAET East Timor, UNAMA Afghanistan), the OSCE (OMIK Kosovo) and the EU (EUPOL DRC Congo) in nation building and security sector reform (SSR) operations.



© ESDC

**Horatiu Garban** is a military engineer with degrees in mechanical engineering and ICT. He also holds an MSc in Cyber Security and ICT. Currently he is seconded as Cyber Defence Training Manager at the European Security and Defence College by the Romanian Ministry of National Defence to contribute and grow the Cyber Education, Training Exercise and Evaluation Platform. Concerning his experience, he's been engaged in the field, inertially at the operation level, serving as network and database administrator since 2001. Thereafter, we was engaged in the field of digital forensics and digital investigations until 2005. In November 2017 he assumed the role of the Head of Cyber Security Advanced Technologies CoE in Romanian Military Technical Academy and started to teach the new cyber generation in the field of Digital Forensics, Incident response and Cyber Security.



© Harald Gell

**Harald Gell** (Colonel, Assoc. Prof., PhD), is the Head of International Office & Senior Lecturer at the Theresan Military Academy in Austria. With his Habilitation proceeding in Military Management he proofed evidence that international exchanges have a very positive effect onto Officer Cadets' developments.



© EUMC

General **Claudio Graziano** joined the Army in 1972. He served in several units of the *Alpini* (the Italian Army Mountain Troops), holding different Command and Staff positions up to Brigade Commander.

He served in several positions in the Army General Staff, in the Office of the Chief of Staff of the Army, as Deputy Chief of Staff Operations in the Italian Joint Operational Headquarters and as Chief of Cabinet of the Minister of Defence.

From 2001 to 2004, he served as Army Attaché in Washington, D.C. (U.S.A.).

His operational deployments include the Command of the Italian contingent on operation UNOMOZ in Mozambique in 1992, of the Kabul Multinational Brigade in 2005-2006, and of UNIFIL from 2007 until 2010.

From December 2011 until February 2015 he was appointed Chief of Staff of the Italian Army and from 28 February 2015 until 5 November 2018 as Italian Chief of Defence.

Since 06 November 2018 he is the Chairman of the European Union Military Committee.

A graduate of Italian Army Staff College and United States Army War College, General Graziano holds two BA and two Master degrees.



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**Hanna Högberg**, SSR Desk Officer at the Security Sector Reform Unit (SSR) at the Department for Prevention, Peacebuilding and Governance the Folke Bernadotte Academy (FBA), Sweden. Hanna works with FBA's EU SSR engagement, focusing on policy development and training and education and has been responsible for EAB SSR coordination and support to the chairs from FBAs side since 2014



© Arnold Kammel

**Arnold Kammel** is currently appointed as the Chief of the Cabinet of the Minister at Federal Ministry of Defence.

Arnold Kammel studied Law and Political Science in Graz, Vienna and Alcalá de Henares (Madrid) and holds a Doctor of Law degree of the University of Graz. He obtained a Magister philosophiae in Political Science from the University of Vienna and a Master of Arts in Business from the University of Applied Sciences in Eisenstadt. In 2004 Arnold Kammel became a research fellow at the Austrian Institute for European and Security Policy (AIES). From 2015 to May 2018, Arnold Kammel was the Director of the AIES. In May 2018, Arnold Kammel has been appointed as the Policy Advisor in the Cabinet of the Federal Minister for the EU, Arts, Culture and Media at the Austrian Federal Chancellery.



© Ilias Katsagounos

Dr. **Ilias Katsagounos**, is currently a Training Manager at the ESDC where he leads the E-Learning cell and coordinates the European Doctoral School on CSDP. He is an experienced trainer of trainers & advisor with expertise in instructional Design in F2F, e-Learning & Blended Learning His domain of expertise and research fields also cover forecasting, decision making, risk management, and project management.



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**Alexandra Katsantoni** is a Greek national financial expert, currently working at the European Security and Defence College. Her main responsibilities comprise budgetary planning, internal coordination and support to the ESDC Steering Committee.



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General (re) **Michail Kostarakos** is a Hellenic Army officer who served as Chief of the Hellenic National Defence General Staff in 2011–2015 and as Chairman of the European Union Military Committee in 2015–2018.

General Kostarakos served in various posts in both field and especially anti-aircraft artillery, attended various schools and academies, as well as in senior staff positions in NATO's International Military Staff, the KFOR's Joint Operation Center, and Greece's NDC-GR.

He has been awarded with several distinctions, including the Grand Cross of the Order of the Phoenix, the Grand Commander of the Order of Honour, the Armenian Medal for Military Co-operation, and the NATO Medal for the Balkans. General Kostarakos has completed a graduate degree in the Law School of the University of Athens, and holds a post-graduate degree in Diplomatic and Strategic Studies.



© European Union

**Gustav Lindstrom** is the Director of the EU Institute for Security Studies (EUISS) – the European Union's Agency analysing foreign, security and defence policy issues. In his capacity as director, he also chairs the Council for Security Cooperation in the Asia-Pacific – EU Committee (CSCAP-EU).

Previously, Dr Lindstrom served as the Head of the Emerging Security Challenges Programme at the Geneva Centre for Security Policy (GCSP). In this function, he was also co-chair of the Partnership for Peace Consortium (PfP-C) Emerging Security Challenges Working Group and a member of the Executive Academic Board of the European Security and Defence College. Prior to his tenure at the GCSP, he was a Research Fellow and later a Senior Research Fellow at the EUISS. He has also worked at the RAND Corporation and the World Bank. His areas of focus include the EU's Common Security and Defence Policy, cybersecurity, EU-NATO relations and emerging security challenges.

Dr Lindstrom holds a doctorate in Policy Analysis from the RAND Graduate School and MA in International Policy Studies from Stanford University.



© João Miguel de Almeida Madaleno

**João Miguel de Almeida Madaleno**, Major (Portuguese Gendarmerie – Guarda Nacional Republicana), is a Training Manager at the European Security and Defence College (ESDC), within the European External Action Service (EEAS), with the responsibility to coordinate EU Civilian Crisis Management training, with particular focus on Conflict Prevention, Capability Building, Protection of Civilians (PoC), Security Sector Reform (SSR), Rule of Law (RoL), Civilian and Military Capability Development, JHA nexus and cooperation, Challenges of Space for EU, Counterterrorism and Hybrid Threats. Presently, he is also supporting the European Union Eastern Partnership (EaP) programme, EU/ESDC partnerships, EEAS/ESDC regional seminars (ASEAN, South America and Mexico, others) and political dialogues on Security and Defence with third countries. On behalf of ESDC, Mr. Madaleno is the coordinator of the CSDP Annual Training and Education Conference (ATEC) in a close collaboration with the EEAS structures (CSDP-Crisis Response ISP.1, CPCC and EUMS), among other responsibilities.

Before joining ESDC, he was Head of the Portuguese GNR Counterintelligence Department, as well Member and Advisor of the National Counterterrorism Coordination Unit (UCAT) at the Internal Security System (SSI) - Ministry of Interior. His previous career comprises positions as Course Manager at the European Union Agency for Law Enforcement Training (CEPOL) in Budapest, Head of Intelligence (Fusion) Center at GNR National Operational Command, Deputy Head of Operations (incl. Training and Public Relations) at Lisbon Territorial Command, Head of (03) Police Divisions within Lisbon District, Head of Disciplinary Group, Programme Officer, CEPOL NCP Office (currently CNU), Trainer and Company Commander at the School of National Republican Guard (GNR). He also served in two bilateral missions in Guinea Bissau and Mozambique. In Portugal, he is also an Internal/Homeland Security Auditor.





© Anselmo Martin Segovia

Colonel **Anselmo Martin Segovia** is currently Branch Chief for Exercises, Training and Analysis in the EU Military Staff. In this post, he leads the Exercise Planning Teams for CSDP military exercises and contributes to the development of exercises, training and lessons related initiatives, such as policies, guidelines, reports, courses and programmes.

Colonel Martin Segovia combines extended practise in operational matters with a long international background, both in specific and joint aspects. He has thirteen years of experience in international affairs, mainly in CSDP plans, policies and activities, working in different national and international posts at political strategic and strategic military levels.

Due to his participation in international operations/missions and courses in Angola, Bosnia & Herzegovina, Albania, Somalia and Brazil he has a solid practise in challenging international environments.



© ESDC

**Panagiotis Marzelas** is a telecommunications and cybersecurity engineer holding a MSc in Telecommunications from Dublin City University and a MSc in Cybersecurity from the Technical University of Tallinn. He is a member of the Greek MFA since 2002, and he has served at the Greek Embassies in Yaounde (Cameroon) and Tallinn (Estonia) and, in various positions at the Greek MFA HQ in Athens. He is a member of ESDC since 1st of July 2019 as Cybersecurity Training Manager. He is married and father of two children



© Alessandro Mattiato

**Alessandro Mattiato** is a Civil-Military Relations Assistant in the European Commission Directorate General for Civil Protection and Humanitarian Aid Operations (DG ECHO). As part of DG ECHO's civ-mil team, he contributes to policy developments in the EU civil-military domain and has represented the European Commission in the EU Military Committee. Previously, he was member of the European Commission's Political and Security Committee (PSC) Team and worked as Political and Security Risk Analyst for an intelligence consultancy. Alessandro has an academic background in International Conflict and Security with specific focus on EU Common Security and Defence Policy, having written several publications on this topic and his dissertation on EUTM Mali

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© Fernando Moreno

**Fernando Moreno** is a Spanish Army Officer currently serving in the European External Action Service. In his 40 years professional career he has served in several units and international operations. Graduated from the Military Academy in 1985 has attended Spanish and Italian Joint Staff Course. He has spent the last 16 years in Brussels dealing with CSDP aspects. Fernando is a frequent lecturer in many ESDC training activities and is the Chairman of the ESDC Alumni Association since its inception.



© ESDC

**Carlo Natale** is a career EU official. Since September 2019 he is seconded to the College, where he serves as Deputy Head. A diplomat by background, he has a broad experience in external relations. He held senior posts in EU Delegations around the world (Argentina, Indonesia, Russia, Albania, Colombia, Georgia) as well at the headquarters, where he focused on political and economic relations with several third countries and regional organisations.



© Apostolos Nikolaidis

**Apostolos Nikolaidis** is a Civil-Military Relations Officer in the European Commission Directorate General for Civil Protection and Humanitarian Aid Operations (DG ECHO). He develops, coordinates and follows up all aspects of policy and strategy-related activities in the field of coordination with non-humanitarian actors participating in crisis response and crisis management, notably security and military actors and with a special emphasis on the structures within the EU's Common Foreign and Security Policy (CFSP). His previous Commission experience includes positions in DG Research (International Cooperation), the Secretariat General (fight against corruption, organised crime & judiciary reform), DG Communication (external relations aspects) and DG RELEX (Iraq and European Neighbourhood Policy desk). Before joining the EU, Apostolos has worked as international consultant for CARE International in Kosovo; for Nonviolent Peaceforce in Brussels; and as an intern at the International Relations service of the Greek Ministry of Foreign Affairs. Apostolos has an academic background in international relations and crisis management with postgraduate studies on a) conflict prevention & crisis management, b) development & good governance and c) European politics and policies, as well as PhD research on human security and the security & development nexus.



© Emilyo

Dr. **Sylvain Paile-Calvo** is a Senior Researcher in European Studies at the University of Liège (Belgium). Being at the foundation of the «Military Erasmus» and the «European Doctoral School on the CSDP» initiatives, he has, since their creations, accompanied their development in making scientific researches and studies on the European common security and defence culture and its possible enhancement.

He is a Honorary Member of the Implementation Group and was the first Chairperson of the Working Group on the European Doctoral School on the CSDP.

He published a number of books (From European Mobility to Military Interoperability – Exchanging Young Officers, Knowledge and Know-How, Publications Office of the European Union, 2016), articles ('L'Erasmus militaire entre dans sa dixième année: un élan, des relances', Revue Defense Nationale, 2018) and communications at conferences on these topics.



© Jochen Rehr

Dr. **Jochen Rehr** is the Austrian representative of the national research director. Formerly, he worked at the European Security and Defence College and was responsible for the eLearning tool and partnership courses (mainly Western Balkans and Eastern Partnership). In 2001, he was recruited for the Ministry of Defence and was Head of Unit for Defence Policy between 2008 and 2012. Mr. Rehr was actively involved in both Austrian EU Presidencies in 2006 and 2018. He holds several academic degrees (Dr. iur, Mag. phil, M.A.I.S.) from the Austrian universities of Vienna and Salzburg as well as from the Diplomatic Academy of Vienna. Besides his civilian function, Mr. Rehr is a militia officer in the Austrian Armed Forces and served in missions at home and abroad (e.g. KFOR). He was the course director for more than 100 ESDC training activities, chaired the Executive Academic Board format on 'Cyber Security' and lectured on various occasions. His research and publications focus on EU issues related to security and defence.

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© European Defence Agency

**Olli Ruutu** was appointed Chief Executive ad-interim by the High Representative/ Vice President and Head of the European Defence Agency (EDA) Josep Borrell. His mandate began on 1 February 2020 and will run until the appointment of a new Chief Executive.

Mr. Ruutu was appointed Deputy Chief Executive of EDA on 15 November 2017; he took up his duties on 16 March 2018. He has previously worked at EDA between 2009 and 2014, first as Principal Officer and subsequently as Deputy Head of Strategy and Policy Unit.

Outside of the Agency, Mr. Ruutu has held various posts in his native Finland, most recently he served as Deputy National Armaments Director at the Ministry of Defence of Finland and Director of Materiel Unit at the Resource Policy Department. In addition, he has also worked at the Finnish Permanent Representation to the European Union and the Mission of Finland to NATO.



© ESDC

**Riccardo Scalas** works as Senior lecturer at the Netherlands Defence Academy. He has been involved with the ESDC since its beginning in 2004 in various capacities as participant, designer, EAB faculty, syndicate coordinator and since the last four High Level Course editions as Course Director.



© ESDC

Dr. **Gregor Schaffrath** graduated in Computer Science at Saarland University. His academic work at the University of Zurich and the TU Berlin covered topics in Cyber Security and Network Management.

Since his entry into the service of the German Ministry of Defence, he has been working as project lead in communication system procurement and as technical expert in standardization and interoperability testing efforts.

He was involved both as an expert and as national representative in several related EU and NATO workgroups.

He worked together with the European Commission on concepts for the design of a Health Research and Innovation Cloud, and is currently seconded as national expert to the European Security and Defence College.



© Detlef Schröder

The Executive Director of CEPOL, Dr. h.c. **Detlef Schröder** was appointed in this position on 16 February 2018. Before, he was Deputy Director of CEPOL since August 2009. Prior to joining CEPOL, he was a Senior lecturer at the German Police University in Muenster, with over 100 publications in national and international police and science journals and six book publications.

Before taking up this position, he had a career within the Police of the Federal State of North Rhine-Westphalia up to senior police management positions, starting 1980.

Dr. h.c. Schröder has a Master's Degree in Social Science, Law and Psychology, a Master's Degree in Police Management and a BA in Public Administration.



© European Union

Professor **Stavros Stavrou** is the Dean of Faculty of Pure and Applied Sciences of the Open University of Cyprus. He is currently appointed as the Chair of ESDC's Cyber.EAB Working Group.

Stavros research covers Telecommunications, Communication Networks and Cyber Security applications.



© IAPTC

Mr **Petteri Taitto** is currently holding a position as Development manager at Savo Consortium for Education. His job includes coordination and development of consortium project portfolio and coordination of consortium international cooperation. He has earlier coordinated EU programmes at Laurea University, developed CSDP Mission related training programmes at the European Security and Defence College, and tailored and implemented various training programmes in support of CSDP missions and EU partnerships (EaP, SAP, LAS, ASEAN).

He is a EU Mechanism Civil Protection coordination expert and member of Resilience Advisors Network. He has conducted various capacity building projects in EU neighbourhoods, in Asia and in Africa, and he has served twice in UN missions. His publications include articles on CSDP training, cyber exercises and comprehensive approach.

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© ESDC

Dr. **Marios Thoma** has graduated from the Hellenic Military Academy and joined the National Guard of Cyprus in 1997. He holds a Master of Science degree in communications and computer science from the University of Athens, Greece. He also graduated from the Hellenic Military School of Officers in Telecommunications and Electronics.

In 2018 he received a PhD degree from the Department of Electrical and Computer Engineering at the University of Cyprus. His research focuses in the study of cyberspace defense and specifically in the modelling and early detection of Distribution Denial of Service cyber attacks.

During his service in the military, he has served at various posts in the domain of communications, security and cyber, and from 11 September 2011 to 16 November 2016 he served in the Cyprus Ministry of Defence in related posts.

He has been the Training Manager (Cyber) of the ESDC since the 1st of July 2018 and in this capacity he is a team leader of the cyber security team of the ESDC, tasked with the creation of the CSDP Cyber Education, Training, Exercise and Evaluation (ETEE) Platform.



© Hybrid CoE

**Teija Tiilikainen** is the Director of the European Centre of Excellence for Countering Hybrid Threats (Hybrid CoE). Dr Tiilikainen was previously the Director of the Finnish Institute of International Affairs (FIIA). Before her appointment to that position in 2010, she was the Director of the Network of European Studies at the University of Helsinki (2003–2009). Dr Tiilikainen also served as Secretary of State at the Ministry for Foreign Affairs of Finland from 2007 to 2008.

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© Dan Trifănescu

Mr **Dan Trifănescu**, is a Romanian National that has served at the ESDC Secretariat from 2007 to 2010 as the IDL Manager. He started his career as a Commissioned naval officer, RO Navy Ensign serving on-board ships and shore establishments in staff and command positions, including, torpedo boat commander, teacher in the RO Naval Academy with research on satellite positioning and computer driven radar simulation, staff officer with international co-operation duties, teacher at the RO-UK PfP Training Center, Deputy Head of Operations Department at the Baltic Defence College in Estonia, deputy director of Training and Doctrine in the RO Navy Staff. In 2005 he was honorably retired from the RO Navy as Captain.

After 2005 he occupied several other posts, as: Department director in a foreign private company and as a Civilian staff member at the National Defence College, Bucharest, Romania.



© Franz Hartl

**Hans-Bernhard Weissert** was the Head the European Security and Defence College until he retired in April 2015.

Coming from the CSDP Task Force in the Policy Unit of the former High Representative (HR) for the Common Foreign and Security Policy, Javier Solana, he was responsible for the development and establishment of the ESDC since the very beginning in 2005. Since 2011, he was working in the European External Action Service/Crisis Management and Planning Directorate and in 2013 he was officially appointed by the HR Catherine Ashton as Head of the ESDC.

Before taking up his post in the Policy Unit of Javier Solana in November 1999, he was a career General Staff Officer (German Armed Forces); he graduated from Bundeswehr University in Munich (Education & Sciences), the General Staff Officer Course at the Führungsakademie in Hamburg (1984- 1986) and the Hogere Krijgsschool in The Hague (1988-1990), and subsequently performed various planning functions at operational and strategic level.

Since 1993, he has performed various functions in the field of European Security and Defence Policy at different levels: Western European Union Planning Staff in Brussels (1993-1996); Assistant National Military Representative to WEU and NATO in Brussels (1996-1998); German Ministry of Defence Policy Division in Bonn and Berlin (1998/1999).

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© Symeon Zambas

Lt Col **Symeon Zambas** graduated from the Hellenic Air Force Academy and joined the Cyprus Air Force in 1993. In the first part of his career he occupied operational posts in Air Defence Units and was Commander of the Cyprus Air Defence Training Centre.

From 31 July 2009 to 28 February 2014 he served at the Defence Policy and International Relations Directorate of the Cyprus Ministry of Defence in the EU Council Presidency of Cyprus team and as Desk Officer for ESDC Activities, Military Erasmus, EU Institute of Security Studies, Single European Sky and Eurocontrol.

During this period he designed the CSDP Olympiad and organised the first CSDP Olympiad in Cyprus. He served twice as a CSDP Orientation Course Director and was also the Director of the fourth CSDP High Level Course module 2013–14. He has been a member of the Implementation Group of the European Initiative for the Exchange of Young Officers, inspired by Erasmus and a member of the ESDC Executive Academic Board since 2009. He was appointed chairperson of the Strategic Communication and editor of the Newsletter on the Military Erasmus initiative from 2012 to 2014.

He has been the Military Training Manager of the ESDC from March 2014 until February 2020 and in this capacity he coordinated the Military Erasmus Initiative, he was the co-creator of the CSDP Doctoral School in 2017 and the creator and first chairman of the EU Military Secondary Schools Forum since 15 October 2019.

He is the co-Founder and first Chairperson of the European Citizens Association since 5th February 2020.

Since March 2020 he is back to the Cyprus Ministry of Defence.

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© Franz Harti

Lt. Gen. **Dimokritos Zervakis** is currently appointed as the Chief of the Cypriot National Guard, and prior to that he was for two years the Commander of the 1st Army/EU OHQ of the Hellenic Army. He has served in various positions, either as senior field or staff Officer, i.e Battalion and Brigade Commander, Chief of Staff of the National Guard, General Staff of the Republic of Cyprus and Director of the Artillery Directorate of the Hellenic Army General Staff. He has also served in the UNIKOM mission in Kuwait-Iraq as a Military Observer and Personnel Staff Officer.

Serving as a staff officer in the Hellenic Military Representation to the EUMC, he was a member of the one-year Hellenic Presidency in CSDP. During that period, he was the staff officer on Concept Development and Operations, working among other on EU Common ESDP Training, Rapid Response (Battlegroups) and Capability Development.

He has been awarded with all the Hellenic commendations and medals provided for his duties, including Grand Commander of the Order of Honour, Grand Commander of the Order of the Phoenix and the Medal of 1st Class Military Merit. He has also been awarded with the United Nations Medal, the medal of the National Guard of the Republic of Cyprus, as well as the Silver Medal for National Defense of the Defense Ministry and the Medal of the Order of the National Merit of the French Republic.

Lt. Gen. Zervakis holds an International and European Studies Degree (Panteion University GREECE) and a Master of Arts Degree in Strategic Studies (HULL University, UK). He was also a member of the IISS from 1997 to 2014.

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## Annex B

### Political framework and concrete steps taken for the build-up and further development of the ESDC<sup>(39)</sup>

Autumn 2002	Greece, holding the Presidency for ESDP-matters, launches a process for the development of EU common training at different levels within the ESDP context for the improvement of interoperability and the further enhancement of European security culture under the ESDP.
Early 2003	First rumours about a FR/GE initiative for the creation of a European Security and Defence College (ESDC).
29 April 2003	Quadro-lateral Summit of BE/FR/GE/LUX in Brussels with proposals for a deeper integration in European defence including the creation of an ESDC.
12-16 May 2003	ESDP Pilot Orientation Course organised by the EU Military Staff in Brussels.
7 November 2003	Meeting of the Political and Security Committee (PSC) including a presentation by BE/FR/GE/LUX of their proposal to establish an ESDC.
17 November 2003	Council approval of the 'EU Training Policy in ESDP'. The Council also requests the PSC to further examine the proposal concerning the ESDC, as presented at the meeting of the PSC on 7 November 2003.
12-13 December 2003	European Council adopts the European Security Strategy (ESS)
11-13 February 2004	A working seminar of training experts from all Member States and future Member States takes place in Paris to identify common ground for the establishment of the ESDC. A final working paper describes the main parameters of a future ESDC. Member States also agree to conduct a pilot course for higher level personnel.
September 2004 to March 2005	Pilot High Level Course with 5 one-week modules in Berlin, Paris/Brussels/Luxembourg, The Hague, Madrid and Rome.
24 September 2004	The Council adopt the 'EU Training Concept in ESDP' including an Annex defining the main parameters of the future ESDC
May 2005	Presidency/Secretariat Non-Paper on how to organise the Secretariat support of the ESDC. Based on this, Member States decide to establish the Secretariat support in Brussels as part of the Council Secretariat but not as part of a national network institute nor as part of the EU ISS.
End of May 2005	Under the Luxembourg Presidency, the Politico-Military Group finalises the 'Modalities for the functioning of the European Security and Defence College'. Subsequently, the Political and Security Committee endorses the document.
June / July 2005	Based on the established modalities, the Relex Working Group elaborates the Council Joint Action (legal act establishing the ESDC) and finalises it in July under the UK Presidency.
18 July 2005	Council adopts Joint Action 2005/575/CFSP establishing the European Security and Defence College.
25 July 2005	The High Representative for the CFSP, Javier Solana sends a letter to the Permanent Representatives inviting Member States to nominate their participants for the first official ESDP High Level Course (Academic Year 2005/2006).
14 September 2005	First meeting of the ESDC Steering Committee in Brussels with the chairperson coming from the running UK Presidency.

<sup>(39)</sup> Timetable provided by Hans Bernhard Weissert

20 October 2005	First meeting of the ESDC Executive Academic Board at the UK Defence Academy, Shrivenham.
April 2006	First ESDP Orientation Course which opens for the participation of Third States and International Organisations.
November 2006	First new type of courses under the ESDC: Pilot ESDP Course for Press and Public Information Staff in Brussels. Subsequently, other initiatives from Member States follow and number and variety of courses under the ESDC continue to grow.
November and December 2006	Arrival of 2 seconded national experts from Belgium and Romania in the ESDC Secretariat. ESDC Secretariat now with 3 permanent staff members.
End of 2006 to December 2007	Development and experimental phase of the ESDC Internet-based Distance Learning (IDL) System in support of the ESDP High Level Course. IDL System then operational in support of all ESDC courses. Also, first co-operation with external actors starts. The Geneva Centre for Security Policy engages actively in the development of the IDL System.
December 2007	ESDC Steering Committee presents its Article 13 Review Report to the Political and Security Committee recommending a revision of the existing Joint Action.
Spring 2008	Based on the recommendations, Relex Working Group revises the Council Joint Action of 2005.
23 June 2008	Council adopts new Joint Action 2008/550/CFSP establishing the European Security and Defence College repealing Joint Action 2005/575/CFSP.
Autumn 2008	ESDC Secretariat elaborates and presents to the ESDC Steering Committee a study on the future perspectives of the ESDC.
December 2008	Council agrees the Steering Committee's recommendations including to establish the ESDC as a separate entity, with its own legal capacity, augmented staff up to 8 staff members and financed by the budget of the EU.
January to April 2009	Work on a new Draft Council Decision establishing the ESDC started in the Relex Working Group but put on hold, among others due to significant new developments in the field of CFSP/CSDP (i.a. creation of the EEAS).
February 2009	Creation of the Implementation Group, a project-orientated structure of the Executive Academic Board charged with the implementation of the 'European Initiative for the Exchange of Young Officers inspired by ERASMUS'
2011 to 2013	Additional Seconded National Experts arrive in the Secretariat from Austria, Italy and Slovenia
Spring 2011	Creation of the project-orientated group of the EAB in support of EU SSR Training (EAB SSR)
June 2012	16 Member States support a non-paper which stresses the need to further develop the ESDC based on the previous recommendations
22 April 2013	Council Decision 2013/189/CFSP establishing a European Security and Defence College and repealing Joint Action 2008/550/CFSP.
02 July 2013	The High Representative Catherine Ashton appoints Mr Hans-Bernhard Weissert as Head of the ESDC.
17 July 2013	Steering Committee approves first ESDC Budget
22 July 2013	Service Level Agreement between the EEAS and the ESDC established
31 July 2013	First Grant Agreement between the ESDC and the Commission (Euro 535.000) established.

Spring/Summer 2014	Recruitment of 4 additional training managers coming from Cyprus, Finland, Italy and Sweden which completed for the very first time the staffing of the ESDC Secretariat with a total of 8 staff members.
01 April 2015	On 15 January 2015, the High Representative Frederica Mogherini decides to appoint Mr Dirk Dubois as Head of the ESDC taking up this appointment on 1 April 2015.
21 December 2016	Council adopts its Decision 2016/2382/CFSP establishing the ESDC repealing Council Decision 2013/189/CFSP
Since November 2016	Increase in facilities for training available for the ESDC
2017/2018	Expansion of the ESDC Secretariat with 3 additional training managers to enable it to manage the ever-increasing number of training activities
31 July 2019	Council Decision 2019/1297/CFSP amending the previous Council Decision 2016/2382/CFSP

## Annex C

### List of ESDC approved course curricula

The tables below provide the titles of all ESDC approved course curricula and current pilot courses. The list is constantly updated and you can access it from the following link  
<https://esdc.europa.eu/curricula/>

Activity Number	Curriculum Title	ECTS
1	16th CSDP High Level Course 2020-2021 'Jean REY'	8
2	Training of Trainers (ToT)	2
3	CSDP Orientation Course (OC)	2
3A	CSDP Training Programme (CSDP TP) and CSDP High Level Conference	5
3B	CSDP Training for Partnership	Based on OC
4	Common Module – Erasmus Militaire	Based on OC
06A	Press and Public Information Officers	3
06B	PPIO in CSDP missions and operations	1
06C	Spokespersons in EU member states	1
7	Course on the Strategic Planning Process of CSDP Missions and Operations	2
8	CSDP Course on Capability Development for Crisis Management	2
10	Basic Course on Security Sector Reform	1
11	Core Course on Security Sector Reform	2
11B	In-mission Course on Security Sector Reform 2019 03 29	1,5
14	Course on Recovery and Stabilisation Strategies	2
15	Course on International Law for Military Legal Advisers	6
17	Civilian Aspects on EU Crisis Management	2
18	Advanced Course for Political Advisors in CSDP Missions and Operations	6
21	Comprehensive Approach to Gender in Operations	1,5
25	Course on European Armament Cooperation	4
27	The Challenges of Space for EU and CSDP	1
28	Mediation, Negotiation and Dialogue Skills for CSDP	2
30	Comprehensive Protection of Civilians (PoC) Course	1,5
31	CDSP Course on Building Integrity/ Reducing Corruption in the Security and Defence Sector	2

32	Cross-Cultural Competence for CSDP Missions and Operations	2
33	Pre-deployment Training for CSDP Missions and Operations	2
36	The Challenges of Securing Maritime Areas for the European Union	1
37	EU Integrated Crisis Management	2
40	EU facing "hybrid threats" challenges	1
41	Integration of a Gender Perspective in CSDP	1
43	Mentoring and Advising in EU Crisis Management	2
44	Disaster Relief in CSDP Context	2
45	From Conflict Analysis to Integrated Action: Generating Strategies for Intervention	1
46	New Peace Operations as a stabilizing factor for European Union	1
47	International Contracting Course	4
48A	Hostile Environment Awareness Training (HEAT)	2
48B	Vehicle Safety and 4x4 Driving	1hr
51	Advanced Modular Training (AMT)	3
52	Climate Change and Security	2
53	Strategic Communication in the Context of Security and Defence	2
54-1	EU Logistics Fundamentals Course	2
54-2	EU Logistics in Operations Course	2
55	Investigation and Prevention of Sexual and Gender Based Violence in Conflict Environment	2,5
56	Improving Performance in the CSDP Missions	
58	PM2: Project Management in support of CSDP missions and operations	2
60	Improving interviewing skills and the selection of staff for civilian CSDP Missions	1
200	Challenges of European Cyber Security	1
201	Cyber Security-Defence Training Programme	5
202	Critical Infrastructures in the Context Of Digitization	1
203	Cyber Security Basics for non-technical-experts	1
204	Cybersecurity Organizational, Defensive Capabilities	1
205	Training on Information Security Management and ICT security	2
206	The role of the EU cyber ecosystem in the global cyber security stability	1

## Pilot Courses 2020

Practical Cyber Threat Intelligence and Information Sharing using MISP

Cyber Diplomacy – Tool for Strategic Security (Module 1)

Cyber Diplomacy (Module 2)

Emerging technologies transforming critical infrastructure protection (integration of Blockchain technology, AI and integration with IOT)

Training in Critical Infrastructure Protection with Emphasis on Cyberspace: From Risk Management to Resilience (Module 1)

Training in Critical Infrastructure Protection with Emphasis on Cyberspace: From Risk Management to Resilience (Module 2)

Topical Training Activities in the Margins of EaP and SAP/ Understanding the Civil-Military Dimension of Cyber-Attacks

Cyber Defence Policy on National and International Level, Baltic Defence College

Cybersecurity and Smart City

Cyber Awareness Train the Trainer Course

Cyber Implications to CSDP Operations and Missions Planning

Network and Wireless Security

Team and Conflict Management in peace operations

Energy challenges for the EU and CSDP

The European Union for Secondary Schools

Integrated Border Management trends and challenges in Training and Education sector

Pilot modular course on strategic reflection in security and defence Mod 1

Pilot modular course on strategic reflection in security and defence Mod 2

Pilot modular course on strategic reflection in security and defence Mod 3

Human Security in a Hybrid Environment (EaP)

Legal Framework of Defence related EU policy making

Hostile Environment Awareness Training – Refresher

Human Rights in CSDP

Team and Conflict Management in peace operations

**COUNCIL DECISION (CFSP) 2016/2382**

(Consolidated version)

of 21 December 2016

establishing a European Security and Defence College (ESDC) and repealing Decision 2013/189/CFSP

**CHAPTER I  
ESTABLISHMENT, MISSION, OBJECTIVES AND TASKS**

**Article 1**

**Establishment**

A European Security and Defence College ('ESDC') is hereby established.

**Article 2**

**Mission**

The ESDC shall provide training and education in the field of the Union's Common Security and Defence Policy (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 CSDP and CFSP among civilian and military personnel, and to identify and disseminate best practice in relation to various CSDP and CFSP issues through its training and education activities ('ESDC training and education activities').

**Article 3**

**Objectives**

The ESDC shall have the following objectives:

- (a) to further enhance the common European security and defence culture within the Union and to promote the principles laid down in Article 21(1) TEU outside the Union;
- (b) to promote a better understanding of CSDP as an essential part of CFSP;
- (c) to provide Union instances with knowledgeable personnel able to work efficiently on all CSDP and CFSP matters;
- (d) to provide Member States' administrations and staff with knowledgeable personnel familiar with Union policies, institutions and procedures in the field of CSDP and CFSP;
- (e) to provide CSDP Missions' and Operations' personnel with a common understanding of CSDP Missions' and Operations' functioning principles and a sense of common European identity;
- (f) to provide training and education responding to training and educational needs of CSDP Missions and Operations;
- (g) to support Union partnerships in the field of CSDP and CFSP in particular partnerships with those countries participating in CSDP missions;



- (h) to support civilian crisis management including in the field of conflict prevention, and establishing or preserving the conditions necessary for sustainable development;
- (i) to promote the European Initiative for the Exchange of Young Officers;
- (j) to help promote professional relations and contacts among the participants in the training and education activities;
- (k) to provide Member States' and Union administrations with knowledgeable personnel familiar with Union policies, institutions, procedures and best practices in the field of cyber security and defence.

Where appropriate, attention shall be paid to ensuring consistency with other activities of the Union.

#### Article 4 Tasks of the ESDC

1. The main tasks of the ESDC shall be, in accordance with its mission and objectives, to organise and conduct ESDC training and education activities in the field of the CSDP and CFSP.
2. The ESDC training and education activities shall include:
  - (a) basic and advanced level courses promoting generic understanding of CSDP and CFSP;
  - (b) courses developing leadership;
  - (c) courses directly supporting CSDP Missions and Operations, including pre-deployment and in-mission or in-operation training and education;
  - (d) courses supporting EU partnerships and countries participating in CSDP Missions and Operations;
  - (e) modules supporting civilian and military training and education in the field of CSDP and CFSP;
  - (f) CSDP and CFSP courses, seminars, programmes and conferences for specialised audiences or with specific focus;
  - (g) common modules run under the European Initiative for the Exchange of Young Officers, inspired by the Erasmus Programme;
  - (h) cyber awareness and advanced level courses, including in support of CSDP missions and operations.

Although formally not ESDC training and education activities, the ESDC shall also support and promote European semesters and joint masters degrees making use of the common modules referred to in the first subparagraph.

Other training and education activities shall be undertaken, as decided by the Steering Committee referred to in Article 9 ('the Steering Committee').

3. In addition to the activities referred to in paragraph 2, the ESDC shall, in particular:
  - (a) support the relations to be established between the institutes referred to in Article 5(1) engaged in the network referred to in that paragraph ('the network');
  - (b) run and further develop an e-Learning system to support CSDP and CFSP training and education activities or, in exceptional circumstances, to be used as stand-alone training and education activities;

- (c) develop and produce training and educational material in the field of CSDP and CFSP also drawing on already existing relevant material;
- (d) support an Alumni Association between former training participants;
- (e) support exchange programmes in the field of CSDP and CFSP between the Member States' training and educational institutes;
- (f) act as compartment administrator of the Schoolmaster module of the Goalkeeper project and provide contributions to the annual Union Training Programme in CSDP through this module;
- (g) provide support to the management of training and education in the field of conflict prevention, civilian crisis management, establishing or preserving the conditions necessary for sustainable development and Security Sector Reform initiatives, as well as promotion of cyber security and hybrid threats' awareness;
- (h) organise and run an annual network conference bringing together civilian and military training and education experts in CSDP from Member States' training and educational institutes and ministries, and relevant external training and education actors as appropriate;
- (i) maintain relationships with relevant actors in the field of Freedom Security and Justice, in the field of Development and Cooperation, and with relevant International Organisations and;
- (j) support the Committee for Civilian Aspects of Crisis Management and the EU Civilian Training Group by administering and managing the travel and accommodation costs relating to the activities of the Civilian Coordinators for Training.

## CHAPTER II ORGANISATION

### Article 5

#### **Network**

1. The ESDC shall be organised as a network bringing together civilian and military institutes, colleges, academies, universities, institutions and other actors dealing with security and defence policy issues within the Union as identified by Member States, as well as the European Union Institute for Security Studies ('EUISS').

The ESDC shall establish close links with the Union institutions and relevant Union agencies, in particular:

- (a) with the EU Agency for law enforcement training ('CEPOL');
  - (b) with the European Border and Coast Guard Agency ('Frontex');
  - (c) with the European Defence Agency ('EDA');
  - (d) with the European Satellite Centre ('EU SatCen'); and
  - (e) with the European Police Office (Europol).
2. Where appropriate, international, intergovernmental, governmental and non-governmental organisations may obtain the status of 'associate network partner' ('ANP'), the detailed arrangements for which will be agreed by the Steering Committee.

3. The ESDC shall work under the overall responsibility of the High Representative of the Union for Foreign Affairs and Security Policy ('HR').

#### Article 6

##### **The role of European Union Institute for Security Studies**

1. As part of the ESDC network, the EUISS cooperates with the ESDC by making its expertise and knowledge-gathering capabilities available for ESDC training activities, including through EUISS publications, within the limits of its own capabilities.
2. In particular, the EUISS provides lectures given by EUISS analysts and contributes to the further development of the ESDC e-Learning content.
3. The EUISS also supports the ESDC Alumni Association.

#### Article 7

##### **Legal Capacity**

1. The ESDC shall have the necessary legal capacity in order to:
  - (a) fulfil its tasks and meet its objectives;
  - (b) enter into contracts and administrative arrangements necessary for its functioning including to implement staff secondments and recruit contract staff; acquire equipment, notably teaching equipment;
  - (c) hold bank accounts; and
  - (d) be a party to legal proceedings.
2. Any liability which may arise from contracts concluded by the ESDC shall be covered by the funds available to it pursuant to Articles 16 and 17.

#### Article 8

##### **Structure**

The following structure shall be set up under the ESDC:

- (a) the Steering Committee with responsibility for the overall coordination and direction of the ESDC training and education activities;
- (b) the Executive Academic Board ('the Board') with responsibility for ensuring the quality and coherence of the ESDC training and education activities;
- (c) the Head of the ESDC ('the Head'), sole legal representative of the ESDC, with responsibility for the financial and administrative management of the ESDC, as well as advising the Committee and the Board on the organisation and management of ESDC activities;
- (d) the ESDC Secretariat ('the Secretariat') which is to assist the Head in fulfilling his tasks and in particular in assisting the Board to ensure the overall quality and coherence of the ESDC training and education activities.

#### Article 9

##### **Steering Committee**

1. The Steering Committee, composed of one representative appointed by each Member State, shall be the decision-making body of the ESDC. Each member of the Committee may be represented or accompanied by an alternate member.

2. Members of the Steering Committee may be accompanied by experts to meetings of the Committee.
3. The Steering Committee shall be chaired by a representative of the HR who has appropriate experience. It shall meet at least four times a year.
4. Representatives from countries acceding to the Union may attend the Steering Committee's meetings as active observers.
5. The Head, other ESDC staff, the Chairperson of the Board and when appropriate the Chairpersons of its different configurations as well as a representative of the Commission and other EU Institutions, including the EEAS shall participate in the meetings of the Steering Committee without the right to vote.
6. The tasks of the Steering Committee shall be to:
  - (a) approve and keep under regular review the ESDC training and education activities reflecting the agreed ESDC training and education requirements;
  - (b) approve the annual academic programme of the ESDC;
  - (c) select and prioritise the training and education activities to be run under the ESDC, taking into account the resources available to the ESDC and the training and education requirements identified;
  - (d) select the Member State(s) hosting the ESDC training and education activities and the institutes conducting them;
  - (e) decide on opening specific ESDC training activities and education to third-country participation within the general political framework set by the Political and Security Committee;
  - (f) adopt the curricula for all ESDC training and education activities;
  - (g) take note of the course evaluation reports;
  - (h) take note of the general annual report on ESDC training and education activities and adopt the recommendations therein, to be forwarded to the relevant Council bodies;
  - (i) provide overall guidance to the work of the Board;
  - (j) appoint the Chairpersons of the Executive Academic Board and its different configurations;
  - (k) take the necessary decisions with regard to the functioning of the ESDC in so far as these are not attributed to other bodies;
  - (l) approve the annual budget and any amending budget, acting on proposals from the Head;
  - (m) approve the annual accounts and give a discharge to the Head;
  - (n) approve additional rules applicable to expenditure managed by the ESDC;
  - (o) approve any financing agreement and technical arrangements with the Commission, the EEAS, a Union Agency or a Member State regarding the financing or the implementation of the ESDC's expenditure;
  - (p) contribute to the selection process of the Head as defined in Article 11(3).
7. The Steering Committee shall approve its Rules of Procedure.

8. Except of the case provided for in Article 2(6) of the financial rules applicable to expenditure funded by the ESDC and its financing, the Steering Committee shall act by qualified majority, as defined in Article 16(4) of the Treaty on European Union.

#### Article 10

#### **The Executive Academic Board**

1. The Board shall be composed of senior representatives from those civilian and military institutes and other actors identified by Member States to support the conduct of ESDC training and education activities and of the Director of EUISS or the Director's representative.
2. The Chairperson of the Board shall be appointed by the Steering Committee among the members of the Board.
3. Representatives of the Commission and of EEAS shall be invited to attend the meetings of the Board.
4. Senior representatives of the associate network partners shall be invited to attend the meetings of the Board as active observers.
5. Academic experts and senior officials from Union and national institutions may be invited to attend the meetings of the Board as observers. When appropriate and on a case-by-case basis, academic experts and senior officials who are representatives of institutes that are not members of the network may be invited to participate in the meetings of the Board.
6. The tasks of the Board shall be to:
  - (a) provide academic advice and recommendations to the Steering Committee;
  - (b) implement, through the network, the agreed annual academic programme;
  - (c) oversee the e-Learning system;
  - (d) develop curricula for all ESDC training and education activities;
  - (e) ensure general coordination of ESDC training and education activities among all institutes;
  - (f) review standards of the training and education activities undertaken in the previous academic year;
  - (g) submit proposals to the Steering Committee for training and education activities in the next academic year;
  - (h) ensure a systematic evaluation of all ESDC training and education activities and approve the course evaluation reports;
  - (i) contribute to the draft general annual report on ESDC activities;
  - (j) support the implementation of the European Initiative for the Exchange of Young Officers, inspired by the Erasmus Programme.
7. To fulfil its tasks, the Board may meet in different project-focused configurations. The Steering Committee shall agree on those configurations and the Board shall draw up the rules and arrangements governing the creation and functioning of those configurations. Each configuration will report its activities back to the overall Board at least once every year, after which its mandate may be extended.

8. A member of the ESDC Secretariat will support and assist the Board and each of its configurations. He or she will attend the meetings without the right to vote. If no other candidate can be identified, he or she may, at the same time, chair the meetings.
9. The Rules of Procedure of the Board and each of its configurations shall be adopted by the Steering Committee.

Article 11  
**The Head**

1. The Head shall:
  - (a) be responsible for the ESDC activities;
  - (b) be the sole legal representative of the ESDC;
  - (c) be responsible for the financial and administrative management of the ESDC;
  - (d) advise the Steering Committee and the Board and support their work; and
  - (e) act as the representative of the ESDC for training and education activities within and outside the network.
2. Candidates for the position of Head shall be persons with recognised long-standing expertise and experience in training and education. The Member States may put forward candidates for the position of Head. Staff of the Union institutions and the EEAS may apply for this position, in accordance with the applicable rules.
3. The pre-selection process shall be organised under the responsibility of the HR. The pre-selection panel shall be composed of three representatives of the EEAS. It shall be chaired by the Chair of the Steering Committee. On the basis of the pre-selection results, the HR shall provide to the Steering Committee a recommendation with a shortlist of at least three candidates, drawn-up in the order of the pre-selection panel's preference. At least half of the candidates on the shortlist should come from the Member States. The candidates will present their vision for the ESDC to the Steering Committee, after which the Member States will be invited to rank the candidates in a written, secret vote. The Head shall be appointed by the HR as a member of the EEAS staff.
4. The tasks of the Head shall in particular be to:
  - (a) take all necessary steps, including the adoption of internal administrative instructions and the publication of notices, to ensure the effective functioning of ESDC activities;
  - (b) draw up the preliminary draft annual report of the ESDC and its preliminary draft work programme to be submitted to the Steering Committee on the basis of the proposals submitted by the Board;
  - (c) coordinate the implementation of the ESDC work programme;
  - (d) maintain contacts with the relevant authorities in the Member States;
  - (e) maintain contacts with relevant external training and education actors in the field of CFSP and CSDP;
  - (f) conclude where necessary technical arrangements on ESDC training and education activities with the relevant authorities and training and education actors in the field of CFSP and CSDP;
  - (g) perform any other task attributed to him or her by the Steering Committee.

5. The Head shall be responsible for the financial and administrative management of the ESDC, and in particular shall:
  - (a) draw up and submit to the Steering Committee any draft budget;
  - (b) adopt the budgets after their approval by the Steering Committee;
  - (c) be the authorising officer for the ESDC's budget;
  - (d) open one or more bank accounts on behalf of the ESDC;
  - (e) negotiate, submit to the Steering Committee and conclude any financing agreement and/or technical arrangement with the Commission, the EEAS or a Member State regarding the financing and/or the implementation of the ESDC's expenditure;
  - (f) select the staff of the Secretariat, assisted by a selection panel;
  - (g) negotiate and sign on behalf of the ESDC any Exchange of Letters for the secondment to the ESDC of Secretariat staff;
  - (h) negotiate and sign on behalf of the ESDC any contract of employment for staff paid from the ESDC budget;
  - (i) generally, represent the ESDC for the purpose of all legal acts with financial implications;
  - (j) submit to the Steering Committee the ESDC's annual accounts.
6. The Head shall be accountable to the Steering Committee for his or her activities.

#### Article 12

##### **The ESDC Secretariat**

1. The Secretariat shall assist the Head in fulfilling the tasks of the Head.
2. The Secretariat shall provide support to the Steering Committee, to the Board including its configurations and to institutes for the management, coordination and organisation of the ESDC training and education activities.
3. The Secretariat shall support and assist the Board in ensuring the overall quality and coherence of ESDC training and education activities and in ensuring that they remain in line with the Union's policy developments. In particular, they shall help to ensure that all steps in the delivery of a training and education activity, from curriculum development and the content to the methodologic approach, shall reflect the highest possible standards.
4. Each institute forming the ESDC network shall designate a point of contact with the Secretariat to deal with the organisational and administrative issues connected with the organisation of the ESDC training and education activities.
5. The Secretariat shall closely cooperate with the Commission and the EEAS.

#### Article 13

##### **ESDC Staff**

1. The ESDC staff shall consist of:
  - (a) staff seconded to the ESDC by Union institutions, the EEAS and Union agencies;
  - (b) national experts seconded to the ESDC by Member States;

- (c) contracted staff when no national expert has been identified for the position of administrative and financial expert or for positions of cyber security training manager and following approval by the Steering Committee.
2. The ESDC may receive interns and visiting fellows.
  3. The number of ESDC staff shall be decided by the Steering Committee together with the budget for the next year and have a clear link to the number of ESDC training and education activities and other tasks as defined in Article 4.
  4. The Decision of the HR <sup>(40)</sup> establishing the rules applicable to national experts seconded to the EEAS shall be applicable mutatis mutandis to national experts seconded to the ESDC by Member States. The Union Staff Regulations remain applicable for personnel seconded to the ESDC by European Union Institutions, including for contracted staff paid from the ESDC budget.
  5. The Steering Committee, acting on a proposal from the HR, shall define in so far as necessary the conditions applicable to interns and visiting fellows.
  6. ESDC staff cannot conclude contracts or engage in any kind of financial obligations on behalf of the ESDC without prior written authorisation by the Head.

## CHAPTER III FINANCING

### Article 14

#### **Contributions in kind to training and education activities**

1. Each Member State, Union institution, Union agency and institute, and EEAS shall bear all costs related to its participation in the ESDC, including salaries, allowances, travel and subsistence expenses and costs related to organisational and administrative support of the ESDC training and education activities.
2. Each participant in ESDC training and education activities shall bear all costs related to his or her participation.

### Article 15

#### **Support by the EEAS**

1. The EEAS shall bear the costs arising from the hosting of the Head and the ESDC Secretariat within its premises, including information technology costs, the secondment of the Head and the secondment of one assistant staff member to the ESDC Secretariat.
2. The EEAS shall provide the ESDC with the administrative support necessary to recruit and manage its staff and to implement its budget.

### Article 16

#### **Contribution from the Union Budget**

1. The ESDC shall receive an annual or multi-annual contribution from the general budget of the European Union. That contribution may cover, in particular, costs of supporting

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<sup>(40)</sup> Decision of the High Representative of the Union for Foreign Affairs and Security Policy of 23 March 2011 establishing the rules applicable to National Experts Seconded to the European External Action Service (OJ C 12, 14.1.2012, p. 8).



training and education activities and the costs of national experts seconded by Member States to the ESDC and up to one contracted staff member.

2. The financial reference amount intended to cover the expenditure of the ESDC during the period from 1 January 2020 to 31 December 2020 shall be EUR 1 893 598.

The financial reference amount intended to cover the expenditure of the ESDC for subsequent periods shall be decided by the Council.

3. Following the decision by the Council as referred to in paragraph 2, a financing agreement with the Commission shall be negotiated by the Head.

#### Article 17

##### **Voluntary contributions**

1. For the purpose of financing specific activities, the ESDC may receive and manage voluntary contributions from Member States and institutes or other donors. Such contributions shall be specifically designated by the ESDC.
2. Technical arrangements for the contributions referred to in paragraph 1 shall be negotiated by the Head.

#### Article 18

##### **Implementation of projects**

1. The ESDC can apply for research and other projects in the field of CFSP. The ESDC can act as a project coordinator or a member. The Head can be attached to the 'advisory board' of such a project. He or she may delegate this task to one of the Chairpersons of the EAB configurations or to a member of the ESDC Secretariat.
2. Contribution coming from those projects has to be made visible in the (amended) budget of the ESDC, designated and used according to the tasks and objectives of the ESDC.

#### Article 19

##### **Financial rules**

The Financial Rules set out in the Annex shall apply to expenditure funded by the ESDC and to financing such expenditure.

## CHAPTER IV MISCELLANEOUS PROVISIONS

#### Article 20

##### **Participation in ESDC training and education activities**

1. All ESDC training and education activities shall be open to participation by nationals of all Member States and acceding States. The organising and conducting institutes shall ensure that this principle applies without any exception.
2. The ESDC training and education activities shall also be open in principle to participation by nationals of countries that are candidates for accession to the Union and, as appropriate, of other third States and Organisations, in particular for those training and education activities referred to in Article 4(2)(d).
3. Participants shall be civilian/diplomatic/police/military personnel dealing with aspects in the fields of CSDP and CFSP and experts to be deployed in CSDP missions or operations.

Representatives of, inter alia, international organisations, non-governmental organisations, academic institutions and the media, as well as members of the business community, may be invited to participate in ESDC training and education activities.

4. A certificate signed by the HR shall be awarded to a participant who has completed an ESDC course. The modalities of the certificate shall be kept under review by the Steering Committee. The certificate shall be recognised by the Member States and by the Union institutions.

#### Article 21

##### **Cooperation**

The ESDC shall cooperate with and draw on the expertise of international organisations and other relevant actors, such as national training and education institutes of third States, in particular but not limited to those referred to in Article 5(2).

#### Article 22

##### **Security regulations**

The provisions set out in Decision 2013/488/EU <sup>(41)</sup> shall apply to the ESDC.

## CHAPTER V FINAL PROVISIONS

#### Article 23

##### **Continuity**

The rules and regulations adopted for the implementation of Decision 2013/189/CFSP shall remain in force for the purpose of implementing this Decision in so far as they are compatible with the provisions of this Decision and until they are amended or repealed.

#### Article 24

##### **Repeal**

Decision 2013/189/CFSP is hereby repealed.

#### Article 25

##### **Entry into force and expiry**

1. This Decision shall enter into force on 1 January 2017. It shall be reviewed as appropriate, and, in any case, no later than six months before its expiry.
2. This Decision shall expire on 2 January 2021.

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<sup>(41)</sup> Council Decision 2013/488/EU of 23 September 2013 on the security rules for protecting EU classified information (OJ L 274, 15.10.2013, p. 1).

## ANNEX

Financial rules applicable to expenditure funded by the ESDC and to the financing of the expenditure of the ESDC

### Article 1

#### **Budgetary principles**

1. The ESDC's budget, drawn up in euro, is the act which for each financial year lays down and authorises all the ESDC's revenue and all expenditure funded by the ESDC.
2. Budget revenue and expenditure shall be in balance.
3. No revenue or expenditure funded by the ESDC may be implemented other than by allocation to a heading in the budget.

### Article 2

#### **Adoption of budgets**

1. Each year the Head shall draw up a draft budget for the following financial year, which begins on 1 January and ends on 31 December of the same year. The draft budget shall include the appropriations deemed necessary to cover the expenditure to be funded by the ESDC during that period and a forecast of the revenue expected to cover such expenditure.
2. Appropriations shall be classified as necessary by type or purpose in chapters and articles. Detailed comments by article shall be included in the draft.
3. Revenue shall consist of Member States' or other donors' voluntary contributions as well as the annual contribution from the budget of the European Union.
4. The Head shall submit a detailed budget report on the previous financial year by 31 March. He or she shall propose the draft budget for the following financial year to the Steering Committee by 31 July.
5. The Steering Committee shall approve the draft budget by 31 October.
6. In case the ESDC shall receive a multi-annual contribution from the general budget of the Union, the Steering Committee shall approve the annual budget by consensus.

### Article 3

#### **Transfers of appropriations**

In the case of unforeseen circumstances, transfers of appropriations between budget lines or budget headings of the contribution referred to in Article 16, not exceeding 25 % of those budget lines or headings, may be decided by the Head, who will keep the Steering Committee informed of such transfers. Transfers of appropriations between budget lines or headings exceeding 25 % of the budget lines or headings shall be submitted to the Steering Committee in an amended budget for approval.

### Article 4

#### **Carryovers of appropriations**

1. Appropriations necessary to pay for legal obligations entered into by 31 December of a financial year shall be carried over to the next financial year.
2. Appropriations coming from voluntary contributions shall be carried over to the next financial year.

3. Appropriations coming from projects shall be carried over to the next financial year.
4. The Head may carry over other appropriations in the budget to the next financial year with the approval of the Steering Committee.
5. Other appropriations shall be cancelled at the end of the financial year.

#### Article 5

### **Implementation of the budget and staff management**

For the purpose of implementing its budget and managing its staff, the ESDC shall use existing administrative structures of the Union, notably the EEAS, to the greatest possible extent.

#### Article 6

### **Bank accounts**

1. Any ESDC bank account shall be opened at a first-rate financial institution with its head office in a Member State and shall be a current or short-term account in euro.
2. No bank account shall be overdrawn.

#### Article 7

### **Payments**

Any payment from an ESDC's bank account shall require the joint signature of the Head of the ESDC and another member of the ESDC staff.

#### Article 8

### **Accounting**

1. The Head shall ensure that accounts showing the ESDC's revenue, expenditure and inventory of assets are kept in accordance with the internationally accepted accounting standards for the public sector.
2. The Head shall submit to the Steering Committee the annual accounts for a given financial year no later than the following 31 March, together with the detailed report mentioned in Article 2(4).
3. The necessary accounting services shall be outsourced.

#### Article 9

### **Auditing**

1. An audit of the ESDC's accounts shall be conducted annually.
2. The necessary auditing services may be outsourced.
3. The audit reports shall be made available to the Steering Committee together with the detailed report mentioned in Article 2(4).

#### Article 10

### **Discharge**

1. The Steering Committee shall decide on the basis of the detailed report, the annual accounts and the annual audit report whether to grant the Head a discharge in respect of the implementation of the ESDC's budget.

2. The Head shall take all appropriate steps to satisfy the Steering Committee that a discharge may be granted and to act on the observations in the decisions giving discharge, if any.

\*This text is meant purely as a documentation tool and has no legal effect. The Union's institutions do not assume any liability for its contents. The authentic versions of the relevant acts, including their preambles, are those published in the Official Journal of the European Union and available in EUR-Lex. Those official texts are directly accessible through the links embedded in this document



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