NOTE
From: General Secretariat of the Council
To: Delegations
Subject: Study on the Future Perspectives of the European Security and Defence College

Delegations will find at annex the Study of the General Secretariat of the Council on the Future Perspectives of the European Security and Defence College.
STUDY
ON THE
FUTURE PERSPECTIVES OF THE
EUROPEAN SECURITY AND DEFENCE COLLEGE

- FINAL REPORT -

Study carried out by the General Secretariat of the Council
(DG E VIII / ESDC Secretariat)

Brussels, 01 December 2008
Executive Summary

General

The European Security and Defence College has developed over the last three years into a key training actor providing Member States and EU institutions with training in the field of ESDP. To meet a growing demand on the ESDC, some improvements for its functioning were agreed in a review and revision of the Council Joint Action in spring this year. In addition, the General Secretariat of the Council was asked to elaborate a "Study on the future perspectives of the ESDC".

Based on previous evaluation done and the most recent discussion of the ESDC Steering Committee on the subject in October/November 2008, the Study identifies a feasible option for a further development of the ESDC including a general assessment of the resource implications.

Current situation - demands, deficiencies and discrepancies

The starting point is the state of play of training undertaken by the ESDC with a significant grow of training activities in terms of number and variety, the further development and running of the IDL system which all together can no longer be dealt with by the current 3 staff members of the Secretariat. Insufficient staff resources also prevent the ESDC from valuable participation in international co-operation activities, notably with the European Police College, the Geneva Centre for Security Policy and the NATO Defence College, limitations which would also apply to further developments in international co-operation.

However, the current situation of the ESDC Secretariat within the Council Secretariat does not allow the recruitment of any additional staff beyond the current three.

An ESDC which can meet the demand - staffing and staff facilities

The solution proposed to meet the growing demand on the ESDC and to overcome the current obstacles related to the ESDC Secretariat is therefore the establishment of the ESDC Secretariat as a separate entity with its own legal personality.

A requirement analysis on the basis of the programme of the Academic Year 2008/2009 results in the need for a minimum staff capacity of 8 staff members, including

- a Head of the ESDC, as already foreseen by the current Council Joint Action;
- an expert in budget/administration;
- 1 staff for overall secretarial support;
- 3 staff members (training manager) responsible to support the national institutes in the programming, planning, conduct and evaluation of the training activities and aspects related to international co-operation of whom one will partially contribute to the IDL system;
- two experts to run the IDL system on a minimum level of ambition and further develop it, one for course and content management and one IT technician.
As regards the staff facilities, out of the three concrete options identified namely the Belgian offer to use Quartier Panquin, or to rent offices in the WEU building in the centre of Brussels or the new offer of the Council Secretariat to continue to use its premises, the latter option is considered the most cost effective including for free standard office equipment and supplies necessary for the ESDC Secretariat to perform its tasks. In this case, the Council Secretariat would also be in a position to second one full-time AST staff member to the ESDC Secretariat to provide the secretarial support.

**The possible role of the ESDC in the civilian field of crisis management**

The study comes to the conclusion that the college could provide management support for training activities in the field of civilian crisis management within the identified resources (8 staff members). In this case, one of the training manager would need to have the relevant expertise.

**Financing the ESDC as a separate entity**

Establishing the ESDC Secretariat as a separate entity with legal personality requires financing through its own budget. Three specific cost factors have been analysed: the staff, the staff facilities and the establishment and running of the IDL system.

As regards the financing options, among others, the use of the CFSP budget is considered to be a feasible option for financing the ESDC Secretariat as a separate entity.

**The recommended solution**

The recommended option is to establish the ESDC Secretariat as a separate entity with its own legal personality and budget, with a total of 8 staff members (including 2 SNEs, and 1 AST provided by the GSC) and hosted in the premises of the General Secretariat of the Council. Use should be made of the CFSP budget.

A rough cost estimate to cover the annual expenditures for staff and IDL capacities as set out at ANNEX 1 results in EUR 850,000 as ceiling for the first annual ESDC budget, EUR 820,000 for the following years (duration foreseen in the Council decision).

The principle of voluntary contributions should be maintained as a possibility for providing financial support to specific projects not covered by the budget.

Job descriptions underpinning the need for the respective posts are at ANNEX 2.

Furthermore, it is recommended that - within these identified resources - management support for training activities in the field of civilian crisis management should be provided through the structures of the ESDC in close co-operation with relevant services in the Council Secretariat and the Commission.
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INTRODUCTION

1 Added value of training in the field of ESDP

As CFSP/ESDP are EU policies that develop rapidly, training in this field is necessary in order to provide an understanding of structures, procedures and EU policies.

Training in the field of ESDP contributes to enhancing interoperability between personnel involved in ESDP (e.g. personnel from EU structures as well from Member States). In particular, the network established by the ESDC has contributed to the development of close working relations among national institutes as well as between national institutions and EU institutions.

Training in the field of ESDP enhances civil-military coordination and synergies between actors involved in ESDP.

2 Key principles and objectives for the functioning of the ESDC

The ESDC is a key actor in the field of ESDP training. Any further development of the ESDC will be based on the following principles and objectives, as established by the EU Training Policy and Concept and the Council Joint Action establishing the ESDC:

- Training is and remains Member States' responsibility. The College will not replace national training bodies but complement their activities by training that is organised and managed at EU level.
- Any further development of the ESDC will maintain the network principle. The College will continue to rely on the existing national civilian and military training institutes and will concentrate on making this network more effective.
- The ESDC will contribute to further enhancing the European security and defence culture.
- The ESDC will focus on ESDP-related training activities and will act in a complementary manner with other training institutes, including the NATO Defence College.

3 The new Article 13

The ESDC and its organisational structure, established in July 2005, have been the subject of several evaluation reports of the ESDC Steering Committee including the Article 13 Report on the functioning and perspectives of the ESDC which was forwarded to Council in December 2007. This report led to a new Council Joint Action in June this year.

A number of issues were not addressed in the Article 13 report, or were only partially dealt with. It was therefore decided that the Council would revert to these issues on the basis of a “Study on the future perspectives of the ESDC”.

According to the new Article 13 of the revised Joint Action, the "study shall also address aspects such as the Secretariat, staff capacities, running of the IDL system, conference facilities, financial arrangements, management and co-ordination of ESDP training at EU level, and the civil-military balance within the ESDC network …". The study should be “prepared by the General Secretariat of the Council and presented by the Presidency to the Council by November 2008".
4 Aim and scope of the study

The aim of this study is to provide information for the political debate of the Council in November 2008 on the key political issues related to the future of the ESDC. The study describes the situation as it has further developed since the Article 13 Report in autumn 2007, elaborates a feasible option for the further development of the ESDC, including a general assessment of the resource implications (order of magnitude). The latter cannot replace financial statements which would need to be elaborated following a decision of principle by the Council on the further development of the college.

As regards the methodology, the Council Secretariat relied on
- the General Annual Reports on ESDC Activities 2005 to 2008, including the Article 13 Report by the ESDC Steering Committee presented in December 2007,
- the experience gained and lessons learnt by the ESDC Secretariat within the Council Secretariat and in co-operation with the national institutes engaged in the ESDC network, from the outset in 2005 until today, and
- the discussion of the Steering Committee on the subject in its meetings in October/November 2008.

I CURRENT SITUATION - DEMANDS, DEFICIENCIES AND DISCREPANCIES

After three years of existence, the European Security and Defence College (ESDC) has developed into a key training actor, providing Member States and EU institutions with quality training for personnel involved in ESDP.

Under the new Council Joint Action adopted by the Council in June this year, new conditions for the functioning of the ESDC have been agreed, including in particular the establishment of the legal capacity of the ESDC to enter into contracts and administrative arrangements and to hold a bank account1, more flexibility as regards Member States’ involvement in the Executive Academic Board and its different configurations2 and the establishment of a Head of the ESDC3.

Furthermore, taking account of the growing demand and developing activities, the need to augment staff capacities of the ESDC Secretariat to a minimum of 5 staff members, including the Head of the ESDC, was agreed in the Article 13 Report.

However, many of these new provisions could not be implemented due to the location of the ESDC Secretariat within the Council Secretariat and the limitations imposed on it.

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2 Council Joint Action 2008/575/CFSP of 23 June 2008, Article 7(5): "To fulfil its tasks, the Board may meet in different project-oriented configurations. The Board shall draw up the rules and arrangements governing the creation and functioning of these configurations to be agreed by the Steering Committee."
3 Council Joint Action 2008/575/CFSP of 23 June 2008, Article 8(3): "… A staff member of the Secretariat shall act as Head of the ESDC …".
1 State of play of training activities undertaken by the ESDC

a) Growing demand for more ESDC training

As at September 2008, the ESDC has trained 1133 course participants since it was established. 906 course participants came from 27 Member States, 112 participants from third states and international organisations and 115 participants from the EU institutions, EDA and EU missions/operations.

From a statistical point of view, for each Member State an average of about 33 personnel have been trained in a three-year period. Hence, the annual statistical average per Member State is a total of 11 trained people - and these 11 people come from at least 4 different ministries (Foreign Affairs, Defence, Interior and Justice/Home Affairs).

This ESDC training record does not concur with the demand of all Member States which is significantly higher. As regards the standard courses (the annual ESDP high level course and the one-week ESDP orientation courses), the demand has consistently exceeded the places available for most of the courses. Just two examples which underpin this finding from the CART 2008\(^4\) and previous annual evaluation reports:

- Since the conduct of the first official course in 2005, many Member States asks for additional places in the ESDP High Level Course 2008/2009 though they know that participation in this course is limited in principle to 2 course participants. For the current HLC 2008/2009 6 Member States asked for 3 up to 5 places. More generally, in the event of cancellations before the start of the course, Member States immediately nominate new course participants.

- As regards the ESDP orientation courses, since the start of the ESDC, demands have consistently and significantly exceeded the places available. Quite recently, the ESDC Secretariat noted the request for an additional 30 places (in addition to the 74 participants already accepted) for the ESDP Orientation Course which took place from 15 to 19 September 2008.

To cope with this situation, some Member States, as well as the Council Secretariat and the Commission, have drawn up waiting lists.

Finally, as far as training in ESDP is concerned, most Member States rely on training provided at EU level in particular through the ESDC, as reported in the CART 2008. It was therefore concluded that "ways to extend ESDC capacities in line with the conceptual and module approach to future ESDC activities adopted by the ESDC Steering Committee should be explored".\(^5\) ANNEX 3 includes a graphic presentation of this approach including the potential training activities.

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\(^4\) CART 2008, 10289/08 dated 3 June 2008, Section III, Analysis and evaluation of the questionnaire / main findings.

b) Growing variety of ESDC activities

The types and number of course activities of the college have increased significantly. From initially 4 courses per year including 1 ESDP high level course with 5 residual modules, each one week, and 3 ESDP orientation courses, the number has increased to 14 training activities in the current academic year 08/09 including an Alumni Seminar and an annual Networking Conference of relevant civilian and military training actors.

For instance, Member States have initiated new pilot training activities in the framework of the ESDC. In the academic year 2008/09, 3 new types of courses have been offered: an ESDP/SSR Training Module, an ESDP course on the EU planning process and an ESDP Leadership and Decision-Making Seminar. The Member States hosting the ESDP/SSR Module and the course on the EU planning process made this offer on the understanding that continuity would be ensured through the ESDC. Some Member States have already indicated their intention to follow-up these initiatives by organising courses on the same topics in 2009.
The table below summarizes the planned number and types of ESDC activities for the years 2008-2009:

<table>
<thead>
<tr>
<th>No.</th>
<th>Course Type</th>
<th>Number of courses/year</th>
<th>Participants</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ESDP High Level Course</td>
<td>1 (5 modules, each 1 week)</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>ESDP Orientation Course</td>
<td>5 courses in Brussels</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>ESDP Course for PPI Staff</td>
<td>1 course (autumn 2008)</td>
<td>60</td>
<td>conduct of a 2nd course per year is under consideration</td>
</tr>
<tr>
<td>4</td>
<td>ESDP / SSR Training Module</td>
<td>Pilot Course (NL and FR) in October 2008</td>
<td>50</td>
<td>continuity requested / creation of a pool of knowledgeable personnel in this field !</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 to 7 May 2008</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Course offered by Hungary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>ESDP Course on the EU Planning process</td>
<td>Pilot Course (FR) in October 2008</td>
<td>50</td>
<td>continuity requested</td>
</tr>
<tr>
<td>6</td>
<td>ESDP Leadership and Decision-Making Seminar</td>
<td>Pilot activity (ITA and FR) in October 2008</td>
<td>50</td>
<td>continuity requested</td>
</tr>
<tr>
<td>7</td>
<td>Joint ESDC/CEPOL Seminar on ESDP</td>
<td>Pilot activity in Spring 2009</td>
<td>60</td>
<td>regular joint activities in the future in the framework of closer ESDC/CEPOL co-operation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>number of training activities</th>
<th>12</th>
<th>740 course participants (maximum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Alumni Seminar</td>
<td>1 seminar (TBD)</td>
</tr>
<tr>
<td>9</td>
<td>Networking Conference for civilian and military training actors</td>
<td>1 annual Networking Conference</td>
</tr>
</tbody>
</table>

| number of other activities | 2 |

It can be expected that the number of ESDC activities will further increase in the forthcoming academic year 2009/2010. The Executive Academic Board discussed already the possibility of conducting a second course for PPI staff and, subject to detailed evaluation of the current pilot courses, the number of ESDP courses on SSR and mission planning will likely be more than one course per year in order to meet the training demands in these specific field.

c) Development and running of the Internet Distance Learning (IDL) System

In the Article 13 Report, Member States agreed that the establishment and running of the IDL system, including the development and production of training material relevant to ESDP, should be pursued as a matter of priority and the necessary resources (budget and staff) should be made available.

An IDL System experiment was set up in May-July and conducted effectively in August and September this year. It was prepared by the IDL Project Group relying on the contributions of volunteering national institutes and the ESDC Secretariat. This experiment was limited to supporting the preparatory phase of the ESDP High Level Course 2008/2009 and its Module 1 (about 74 course participants).
The feed-back from the experimental IDL course participants indicate a unanimous positive appreciation of the IDL method to support an ESDC course.

National institutes hosting forthcoming ESDC courses and/or courses listed in the annual EU Training Programme expressed their wish to use the IDL material. Answering these expectations will require the ESDC Secretariat to update, distribute, operate materials, and significantly develop a stable IDL capability at the same time. Therefore, IDL activities can no longer be handled by the current single Project Manager in the ESDC Secretariat.

d) **ESDC co-operation with other actors**

The ESDC is supposed to co-operate with and draw on the expertise of international organisations and other relevant actors, such as national training institutes of third states.\(^6\)

Since 2007, external actors like the Geneva Centre for Security Policy (GCSP), the European Police College (CEPOL) and the NATO Defence College (NDC) have shown a growing interest in cooperating with the ESDC. Cooperation with these external actors is of particular interest as it follows the basic principle that ESDC training activities complement those of other training actors.

The actual cooperation of the ESDC with the abovementioned actors can be assessed as follows:

- Cooperation with CEPOL has recently started. A joint seminar on ESDP is scheduled for spring 2009.
- The GCSP is making a significant contribution to the development of the IDL experiment. This co-operation with the GCSP has benefitted the ESDC, but it has been a one-way-street so far.
- The NATO Defence College invited the ESDC to participate in and contribute to the NATO/PfP Conference of Commandants in 2008 bringing together the commandants of higher military training institutes. None of the Secretariat staff was able to represent the ESDC and to provide the requested active contribution in the preparatory meetings nor in the main conference.

Insufficient staff resources prevent the ESDC from valuable participation in international cooperation activities, notably with the GCSP and the NDC. Such limitations would apply to further developments in international cooperation activities, possibly with the Ukrainian Defence University. Most recently, the Ukraine - in the context of its political dialogue with the EU - expressed the wish to establish closer co-operation between its national defence university and the ESDC.

In this respect, a properly staffed ESDC Secretariat could explore the following avenues in order to develop mutually beneficial cooperation with other actors: co-operation in the development of curricula and training material, joint training activities, active contribution to and/or use of the IDL system by external actors, exchange of lecturers, exchange of best practices, etc. On NDC in particular, regular contacts at the appropriate level should be established with a view of identifying and pursuing practical co-operation, seeking coherence and drawing on the respective strengths of both institutions.

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e) **Exchange programmes in the field of ESDP between the Member States' training institutes.**

According to the new joint action, the college may provide support for exchange programmes in the field of ESDP between the Member States' training institutes. In this regard, a concrete initiative (“initiative européenne pour les échanges entre jeunes officiers - inspirée d'Erasmus”) has been launched and the ESDC is playing a supporting role as regards the implementation. This includes inter alia:

- developing training modules on ESDP and other international issues;
- support of meetings of the Executive Academic Board in a project-oriented format to implement the recommendations;
- managing a database with information on the national colleges' training programmes;
- making available the IDL system and other relevant training material developed under the ESDC.

The administrative support of a project-oriented configuration of the Executive Academic Board and the administration of a database can be considered as regular Secretariat staff business to be dealt with within existing resources.

2 **Discrepancy between the developing ESDC activities and the existing ESDC framework**

a) **The key role of the national institutes and the need for a balanced engagement of military and civilian institutes**

The growing number and variety of training activities require continued active engagement of national training institutes, military and civilian, to conduct the training activities of the college.

This is a precondition to implement one of the key principle established in the introduction to this study namely that any further development of the college will maintain the network principle and will concentrate to make this network more balanced (civil - military) and hence more effective.

Experience has shown that so far there were always sufficient commitments in particular by military institutes to conduct the envisaged number and types of courses. This applies also to new types of courses developed in line with the ESDC training concept. Furthermore, the growing acknowledgement of the ESDC and its activities goes hand in hand with a growing readiness of more Member States and national institutes to host ESDC training activities.

However, consideration needs to be given on how to get more civilian institutes actively engaged in the conduct of ESDC courses. This possibility is referred to in Chapter III/1 of this study.

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7 Council Joint Action 2008/575/CFSP of 23 June 2008, Article 4(3) (e)
b) **Access to conference facilities**

Most ESDC training activities are carried out in Brussels using different conference facilities at the Council and the Commission, provided on a case by case basis. Conference facilities at the EU institutions are scarce resources. For most courses, the Commission provides the conference rooms (Borschette, Breydel Building) subject to confirmation 6 weeks before the course starts. The availability of facilities at the Council often changed in the past at short notice due to additional meetings of the Council bodies. In these cases, courses could only switch to the premises of the national embassies/representations of the hosting Member State or to the small press conference rooms of the Member States in the Council building.

All in all, there is no ensured access to adequate conference facilities and this situation calls for a constant and significant administrative effort by the ESDC Secretariat to access conference facilities.

c) **Insufficient staff resources to cope with current and future activities**

With its current 3 staff members, the ESDC Secretariat is not able to:

- manage all ESDC activities, to support the active engagement of more national institutes, civilian and military in the programming, planning, conduct and evaluation of the courses;
- to run, and at the same time, further develop the IDL project on a sustainable basis;
- engage actively in international cooperation activities.

d) **The current location of the ESDC Secretariat**

The current location of the ESDC Secretariat as part of the Council Secretariat was a compromise solution agreed in 2005 on the understanding that this should not be a permanent solution. One of the reasons was that providing the Secretariat support of the ESDC goes beyond the scope of the Council Secretariat's role and core functions derived from the Treaties. Therefore, only very limited resources can be made available in support of the ESDC (1 full-time staff equivalent from the Council Secretariat). In November 2007, two seconded national experts provided by Belgium and Romania took up their jobs within the ESDC Secretariat.

In 2007, in the context of the Article 13 report and the revision of the Joint Action, it was clarified\(^8\) that the Council Secretariat is not in a position to provide any additional resources in terms of staff, budget and facilities. This also applies to the proposal to establish a permanent Head of the ESDC.

Furthermore, the ESDC Secretariat staff is not authorised to take any action in line with the legal capacity established in the new Joint Action to enter into contracts and administrative arrangements and to hold a bank account, due to the lacking capacities and expertise.

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\(^8\) “When considering potential solutions to overcome the ESDC secretariat's resource problems, it should be borne in mind that the Council Secretariat is currently not in a position to provide any additional resources in terms of staff, budget and facilities. This also applies to the proposal made to establish a permanent Head of the ESDC.” Article 13 report, paragraph 86. This is reflected accordingly in the I/A Item Note on the adoption of the Council Joint Action, document 10162/08 dated 2 June 2008.
While the Article 13 report concluded that the number of staff of the ESDC Secretariat should be increased from 3 to 5 (agreed by Council \(^9\)), however, due to the limitations outlined above, this recommendation has not had any chance to get implemented.

**II A EUROPEAN SECURITY AND DEFENCE COLLEGE WHICH CAN MEET THE DEMAND**

**1 The identified solution - the ESDC Secretariat as separate entity**

The requirements as set out above can only be met through the recruitment of additional staff. This is not possible under the current conditions with the ESDC Secretariat being integral part of the Council Secretariat.

To find a solution to this problem, consideration could be given again to other potential options to locate the ESDC Secretariat as discussed in 2005. These included the possibility to accommodate the permanent ESDC Secretariat either in one of the national institutes engaged in the ESDC network or as part of the EU ISS but located in Brussels\(^{10}\):

- In 2005, a concrete offer made by one Member State to provide the ESDC Secretariat within its national institute engaged in the ESDC network has not been accepted. Most Member States wished to locate the ESDC in Brussels with a close link to the EU institutions. This has not changed.
- As regards a potential role of the EU ISS, there is no chance to reach common understanding on a stronger link between the EU ISS and the ESDC which would go beyond the current established co-operation. \(^{11}\)

Therefore, and in the absence of any other feasible option, the establishment of the ESDC Secretariat as a separate entity with its own legal personality appears to be the only viable solution.

**2 The staffing requirements**

The following is an assessment of the minimum staff what would be required to implement this solution.

The article 13 Report of 2007 and the Joint Action acknowledges the need for a “Head of the ESDC”.

\(^9\) The conclusions of the Article 13 report have been approved by Council in its meeting on 14 April 2008.

\(^{10}\) See Luxembourg Presidency / Secretariat Non-paper on the ESDC Secretariat support and related aspects, dated 10 May 2005, including possible options for the establishment of the Secretariat functions

\(^{11}\) Council Joint Action 2008/550/CFSP of 23 June 2008, Article 4, 6: “As part of the ESDC network, the EU ISS shall support the ESDC training activities, in particular through EU ISS publications and by providing lectures given by EU ISS researchers as well as by making available its website within and for the Internet-Based Advanced Distance Learning (IDL) System.”
For the management support of the training activities, it is assessed that the conduct of up to 5 ESDC activities requires at least 1 full-time staff equivalent. Such a full-time staff equivalent would deal with, in particular:
- the related organisational and conceptual issues,
- the support of the national institutes in the programming, planning, conduct and evaluation of the event,
- the aspects related to co-operation with external partners.  

This means that, taking the ESDC activities in 2008/2009 (14 activities) as a benchmark, 3 full-time staff equivalent are needed for this functional area.

As regards the IDL system, lessons learnt from the recently conducted experiment phase show that a totally de-centralised solution with all key capacities established at national institutes volunteering is not feasible. Therefore, a solution integrating at least some core functions in the ESDC staff will be recommended to ensure the sustainability of the system. To run IDL activities and to develop the IDL project on a sustainable basis, there is a need for a minimum of 3 staff member with different and specific qualifications:
- One staff will need to oversee and support the complete project and its conceptual development and to focus on the contacts with all contributing institutes.
- Two additional staff will need to have the relevant expertise in ESDP content and course management and to deal with the IT technical issues.

Synergy effects are possible with the staff dealing with the training management. One of the three training manager could also oversee and support the IDL project if s/he would have the relevant experience and expertise in this field. This would allow to keep the total number of the Secretariat staff to 8 staff members.

Establishing the ESDC Secretariat as a separate entity implies managing a budget and human resources. One expert is required to carry out these tasks.

Finally, one staff member would need to provide the general secretarial support for the team.

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12 Aspects related to co-operation with external actors are considered to be horizontal issues to be dealt with by many of the permanent staff and not necessarily by specifically dedicated staff.
The table below summarizes the staff requirements. Detailed job descriptions are attached at ANNEX 2.

<table>
<thead>
<tr>
<th>N°</th>
<th>Functional Area</th>
<th>Staff</th>
<th>Key Tasks</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Head of the ESDC</td>
<td>1</td>
<td>overall responsibility for the functioning of the ESDC</td>
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<td>- support to the Steering Committee</td>
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<td>- oversee the coherence and the quality of the education/training</td>
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<td>- support to programming, planning, conduct and evaluation of the ESDC training activities according to the training concept</td>
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<td>- annual networking conference</td>
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<td>- Alumni network and seminar</td>
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<td>- contacts with POC of the national institutes</td>
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<td>- co-operation with external actors</td>
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<td>- support to oversee and manage the running and conceptual development of the IDL system</td>
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<td>IDL System development and running (minimum level of ambition)</td>
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<td>6</td>
<td>Secretarial Support</td>
<td>1</td>
<td>general secretarial support to the team</td>
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</tbody>
</table>

| Total number of staff needed | 8 |

3 The potential staff facilities

Establishing the ESDC as separate entity would mean to provide adequate facilities. Three possible options have been identified.

a) The Belgian offer of Quartier Panquin

Belgium has informed that - with a view to the "Study of the Future Perspectives of the ESDC" - it offers the Quartier Panquin close to Brussels as a potential location to accommodate the ESDC and its Secretariat staff.

The offer consists of putting at the disposal of the ESDC one recently renovated building, providing sufficient room to house the Secretariat. This offer includes the possibility to create a server room in particular for the running of the IDL System. The offer also includes a room where a larger auditorium for approximately 100 people could be created.
b) Renting offices in Brussels

Renting of offices in the centre of Brussels and close to the EU Institutions is also a possibility which can be considered. One concrete possibility is the building occupied by the WEU General Secretariat.

c) A new offer of the Council Secretariat to use its premises

In the case of the establishment of the ESDC Secretariat as a separate entity, the Council Secretariat informed the Steering Committee in its meeting on 19 November 2008 that it would be in a position to provide office space for a maximum of 9 persons for the ESDC, subject to Council approval of a new legal act, for the duration of that legal act.

The Council Secretariat would also continue to cover the costs of standard equipment and supplies necessary for the ESDC Secretariat to perform its tasks. The Secretariat would also be in a position to second one full-time AST staff member to the ESDC Secretariat.

4 Conference Facilities

An assessment of conference facilities needed on the basis of the programme for the current Academic Year 2008/2009 leads to the conclusion that the ESDC would need easy access to:
- a fully equipped conference room with a minimum capacity of approximately 80 people for 28 working days per year;
- 5 fully equipped syndicate rooms with a capacity of 15 to 20 persons for 10 working days per year.

Though these figures will likely increase the coming years, they do not justify a request for a permanent availability of ESDC conference facilities.

However, careful consideration needs to be given to provide the ESDC assured access to adequate conference facilities for the conduct of training activities in Brussels. To this end, the ESDC Secretariat could consult with relevant authorities of the European Commission and the Council Secretariat to identify possibilities for a more permanent arrangement for the use of conference facilities in their buildings.

III A EUROPEAN SECURITY AND DEFENCE COLLEGE WITH ADDITIONAL RESPONSIBILITIES - AN OPTION

The Comprehensive Annual Report on ESDP and ESDP-related Training (CART) 2008\(^\text{13}\) provides a comprehensive overview of the state of play regarding the training efforts in this field. This report recognises on the one hand the progress made and considers the quality of the training provided to be a success. On the other hand, it draws attention to the fact that many useful and recognised training activities at EU level for the benefit of all communities involved in ESDP activities remain fragmented and, in particular, lack a management and co-ordination tool which could help to ensure continuity, create synergy and avoid unnecessary duplication.

\(^{13}\) 10289/08 dated 3 June 2008. In its meeting on 26 May 2008, the Council took note of the CART 2008 and adopted the conclusions therein as a basis for further actions to improve training in the field of ESDP. 10289/08 dated 3 June 2008.
Against this background, one of the Council-approved conclusions of the CART 2008 proposes that consideration should be given to management and co-ordination of training at EU level and that this could be taken into account in the study of the future perspectives of the ESDC.

In line with the above statement, this chapter summarises those training activities and initiatives which could be managed at EU level through the existing structures of the ESDC, in particular if a decision were taken to establish the ESDC as a separate entity.

1 Training in the field of civilian crisis management

a) Current situation and deficiencies

Structural weakness of the training on civilian crisis management in comparison to training in the field of military crisis management has been recognized for a long time. Disparity is most acute in the area of institutional, human and financial resources available to the limited number of civilian crisis management training actors that exist in the EU Member States.

Training activities on civilian crisis management have been mainly provided by a limited number of Member States and to a significant extent supported by the European Commission under the EC Project on training for civilian aspects of crisis management.

b) The potential role of the ESDC

Taking into account the already existing initiatives, the ESDC could provide management support for training activities in the field of civilian crisis management, in order to (i) improve the link between operational needs of civilian ESDP missions and training activities, (ii) provide better co-ordination of available training activities on civilian crisis management for the benefit of all Member States, (iii) improve the civil-military balance in the field of training (iv) further enhance the network principle.

In line with the current joint action of the ESDC, the civilian national training actors could convene in a format of the Executive Academic Board, inter alia to:

- better coordinate programming and planning according to EU / ESDP needs;
- effective implementation of training activities through the national training actors;
- develop curricula for these activities, with full cooperation with Council bodies;
- to review standards of the training activities and assist in developing accreditation system, to be later agreed at appropriate Council bodies;
- ensure a systematic evaluation of the training activities.

The ESDC Secretariat would provide the administrative support for the conduct of the Board meetings and the support for the programming, planning, conduct and evaluation of the courses. The staff dealing with training management within the ESDC Secretariat will have the appropriate expertise in the field of training for civilian crisis management.

Contacts between relevant Council bodies, Council Secretariat structures and the ESDC should ensure that operational needs and lessons identified from civilian ESDP missions are duly reflected in the training efforts in the field of civilian crisis management as supported by the ESDC.
Closer relations with the CEPOL could be established in order to ensure the coherence of the civilian training activities provided within the respective structures of the second and third pillar of the EU.

In addition, the European Commission should be properly represented in the ESDC appropriate bodies. The Commission could also add staff resources to the ESDC Secretariat, as appropriate.

2 Other valuable initiatives - lacking coherence, synergy, continuity and financing

a) Closing capability gaps - training initiatives under the European Defence Agency

In line with the tasking of participating Member States to identify and find a solution in filling critical recognised training gaps as part of its work on capability development, the European Defence Agency has initiated training programmes focused, on the one hand, on the exploitation of Open Source Intelligence (OSINT) and, on the other, on the enhancement of appropriate cultural and situational awareness through the "Intelligence Understanding of the Mission Environment" (IUME) courses. ANNEX 4 includes background information, a requirement analysis for 2009 and 2010 and the potential financial implications.

However, EDA is not a training actor and cannot be made responsible on a permanent basis for the management and conduct of ESDP-related training programmes. An appropriate EU entity should therefore be identified that would become responsible for their coordination and management and that would also have a structural budget to run the courses.

b) "Enhancing the mutual understanding of stakeholders engaged in co-operative programmes" (Study of the EU ISS)

In July 2007, the EDA placed a study with the EU Institute for Security Studies (EU ISS) on "Enhancing the mutual understanding of stakeholders engaged in co-operative programmes" with the aim of identifying basic options for training and education of stakeholders in co-operative programmes. ANNEX 5 includes the relevant EDA Communication summarising the final study report and its main recommendations.

According to the study, the problems surrounding armaments co-operation in Europe lie more in a lack of common understanding than of pure technical knowledge. The recommendations of the study therefore are primarily geared to developing networks of programme managers and strategic decision-makers across Europe and to helping to develop mutual understanding in the European armaments community.

The study makes explicit recommendations, among others also regarding the ESDC which should
- include sessions on armaments co-operation in its current training activities,
- create a specific armaments education network of national defence colleges, and
- investigate the possibility of organising a specialist course on European armaments co-operation.

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14 The Executive Academic Board and the Steering Committee have been informed about the final report and its recommendations in their meetings on 3 September 2008 and on 17 September 2008 respectively.
c) The potential role of the ESDC

The ESDC, if established properly, could be a suitable framework for hosting and providing management support for the training initiatives listed above (courses in the field of intelligence and cooperative programmes).

The ESDC Steering Committee with representatives of all Member States could act as the decision-making body. In the case the ESDC would have additional responsibility for training activities on civilian crisis management, consideration needs to be given to a different role and place of the Commission in the ESDC Steering Committee (currently only an "observer").

Under the overall authority of the Steering Committee, the relevant national training actors could convene in different project-oriented formats of the Executive Academic Board, inter alia to
- ensure effective implementation of training activities through the national institutes,
- develop curricula and to ensure general co-ordination among the institutes,
- to review standards of the training activities and to
- ensure a systematic evaluation.

The conditions for this approach have already been established in the new Council Joint Action of June this year. The Board would draw up the rules and arrangements governing the creation and functioning of these configurations to be agreed by the ESDC Steering Committee. The chairmanship of each of these Board configurations could be provided by a rotating presidency, with a chairperson coming from one of the relevant institutes.

The ESDC Secretariat would in this case provide the administrative support for the conduct of the Board meetings and the support for the programming, planning, conduct and evaluation of the courses.

3 A possible way ahead

If the ESDC, established as separate entity, would be charged with these extra responsibilities, additional staff capacity would be needed in terms of numbers and relevant expertise. A rough assessment of additional staff capacity needed leads to about 4 to 5 staff members if all initiatives as described would be taken under the umbrella of the ESDC, though these figures would depend on the exact number and types of the courses becoming part of the ESDC programme.

In particular due to these resource implications, Member States seem not to be in favour to give the ESDC additional responsibilities in these fields, at least not at this stage. As regards the initiatives of the EDA, the subject might be brought back to the attention of Member States at a later stage, based on more experiences gained in the conduct of the current pilot activities and an agreed need analysis.

However, support has been expressed for a more modest approach by focusing the support on the management of training activities in the field of civilian crisis management, in particular if this could be implemented within the identified staff capacities of 8 staff members.

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Synergy effects are indeed possible in particular in the field of civilian training activities. One of the three envisaged training manager would need to have the relevant expertise in the field of civilian crisis management. Furthermore, a continued location of the ESDC Secretariat within the GSC premises would also set good conditions for a close co-operation of the ESDC Secretariat with the relevant services in the Council Secretariat.

IV FINANCING THE ESDC AS A SEPARATE ENTITY

1 Cost factors and estimate

To establish and run the ESDC as a separate entity, it should have its own budget. The ESDC Steering Committee should be made responsible for any kind of operational function in this regard.

The following costs factors have been analysed.

   a) Personnel expenses

The cost of the Secretariat staff would be paid through the ESDC budget for the number of staff as identified above.

The exact financial implications with regard to the staff also depend on the status of the staff. To ease the constitution of the staff and to better ensure continuity, most of the Secretariat staff would be recruited and fully paid from the budget of the ESDC and only two staff members being established as SNEs with their main salaries being paid by the sending Member States (see ANNEX 1).

   b) Office expenses

Costs of the staff facilities and running costs and maintenance of the buildings would also be borne by the ESDC budget.

Three concrete possibilities (Quartier Panquin / WEU Building / continued use of the GSC premises) have been considered. The offer of the GSC is considered to be the most convenient and cost effective solution.

   c) Expenses for the establishment and running of the IDL system

As regards the IDL System, the initial financial estimates e.g. for a mixed IDL system (ESDC and network members) are about EUR 75.000 for a start-up fund to develop and establish the IDL system and as annual operating costs (copyright included), about EUR 75.000.

   d) Overall cost estimate - order of magnitude

An overall cost estimate to cover the annual expenditures for staff and IDL capacities as set out at ANNEX 1 results in EUR 850.000 as ceiling for the first annual ESDC budget, EUR 820.000 for the following years (duration as foreseen by the Council).
2 Financing training activities through the ESDC budget - a possibility

Similar to the functioning of the European Police College (CEPOL) which include the financing of police training activities through its budget, the potential availability of a common budget in support of ESDC training activities would likely also work for the ESDC network as a further incentive to get more national institutes actively engaged which so far abstained due to the related financial implications (costs lie where they fall).

Financial support to training activities would be therefore an added value of establishing the ESDC as a separate entity. This would in particular apply for those activities which are in principle for the benefit of all Member States and to those Member States who are lacking the relevant training capacities in particular in the civilian field.

Taking the number and types of training activities of the current academic year as a benchmark, about EUR 301.000 would be needed to finance these courses.

As a consequence, financing training activities would increase the budget to be made available for the ESDC significantly. Discussion in the Steering Committee showed that most likely common understanding cannot be reached among the Member States at this stage. However, it might be kept in mind as an option to be reconsidered at a later stage.

3 Options for financing

Under the current institutional conditions, the following options for the financing of the ESDC as a separate entity can be considered.

a) Community budget (CFSP heading)

One option could be the use of the CFSP budget. The European Security and Defence College (ESDC) was set up by a Joint Action adopted, pursuant to Article 14 of the Treaty on European Union (TEU), under the Common Foreign and Security Policy (Title V).

In accordance with Article 28 of the TEU, operational expenditure arising from the implementation of the provisions of Title V is to be charged to the budget of the European Communities. There are two kinds of exception to such financing: firstly, operations having military or defence implications; secondly, cases where the Council decides otherwise, e.g. for the Institute for Security Studies (ISS), the European Defence Agency (EDA) or the Satellite Centre (SATCEN) (GNP-scale contributions).

Expenditure incurred in training is regarded as operational expenditure, under Article 28(3) of the TEU, where it relates to implementation of EU operational activity (joint action). Such expenditure may be financed from the Community budget (CFSP heading), where that activity is not an operation having military or defence implications and where the Council has not unanimously decided otherwise.
The functioning of the ESDC is not considered to have military and defence implications. If this option were chosen, all costs could be covered (administrative costs including staff and staff facilities and operational costs including - if so wished - the financing of training activities).

The use of the CFSP budget is considered to be a feasible option for financing the ESDC as a separate entity.

**b) GNP-scale apportionment**

As a second option, Member States could make contributions to the budget in accordance with their GDP, an approach applied in other cases (EU ISS, SATCEN).

Under Article 28(3) of the TEU, should the Council unanimously decide not to have operational expenditure financed from the CFSP budget, that expenditure is financed by Member States in accordance with the GNP scale, or any other scale if the Council unanimously so decides.

**c) Community budget other than the CFSP heading**

The Community budget other than the CFSP heading cannot be used to finance ESDP training.

Nor can any Community agency provide ESDP training, as things currently stand.

**d) Voluntary contributions**

An option already established in the Joint Action is the possibility of voluntary contributions by Member States.

There are precedents under the ESDP for use of voluntary contributions in the case of specific projects for a limited period. For instance, the project concerning the chain of payments (EUSEC) was financed on the basis of voluntary contributions. To give another example, in the EDA's work, some particular projects are financed solely by means of contributions from member States involved in them.

Voluntary contributions have never as yet under the ESDP been used to finance a more lasting structure as this would give rise to some difficulties:

- How can the budgetary continuity required for its proper operation be ensured?
- Will financing from voluntary contributions involve any discrimination?

It therefore seems most unlikely that this would lead to the establishment of an annual ESDC budget as needed.

**e) The feasible option - use of the CFSP budget**

The use of the CFSP budget is considered to be a feasible option for financing the ESDC Secretariat as a separate entity and is most likely the option acceptable to all Member States.
However, the principle of voluntary contributions should be maintained as a possibility for providing financial support to specific projects such as the IDL System or specific ESDC activities not covered by the budget.

In this context, it is worth giving a reminder of an exchange of letters in spring this year between the Chairmen of the Committee on Foreign Affairs and the Subcommittee on Security and Defence of the European Parliament, the High Representative for the Common Foreign and Security Policy and the Commissioner for External Relations who all expressed their support for the ESDC in general and reacted favourably to the possibility of considering sound financing (ANNEX 6 includes a copy of the letters).

V THE RECOMMENDED SOLUTION

On the basis of the above analysis, this study recommends to:

(1) establish the ESDC Secretariat as a separate entity with its own legal personality with a total of 8 staff members and with the qualification profiles as described in the job descriptions at ANNEX 2.

(2) make use of the offer of the General Secretariat of the Council (GSC) as the most convenient and cost effective option to accommodate the ESDC Secretariat in the premises of the GSC, allowing to second one GSC AST staff to the ESDC Secretariat.

(3) provide the ESDC with its own budget to cover the expenditures for staff and IDL equipment as set out at ANNEX 1, making use of the CFSP budget.

(4) task the ESDC - within the identified resources - to provide management support for training activities in the field of civilian crisis management.

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### ESDC Secretariat as a separate entity

<table>
<thead>
<tr>
<th>Staff</th>
<th>Function Group</th>
<th>Key Tasks</th>
<th>Posts available</th>
</tr>
</thead>
</table>
| Head of the ESDC                             | AD            | - overall responsibility for the functioning of the ESDC Secretariat  
- support to the Steering Committee  
- represent ESDC in all legal acts and obligations  
- oversee the coherence and the quality of the education/training | for recruitment |
| Administration/Budget                        | AD            | - budget and controlling  
- personnel management  
- provide advice on legal matters regarding EU regulations | for recruitment |
| Secretarial Support                          | AST           | - general secretarial support to the team  
- support statistical evaluation of the ESDC training activities | provided by the GSC |
| Training Management                          | AD            | - administrative support to the Steering Committee and Executive Academic Board  
- administration of databases  
- support to programming, planning, conduct and evaluation of the ESDC training activities according to the training concept  
- annual networking conference  
- Alumni network and seminar  
- contacts with POC of the national institutes  
- co-operation with external actors  
- (one of the two) support to civilian training | for secondment |
| Training Management                          | AD            | - programming, planning, conduct and evaluation of the ESDC training activities according to the training concept  
- contacts with POC of the national institutes  
- co-operation with external actors  
- support to oversee and manage the running and conceptual development of the IDL system | for recruitment |
| Training Management and IDL Project Management Support | AD            | - Course management for selected courses  
- Instructional design  
- IDL training material maintenance and update in close co-operation with providers | for recruitment |
| IDL Content and Course Manager               | AD            | - Technical implementation and issues  
- IT system management  
- IT support / internet operations | for recruitment |
| IDL Technical Expert                         | AST           | - Technical implementation and issues  
- IT system management  
- IT support / internet operations | for recruitment |
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<th>Function Group</th>
<th>Key Tasks</th>
<th>Posts available</th>
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<td>- Procurement of specific equipment</td>
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<td>- Operational costs for the running of the system (including copy right /replacements)</td>
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<td>- Training activities outside Brussels</td>
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<td>- Meetings Executive Academic Board outside Brussels</td>
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<td>- Co-operation with external training actors</td>
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<td>Staff Facilities</td>
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<td>- Office space provided by the GSC for the number of staff envisaged for the duration of the Council decision.</td>
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<td>- GSC continues to cover the costs of standard office equipment and supplies necessary for the ESDC Secretariat to perform its tasks.</td>
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ESDC Secretariat - Job Descriptions

Annex 2 to the ANNEX

Head of the ESDC

1. Function and location

The Head of the ESDC will direct the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

Function Group: corresponding AD Number: 1

Post available for recruitment.

2. Main tasks and responsibilities:

The Head of the ESDC is responsible to ensure the overall quality of the ESDC’s work, to enhance its visibility and to act as the official representative of the ESDC. In particular, he/she will be responsible:

- for the day-to-day administration of the ESDC’s work;
- to exercise in respect to the staff, the powers laid down in the (... legal act);
- to support the work of the Steering Committee;
- to draw up the preliminary draft budget and implement the budget;
- to maintain close contacts with the institutes of the Member States;
- maintain close contacts with relevant external training actors and to respond to request for active participation and contribution to their events;
- to co-ordinate the implementation of the ESDC academic programme.

S/he will also have specific responsibilities regarding:

- the programming, conduct and evaluation of the ESDP High Level Course, acting as the course director of the ESDP High Level Course if relevant staff capacity cannot be made available through the Executive Academic Board and its members.
- the programming and conduct of other high level seminar such as the ESDP Leadership and Decision-making Seminar;
- the programming and conduct of new types of training activities (pilot activities).

3. Requirements

- A master’s degree or equivalent in educational science.
- Very good professional knowledge in the field of international affairs and security issues, in particular the EU’s Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (ESDP).
- A long professional experience in training and education.
- A thorough knowledge of one Community language and a satisfactory knowledge of a second language for the performance of his duties are required. In practice, in the interest of the service, thorough knowledge of English and French is required. Very good written command of one of these languages is also needed.
- Have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.

4. Skills/Abilities

- Highly-developed sense of initiative and responsibility and ability to work flexibly and to manage high workload in accordance with the demands of planning and the conduct of training activities of the ESDC.
- Good communication skills (oral and written).
- Good team worker with sound experience to work in a multinational structure.
- Preparedness to travel outside of Brussels as necessary.

5. General conditions:

- Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
Experts in the Management of Training and Education in the field of CFSP/ESDP

1. Function and location

These experts will be members of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

Function Group: corresponding AD  Number: 2

Posts available for secondment.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the persons selected will contribute to the conceptual and programming work of the ESDC with a view to promoting a common understanding of ESDP as foreseen in the College’s mission.

In particular, the selected persons will be responsible for:

**Programming and planning of the academic year, including inter alia:**
- draft the training programme
- develop, keep up-to-date and fine tune programme in close co-operation with national the national institutes
- provide ESDC input to the EU training programme
- create and update ESDC workplan

**Planning, organisation, conduct and evaluation of all ESDC activities, including**
- the annual ESDP High Level Course with 5 Modules
- at least 5 ESDP Orientation Courses per year
- ESDP Course for Press and Public Information Staff
- Alumni seminar
- Annual Networking Conference
- New types of courses according to the ESDC training concept as initiated by the Member States and their institutes; this includes inter alia:
  - One of the two training manager will be responsible to support the management of civilian training activities and should therefore have the relevant expertise.
  - establish and keep close contact and co-operation with the national institute hosting the activity;
  - elaborate, discuss and finalise outline curricula;
  - develop invitation letter, administrative arrangements and fact sheets;
  - register participants and develop list of participants;
  - organise conference facilities in co-operation with the EU institutions and the institute hosting the course;
  - organise access to the EU institutions;
  - prepare welcome packages;
  - prepare evaluation forms;
  - support institutes to identify and organise lecturers and lecturers instructions;
  - serve as a help desk for course participants;
  - conduct evaluation level 1 and 2;
  - prepare and produce certificates;
  - update Alumni data base.

**Development of policy and conceptual work of the ESDC, including inter alia:**
- follow CFSP/ESDP developments and lessons learnt from missions and operations;
- analyse lessons learnt and training requirements relevant for the ESDC’s work;
- develop and keep under review the ESDC training concept;
- develop curricula for potential future ESDC training activities;
- provide input to the EU annual evaluation report in the field of training relevant to ESDP.
Support Steering Committee and Executive Academic Board, including inter alia:

- elaborate and co-ordinate the draft agenda in co-operation with the chairpersons;
- organise conference rooms;
- attend, contribute to the meetings and support the chairperson;
- elaborate, discuss and finalise minutes of the meetings;
- draft annual review reports of the Steering Committee, discuss and finalise them.

Development and updating of data bases, such as lecturers data base, lessons learnt from training activities, exchange programmes etc including inter alia:

- develop and establish technical solutions;
- develop, administer content of the databases;
- provide advice, support to the users;
- keep it regularly up-to-date.

Alumni Network, including inter alia:

- support preparation, conduct and evaluation of Alumni Seminars / events;
- organise and maintain data base;
- function as a point of contact for the Alumni members.

Co-operation and Networking inter alia:

- keep regular contacts with POCs of external training actors;
- respond to requests for participation and contributions to activities of external actors;
- provide advice in the field of CFSP/ESDP training activities.

Web Site of the ESDC inter alia:

- administer ESDC website;
- regular update of the website non-secure and secure content.

3. Requirements

- A master’s degree or equivalent.
- Sound professional knowledge in the field of international affairs and security issues, in particular the EU’s Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (ESDP).
- Sound professional experience in training and education, particularly as a teacher in an institute, college, academy or institution or equivalent. Additional professional experience in the organisation and management field, encompassing overall management of training as well as the preparation, organisation and conduct of specific training courses / activities and necessary administrative support, would be highly valued.
- One of the two training managers should have sound expertise in the field of training in the field of civilian crisis management.
- Good working knowledge in the use of modern IT and office applications, including Windows XP and MS Office.
- A thorough knowledge of one Community language and a satisfactory knowledge of a second language for the performance of his duties are required. In practice, in the interest of the service, thorough knowledge of English and French (ability to work independently in both languages) is required. Very good written command of one of these languages is also needed.
- Have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.
4. **Skills/Abilities**
   - Highly-developed sense of initiative and responsibility and ability to work flexibly and to manage high workload in accordance with the demands of planning and the conduct of training activities of the ESDC.
   - Good communication skills (oral and written).
   - Ability to work well in a team and in a multinational structure.
   - Preparedness to travel outside of Brussels as necessary.

5. **General conditions**
   - Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
Expert in Training, Education and Internet-based Distance Learning (CFSP/ESDP)

1. Function and location

The expert will be member of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

Function Group: corresponding AD Number: 1

Post available for recruitment.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the persons selected will contribute to the conceptual and programming work of the ESDC, including support to Internet-based Distance Learning (IDL), with a view to promoting a common understanding of ESDP as foreseen in the College’s mission. In particular, the selected persons will be responsible for:

**Programming and planning of the academic year, including inter alia:**
- draft the training programme, including IDL courses
- develop, keep up-to-date and fine tune programme in close co-operation with national the national institutes
- provide ESDC input to the EU training programme
- create and update ESDC work plan

**Planning, organisation, conduct and evaluation of all ESDC activities, including**
- the annual ESDP High Level Course with 5 Modules
- at least 2 ESDP Orientation Courses per year
- ESDP Course for Press and Public Information Staff
- at least 2 IDL Courses in support of ESDC educational activities
- New types of courses according to the ESDC training concept as initiated by the Member States and their institutes; this includes inter alia:
  - establish and keep close contact and co-operation with the national institute hosting the activity and/or participating in the IDL project;
  - elaborate, discuss and finalise outline curricula;
  - develop invitation letter, administrative arrangements and fact sheets;
  - register participants and develop list of participants;
  - organise conference facilities in co-operation with the EU institutions and the institute hosting the course;
  - organise access to the EU institutions;
  - prepare welcome packages;
  - prepare evaluation forms;
  - provide the application of quality standards and procedures, and of security procedures in all ESDC IDL activities.
  - support institutes to identify and organise lecturers and lecturers instructions;
  - serve as a help desk for course participants;
  - conduct evaluation level 1 and 2;
  - prepare and produce certificates;
  - update Alumni data base.

**Development of policy and conceptual work of the ESDC, including inter alia:**
- follow CFSP/ESDP developments and lessons learnt from missions and operations;
- analyse lessons learnt and training requirements relevant for the ESDC’s work;
- develop and keep under review the ESDC training concept;
- develop curricula for potential future ESDC training activities;
- provide input to the EU annual evaluation report in the field of training relevant to ESDP.
- develop the IDL operations legal basis and ensuring its proper application and administration;
- draft IDL operations’ priorities and budget, draft, administer and evaluate the ESDC IDL operations annual plan on the basis of the training programme and available capacities.
Support Steering Committee, Executive Academic Board, and IDL Project Group, including inter alia:

- elaborate and co-ordinate the draft agenda in co-operation with the chairpersons;
- support to the ESDC IDL Project Group(s), in terms of planning, drafting, and implementation of practical measures;
- organise conference rooms;
- attend, contribute to the meetings and support the chairperson;
- elaborate, discuss and finalise minutes of the meetings;
- draft annual review reports of the Steering Committee, discuss and finalise them.

Development and updating of data bases, such as lecturers database, lessons learnt from training activities, exchange programmes etc including inter alia:

- develop and establish technical solutions;
- develop, administer content of the databases;
- provide advice, support to the users;
- keep it regularly up-to-date;

Alumni Network, including inter alia:

- support preparation, conduct and evaluation of Alumni Seminars / events;
- organise and maintain data base;
- function as a point of contact for the Alumni members.

Co-operation and Networking inter alia:

- keep regular contacts with POCs of external training actors;
- respond to requests for participation and contributions to activities of external actors;
- ensuring the contacts with IDL participating institutes;
- provide advice in the field of CFSP/ESDP training activities.

Web Site of the ESDC inter alia:

- administer ESDC website;
- regular update of the website non-secure and secure content.

3. Requirements

- A master’s degree or equivalent.
- Sound professional knowledge in the field of international affairs and security issues, in particular the EU’s Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (ESDP).
- Sound professional experience in training and education, particularly as a teacher in an institute, college, academy or institution or equivalent. Additional professional experience in the organisation and management field, encompassing overall management of training as well as the preparation, organisation and conduct of specific training courses / activities and necessary administrative support, would be highly valued.
- Good knowledge and experience in using standard IT tools and representative learning and content management internet applications;
- Good working knowledge in the use of modern IT and office applications, including Windows XP and MS Office.
- A thorough knowledge of one Community language and a satisfactory knowledge of a second language for the performance of his duties are required. In practice, in the interest of the service, thorough knowledge of English and French (ability to work independently in both languages) is required. Very good written command of one of these languages is also needed.
- Have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.
4. Skills/Abilities

- Highly-developed sense of initiative and responsibility and ability to work flexibly and to manage high workload in accordance with the demands of planning and the conduct of training activities of the ESDC.
- Good communication skills (oral and written).
- Ability to work well in a team and in a multinational structure.
- Preparedness to travel outside of Brussels as necessary.

5. General conditions

- Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
1. Function and location

The expert will be a member of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

**Function group:** corresponding AD Number: 1

Post available for recruitment.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the persons selected will contribute to the conceptual and programming work of the ESDC, including Internet-based Distance Learning (IDL), with a view to promoting a common understanding of ESDP as foreseen in the College’s mission. In particular, the selected persons will be responsible for:

- course management for selected IDL courses, providing participant course advice, content assistance, progress tracking and reporting, and course evaluation;
- instructional design for IDL courses and modules, according to ESDC standard curricula and set educational objectives;
- IDL training materials maintenance and update, in co-operation with module authors, and applying the ESDC legal copyright arrangements;
- ESDP Knowledge-base development, maintenance and update, in co-operation with providers, and applying the ESDC legal copyright arrangements;
- coordinating with other members of the team and with internal and external partners to set strategies and priorities for the conduct and organisation of the training courses under his/her responsibility;
- drawing up evaluation reports, recommendations and advice for the attention of his/her superiors and internal and external partners in the training field;

3. Requirements

- a master’s degree or equivalent;
- sound professional experience in the field of adult training and, in particular, in the area of course planning and design;
- prove professional knowledge in the field of international affairs and security issues, in particular the EU’s Common Foreign and Security Policy (CFSP) and European Security and Defence Policy (ESDP) and EU Institutions functioning;
- have a sound grasp of the standard IT tools and of learning and content management applications.
- have detailed knowledge of modern taxonomy theories and evaluation theories and techniques;
- a thorough knowledge of one Community language and a satisfactory knowledge of a second language for the performance of his duties are required. In practice, in the interest of the service, thorough knowledge of English and French (ability to work independently in both languages) is required. Very good written command of one of these languages is also needed.
- have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.

4. Skills/Abilities

- highly-developed sense of initiative and responsibility and ability to work flexibly and to manage high workload in accordance with the demands of planning and the conduct of training activities of the ESDC.
- be able to operate with skill Windows based office applications (MS Office);
- good communication skills (oral and written), a feel for human relations and a helpful disposition;
- ability to work well in a team and in a multinational structure.

5. General conditions

- be a national of one of the Member States of the European Union and enjoy full rights as a citizen.

__________________
Expert in IDL technical Support

1. Function and location

This expert will be a member of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

Function Group: corresponding AST Number: 1

Post available for recruitment.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the persons selected will contribute to the technical availability of equipment for IDL courses, ESDP knowledge-base and ESDC website. In particular, the selected persons will be responsible for:

**IT System management**
- Manage servers including operating systems installation and upgrades, operation control, tuning
- Manage storage infrastructure
- Manage file/print server activities
- Manage backup infrastructure (e.g.; check logfiles, search and restore documents, move/change/replace parts)
- Manage application software for learning and structured databases
- Manage IDL applications user domain and user access rights
- Monitor correct operations of the systems and perform error detection tests
- Monitor/Check availability of servers (e.g., CPU usage, disk usage, ...)
- Collect and analyse server audit logfiles
- Apply security procedures and settings

**IT Support**
- Install, conduct computer diagnostics to determine nature of problems, provide technical assistance and perform necessary activities to resolve problems
- Provide 2nd level support including active participation in fault resolutions and root cause analysis
- Manage equipment and application software service support
- Maintain, up-date and develop website and associated applications
- Manage IDL course registrations and associated databases
- Provide IDL and office LAN user technical assistance
- Integrate IDL content in application software

**Facility management**
- Resource allocations/ capacity planning (e.g., rack space, servers, electricity, air-conditioning, ...)
- Administrative activities for procuring IT equipment
- Management of maintenance and assistance contracts
- Server and office IT infrastructure commissioning and de-commissioning activities (including physical installation/de-installation)

**IDL Contribution**
- Participate in functional and technical analysis groups
- Participate in IDL/ IT working groups in order to define enterprise policies and standards
- Participate in call for tenders and the selection process of suppliers of IT equipment, software and services
- Suggest/introduce new technologies and procedures in order to improve, simplify, standardise operational activities
- Participate in infrastructure design to meet specific requirements in collaboration with other staff members.
3. Qualifications required

**Applicants must have:**
- Undergraduate studies qualification in the field of IT equipment and operations
- Prove knowledge and abilities in internet operations, and IT equipment maintenance
- Detailed knowledge of
- MS Windows 2000/2003/XP and clustering and Unix/OSS (Linux) operating systems
- Systems management protocols (SMTP) and tools (HP Insight manager …)
- Centralised back-up systems (Legato)
- Network protocols and services (TCP/IP, ISDN, DNS, DHCP, HTTP, SNMP, Active Directory, LDAP, …)
- Learning management and content management application software (DOKEOS, ILIAS, Joomla, ALFresco, …)
- Centralised back-up systems (Legato)
- Network protocols and services (TCP/IP, ISDN, DNS, DHCP, HTTP, SNMP, Active Directory, LDAP, …)
- Security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.

4. Skills/Abilities

- A sense of responsibility, organisational skills and initiative be a good team-worker and have good interpersonal skills;
- A good knowledge of English and French;

5. General conditions

- Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
1. Function and location

The expert will be a member of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

**Function group:** corresponding AD **Number:** 1

Post available for recruitment.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the person selected will be responsible for human resource management and personnel policy, budget and financial matters, accounting, payroll, infrastructure, health and safety, insurance and general administration practice.

In particular, he/she will be required to:

- provide regular finance and related management information to the Head of the ESDC and the Steering Committee
- ensure preparation of the budget on time and to manage the finance function with due diligence and accuracy;
- ensure that there is a fully compliant health and safety policy, a fully compliant human resource policy;
- implement the payroll system;
- provide advice to the Head of the ESDC on legal matters regarding EU regulations and policies applicable to the ESDC staff.

3. Requirements

- A level of education which corresponds to completed university studies.
- At least 12 years professional experience (following the award of the diploma) of which at least 8 years acquired in positions related to the aforementioned duties.
- A thorough knowledge of one Community language and a satisfactory knowledge of a second language for the performance of his duties are required. In practice, in the interest of the service, thorough knowledge of English and French (ability to work independently in both languages) is required. Very good written command of one of these languages is also needed.
- Have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.

4. Skills/Abilities

- Highly-developed sense of initiative and responsibility and ability to work flexibly and to manage high workload in accordance with the demands of the ESDC.
- Ability to work well in a small team and in a multinational structure.
- Meet the character requirements for the duties involved.

5. General conditions

- Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
Secretarial Support

1. Function and location

The Secretary will be a member of the Secretariat of the European Security and Defence College (ESDC) and will work in Brussels.

Function group: corresponding AST Number: 1

Post filled / made available by the General Secretariat of the Council.

2. Main tasks and responsibilities:

As a member of the ESDC Secretariat team working under the authority and guidance of the Head of the ESDC, the person selected will carry out all secretarial tasks including:

- following-up the work programme and the monitoring of deadlines of the ESDC activities;
- keeping the Head's diary;
- managing and archiving electronic correspondence and documents;
- processing documents in close co-operation with other members of the Secretariat;
- preparing meetings and dossiers for the meetings of the ESDC bodies, the Steering Committee and the Executive Academic Board including meetings in its project-oriented format;
- acting as a point of contact for the nomination of course participants;
- acting as a point of contact for queries and requests from the national institutes' POCs;
- supporting the statistical evaluation of the ESDC training activities;
- addressing logistical issues related to offices, furniture, badges etc.
- providing any other assistance in the overall execution of the tasks performed within the ESDC Secretariat.

3. Qualifications required

- possess a good sense of initiative and responsibility, organisational skills and the ability to work as part of a team;
- have a very good knowledge of French and English and be able to communicate and draft in both languages;
- have a sound grasp of the standard IT tools;
- an interest in matters within the remit of the ESDC Secretariat would be an advantage;
- have national security clearance at CONFIDENTIAL level. Already having such clearance would be an advantage. Otherwise, those applying for the post will be understood to be prepared to undergo security screening under Council Decision No 264/01 of 19 March 2001.

4. General conditions

- Be a national of one of the Member States of the European Union and enjoy full rights as a citizen.
Annex 3 to the ANNEX

Conceptual and modular approach to future ESDC training activities

High-Ranking Staff / Decision-Makers
(Ambassadors, Generals/Admirals, Directors)

ESDP High-Level Seminar (2 Days)

Senior Staff Level (diplomats, civil servants in capitals, civilian including police, and military personnel)

ESDP High-Level Course

Expert Level
(diplomats, civilian, including police, and military personnel with a minimum practical experience)

ESDP Advanced Course

ESDP Courses for Specialised Staff

Specialist Level

ESDP Orientation Courses / OC-type courses/seminars /
can also be conducted focussing on a specific audience and specific theme

ESDP Training at national level (Member States)
- ESDP training activities for nationals only
- ESDP training activities open to participation of other nationals and listed in the EU Training Programme in the field of ESDP

Training material/IDL system support for all training levels, organised and co-ordinated through the ESDC
Intelligence Training under the European Defence Agency

(Background Information)

Dealing with today’s multiple threats, ESDP operations require ever more precise and tailored Intelligence support. One of the enablers of such capability is an adequate professionalism in possession of the people responsible for evaluating the situation in any given area of interest. The necessary professionalism is mainly granted by the availability of tailored training programs.

Not always such availability is granted. The EDA CDP process has highlighted that this is one of the main critical areas that needs to be addressed as soon as possible.

EDA was there fore tasked by its participating Member States to develop a series of training activities aimed to satisfy such requirement. Therefore, in 2007 EDA launched a training programme to improve Intelligence Understanding of the Mission Environment (IUME), focused on providing basic language skills and a comprehensive knowledge of the cultural, political, economic, social and religious factors that characterise specific regions of interest.

Following the IUME activity, in 2008 EDA launched the first series of Pilot courses for Open Source (OSINT) Exploitation. This training program initially consisted in a basic and advanced course repeated twice to be able to satisfy around 40 students. EDA experienced an overwhelming response for the activity (86 requests from 21 pMS & 10 EU Institutions)

Lastly, in 2009 EDA will launch the third of the training activities in the Intelligence Domain: the Intelligence Analysis Methodologies course, 2 weeks long.

The three training programs should be seen as a comprehensive package for an analyst whatever his domain (Military – Civilian). The IUME courses are designed to provide a basic target language skills as well as all the necessary background information on a particular area of interest. The OSINT courses provide the capability to retrieve the necessary information through Open Sources and the Analysis courses provide the tools to be able to assess the retrieved information, integrating it with the already known background in order to enhance the overall situational awareness. Since the broad interest of the activity, not only confined to the military domain, the courses are open to all EU Institutions and national Governmental Bodies that would have a benefit from attending the activity.

Regarding the IUME courses, the current planning for 2009/2010 includes a Middle-East Programme (an Arabic Language Course and a Cultural Awareness Course), a Cultural Awareness Africa oriented Course and a Russian Language Course.

As regards the OSINT courses, 18 specialised courses are planned in 2009, each of which open to 20 students and focusing on Techniques & Methods, Africa, Middle East, Asia, Terrorism, Proliferation of WMD and Humanitarian Affairs. All together involving a budget of about 350.000 Euro. For 2010 onwards the potential training audience has been identified in being between 2000 and 8000 people that would require to attend the courses every three years, meaning around 40 one-week courses per year, most likely to be run in parallel sessions, with different focus as regards to the topics and languages.
Power Point Presentation to the Politico-Military Group on 8 September 2008

Capabilities Directorate

Primary Courses in the Division of Intelligence

68 Sep 2006

European Defence Agency
Building Capabilities for a Secure Europe

Overall Challenges - Intelligence Training

Why a capability gap in intelligence training?

➡️ Not many courses around / (in)national courses
➡️ Not always open to people from other countries
➡️ Not always available in English
➡️ Not enough iterations per year
➡️ The number of skilled teachers is limited
➡️ Only the military has this kind of courses within Government
➡️ Most of the time:
  - Basic orientation courses
  - No specialist courses
  - Pre-packaged, time training remains difficult

IUME - Knowledge

Planning for 2009

➡️ Middle-East Program (IT - MT)
  - Arabic Language Course: Sep - Nov 08
  - Cultural Awareness Course: Jan - Feb 10
➡️ Africa Course - Cultural Awareness (FR): Nov - Dec 09
➡️ Russian Language Course (OE): Jul - Dec 09

Introduction - Approach to Intelligence Training

CIP - Capability Development Plan

➡️ 06 Jan 2008 - 12 selected actions
➡️ "Military Human Intelligence and Cultural Language Training"

Comprehensive Intelligence Analyst Package

➡️ Source Intelligence: Understanding of the Mission Environment (UNMIL)
➡️ Stack - Open Source Information (OSINT): 80% broad, fast, easy & growing
➡️ Script - Research Methods in Support of Intelligence Analysis: new

All sourceare from Conf and Military Authorities
as well as all Interested EU institutions

IUME - Knowledge

The IUME Courses

➡️ "Intelligence Understanding of the Mission Environment":
  - Cultural Awareness
➡️ 1 package of pilot courses completed in 2007-2008
➡️ Main aim: to provide basic language skills and a comprehensive knowledge of the cultural, political, economic, social and religious factors that characterize the region.

OSINT - Collection

1. Situation & Results

➡️ Overtraining: 96 requests from 21 embassies & 10 EU Entities
  - plm: MCO, MFA, MOL, MMU, PM's Office
➡️ 2 pilot courses completed
➡️ Requirements to continue in 2009
➡️ Additional courses
  - 17 - 20 Nov 2008
  - 19 courses in 2009

- OSINT – Techniques & Methods (15%)
  - 2x 2 weeks
- OSINT & Sub-Saharan Africa
  - 2x 1 week
- OSINT & Middle East and North Africa
  - 2x 1 week
- OSINT & Asia
  - 2x 1 week
- OSINT & Terrorism and Extremism
  - 2x 1 week
- OSINT & Proliferation and EDF
  - 2x 1 week
- OSINT & Humanitarian Affairs
  - 2x 1 week

[Box: Budget: 350K
  Students: 20 per session]

3. Requirements for 2010

- Training potential
  - Between 2000 – 8000 people every 3 years
  - 50 weeks per year, parallel sessions are likely
  - Diversity of topics & languages (e.g. Arabic, Chinese, etc.)

[Box: Overall Requirement
  EDA is NOT a permanent Training Entity

Therefore:

PSC Ambassadors to:

1. Acknowledge the requirement of the Intelligence Courses
2. Find an appropriate EU Entity for practical execution
3. Find a structural budget to run the courses]

European Defence Agency (EDA)

Any Questions?

Intro – Open Source Intelligence (OSINT)

OSINT = Intelligence derived from publicly available information, as well as other unclassified information that has public distribution or access (NATO, AIP-4)

Why is it important?
- On average 80% of the underlying info for intel production
- It's very fast, and substantial parts are available for free
- Everybody is using it, so train them
- Don't use expensive collection tools, when OSINT can do the job
- Public opinion is mainly based on open source information
- It's a counterweight for the output of classified collection efforts
- Our opponents use it in their own campaigns (spot weaknesses)
The purpose of this Communication is to provide the pMS and stakeholders with the EU ISS Study Report on “Enhancing the mutual understanding of stakeholders engaged in cooperative programmes” and to offer insight into the next steps.

Background

The topic of education as an “enabler” for cooperative programmes was first introduced in the Agency’s work on cooperative lessons learned (CLL) and best practice. The topic received widespread pMS support and the March 07 Steering Board “…directed the Agency to focus in particular on education in European armaments acquisitions…”

A study was placed with the EU Institute for Security Studies (EU ISS) in July 2007. The study’s overall aim was to provide the platform for an informed debate with the pMS and other stakeholders on how to enhance the mutual understanding of those stakeholders engaged in cooperative programmes. The EU ISS has:

- Mapped the existing education and training organisations
- Consulted stakeholders through questionnaires, workshops and seminars; and
- Identified options for enhancing the provision of multi-disciplinary training and education

The results are contained in the attached Study Report, which, against a backdrop of the EU not providing any common education or training to the stakeholders engaged in cooperative programmes, makes the following main recommendations.
Member-States should:

- Try to ensure that existing education and training courses on defence and security include courses on European armaments cooperation and cooperative programmes.

The EDA should:

- Develop a virtual learning centre with its past and future studies and other core texts on European cooperation. The website should also be used as a preparation course for national programme managers training;
- Create a database of national training providers and courses on its website;
- Organise an annual conference on best practice for cooperative programmes.

The European Security and Defence College (ESDC) should:

- Include sessions on armaments cooperation and cooperative programmes within the High level Course, and for programme managers within the Orientation Course.
- Create a specific armaments education network of national defence colleges.
- Investigate the possibility of organising a specialist course on European armaments cooperation, including best practice for managing cooperative programmes.
- All initiatives, as much as possible, should be open to non-EU countries involved in cooperative programmes.

You may find the list of “sound bites” at the Annex a useful reminder of some of the key observations from the Study Report.

The study did not aim nor attempt to design a training or education course, including specific details such as a curriculum, financing, organisation etc. although it does suggest that training should be made voluntary, and open to those who wish to have it and pay for it. It also provides some options regarding the organisation, which are broadly reflected in the above recommendations. Nonetheless, interrelationships between organisations will need to be matured and formalised where necessary.

Curriculum details have not been addressed and perhaps hold the key to the next steps. In a large part they could emerge from implementing the recommendations related to the ESDC. In this light, it is understood that the ESDC is presenting proposals for its future development to its Steering Committee and has taken the above recommendations into consideration. The outcome of the ESDC Steering Board, expected towards the end of this year, will be an important input to the next steps.

The Agency has been informed of a complementary initiative by the Human Resource Directors of Great Britain, France, Germany and Italy. They have identified, alongside other initiatives to develop and reinforce cooperation in the domain of training and exchange of personnel, that “intercultural competence and mutual understanding is one of the basic requirements for European armaments and defence personnel.” They have set-up a Working Group to take forward a number of tasks relating to initial training, leadership training and exchange of personnel. The EDA has been invited to attend the first meeting in September.
Given the above, the EDA proposes to take the following steps in preparing recommendations to the Steering Board.

a) To support the ESDC through its Executive Academic Board and support the HR Directors through its Working Group.

b) In order to help the pMS to decide whether they wish to proceed with the Study Report recommendations related to the EDA, to scope with the pMS:
   - the content of a Virtual Learning Centre and its anticipated use, and outline an implementation roadmap; and
   - the content of a database of training providers and outline an implementation roadmap.

c) In light of the growing interest in this initiative (e.g. the ESDC and Human Resource Directors), we proposed to work on the broader organisational matters and the efficient interaction of stakeholders by outlining an organisation framework and overall course structure. Details will be subject to a separate Communication but this could see a task force set-up of interested stakeholders to take this forward with their work being supported by an implementation study.

The next important milestone is a pMS workshop in early 2009 to review progress and formulate the firm proposals to be put to the Steering Board. By this time it is expected that the future perspectives of the ESDC would be clearer, the Human Resource Directors’ Working Group tasks started and outline organisational framework available for discussion. The workshop could also address the Study recommendation to hold an annual conference on best practice for cooperative programmes. The overall aim is to be able to make firm proposals to the Steering Board in NADs formation in the first half of 2009.

Carlo Magrassi
Deputy Chief Executive Strategy
Attachment:

EU ISS Final Report “Enhancing the mutual understanding of stakeholders engaged in cooperative programmes.

Copy to
Attendees of the Seminar on 27 May 08
Secretariat of the European Security and Defence College (Mr Hans-Bernhard Weiwerth)
EU ISS (Mr Daniel Keohane, Mme Sophie de Vaucorbeil)
Attendees of the EUISS Workshop on 04 April 08

Annex to EDA COM. 051-ARM-2008

“Sound bites” from the EU ISS Study Report:

a) Officials and programme managers seldom meet before they do business together
b) More in a lack of common understanding than pure technical knowledge
c) Much room for improvement in the management and execution of cooperative programmes
d) Little regard for a common and more effective approach to managing a multinational programme
e) Create the basis for a European approach to armaments cooperation
f) Build on existing expertise scattered within the Member-states
g) Very little that is specifically focused on training people for cooperative programmes
h) The ESDC is the hub of a network of national defence colleges and functions on a voluntary basis
i) No truly European education for cooperative programmes and the expertise available is not coordinated at an EU level
j) Many smaller Member-states were particularly in favour of European education and training in the armaments field
k) ESDC and CHEAr courses are very complementary. The ESDC provides a general strategic overview of ESDP while CHEAr focus on armaments issues in Europe
l) Training and education are indispensable for developing a European way of armaments cooperation, leading to better managed and more efficient multi-national equipment programmes
m) Training should be made voluntary, open to those who wish to have it and pay for it
n) It is necessary to distinguish between two levels of stakeholders depending if they work at the strategic or tactical level
o) Training should encompass the whole spectrum of stakeholders
p) Strategic level, training and education is less of a priority
q) There is a gap between national administration initiatives and industries, simply because industries are already transnational

r) ESDC could invite the EDA to sit on its Executive Academic Board when it would be required or helpful. As such, the EDA would play an “enabler role” and orchestrate armaments training in close cooperation with Member-States before the ESDC put it into motion.

s) The first challenge for programme managers at the moment in Europe is to overcome their lack of knowledge of other countries’ acquisition processes.

t) What they really need is a basic curriculum on best-practice.

u) Multi-national programme management needs a European touch.

v) Gradually create a European pool of programme managers.

w) Training should mix interactive workshops and conferences with informal dinners, follow up meetings and visits to EU institutions.
Dear Mr Solana,

On 24 January 2008, the Subcommission on Security and Defence held a very stimulating debate with Mrs Claude-France Arnould (Council Secretariat General) and Mrs Julia Lieb (Stiftung Wissenschaft und Politik) on the role and the activities of the European Security and Defence College (ESDC).

The ESDC, by networking with the EU institutions, the national administrations and relevant institutes involved in CFSP/ESDP, plays an important role in developing a European security culture. Both the Committee on Foreign Affairs and the Subcommission on Security and Defence therefore support the activities of ESDC but at the same time recognise that the EU should do more in order to promote this European security culture amongst the Member States.

With the creation of the European External Action Service, the College should play an enhanced role as it will consist of officials from the Council Secretariat General, the Commission and the Member States. In particular, the emphasis should be put on the continuum which exists between ESDC missions and operations on the one hand and the broader framework of external actions in third countries under different CFSP and external instruments on the other hand.

For this reason, the Committee on Foreign Affairs and its Subcommission on Security and Defence are of the opinion that the training provided by the College should be future be more diversified, also making use of the knowledge which exists in the EU Institute for Security Studies.

Taking into account the EU integrated approach to CFSP, including in its crisis management actions, the Committee on Foreign Affairs and its Subcommission advocates for new ways of financing ESDC's activities. The current system based on "Crises they where they fall" is not appropriate any more and it would make sense, bearing in mind the creation of the European External Action Service, to consider financing the activities of the ESDC through the Union's budget.

We hope that you will find these proposals which fall within the spirit of the treaty of Lisbon acceptable and practical and therefore suggest that the Council revises joint action 2006/877/CFSP of 18 July 2005 along the lines described in this letter.

Yours sincerely,

[Signature]

Jackie Sayczak-Wolski

[Signature]

Karl von Wogan

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Annex 6 to the ANNEX
Dear Mr Saryusz Wolski,

Dear Mr von Wogau,

Thank you for your letter of 6 March 2008 drawing my attention to the financing of the activities of the European Security and Defence College (ESDC).

I fully share your view that the College plays an important role in developing a European security culture, especially because its organization takes the form of a network of national training institutes.

It is also with great satisfaction that I notice that the College curriculum includes Community activities linked to CFSP actions or supporting ESDP operations. This is why the European Commission intends to continue to help the College’s activities by the means at its disposal and in accordance with the principles established in Article 11 of Council Joint Action 2005/575/CFSP for the financing of the ESDC.

The present legal set-up of the College, established by a Council Joint Action, does not permit support from the EU budget at this stage, as the revision of the Joint Action by the Council would be a precondition for financing ESDC activities through the CFSP budget. The CFSP budget could finance expenditure relates to specific activities of the ESDC, if the Council decided so.

Within the framework of the debate on the future EFAS, the issue of the ESDC training will be given high attention. I will certainly look favourably at and support proposals that would strengthen a coherent approach in the use of CFSP and Community instruments in crisis management and measures that would facilitate this.

Yours sincerely,

[Signature]

Benita FERRERO-WALDNER

Mr Jacek SARYUSZ-WOLSKI
Mr Karl von WOGAU
Chairmen
Committee on Foreign Affairs
Subcommittee on Security and Defence

[Signature]

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THE SECRETARY GENERAL / HIGH REPRESENTATIVE

Brussels, 21 AVR. 2008

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Dear Mr Saryusz-Wolski,

Dear Mr von Wogau,

I very much welcome the interest shown by the Committee on Foreign Affairs and the Subcommittee on Security and Defence in the European Security and Defence College (ESDC) and greatly appreciate the support for the College expressed in your letter of 6 March 2008.

Further development of the ESDC and related revision of the Council Joint Action will take place in two phases. Firstly, practical measures to improve the functioning of the ESDC will be undertaken as a priority whilst maintaining the current virtual set-up. In this respect, the diversification of training activities is already ongoing.

Secondly, a feasibility study on the future perspectives of the College will be led by the Council Secretariat and presented to the Council by November 2008. This study will determine the options to give the College a more permanent, physical basis. Moreover, it will also explore arrangements to allow better financing of the College activities. Finally,

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it will include an agreed methodology to review the mission and tasks of the College, including the overall management of EU training activities related to ESDP. This study should result in a review of the current Joint Action in 2009, without diminishing the added value of the network created under the ESDC umbrella.

Referring to the constructive suggestions made in your letter, I would like to assure you that the Council will keep in touch with the European Parliament also in this matter and inform you on the findings of the study.

Yours sincerely,

Javier SOLANA