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ANNEX VI

of the Commission Implementing Decision on the financing of the annual action programme for the Conflict Prevention, Peace-building and Crisis Preparedness part of the thematic programme Peace, Stability and Conflict Prevention for 2024

Action Document for strengthening capacities for participation and deployment in civilian Common Security and Defence Policy missions

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Strengthening capacities for participation and deployment in civilian Common Security and Defence Policy missions OPSYS number: ACT-62441; JAD-1368284 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out globally
4. Programming document	Multi-Annual Indicative Programme for the Thematic Programme on Peace, Stability and Conflict Prevention 2021-2027
5. Link with relevant MIP(s) objectives / expected results	Priority 3: Supporting peace processes and transitions of conflict-affected societies/communities, incl. peace-support and peacebuilding efforts
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Peace, Stability and Conflict Prevention
7. Sustainable Development Goals (SDGs)	Main SDG: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels” (SDG Goal 16). Other significant SDGs and where appropriate, targets: SDG Goal 5: “Achieve gender equality and empower all women and girls”.
8 a) DAC code(s)	15220 Civilian peace-building, conflict prevention and resolution
8 b) Main Delivery Channel	21000 International Non-Governmental Institutions
9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education

	<input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	/
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital connectivity energy transport health education and research	YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	/
	Migration @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Reduction of Inequalities1 @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	BUDGET INFORMATION			
12. Amounts concerned	Budget line(s) (article, item): BGUE – B2024-14.020230-C1 - STABILITY AND PEACE Total estimated cost: EUR 3,200,000. Total amount of EU budget contribution EUR 3,200,000.			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: Grant			

1 For more information, please consult: The European Commission inequality marker - Publications Office of the EU (europa.eu) and Inequality Marker – Complementary Guidelines Application of the I-Marker to SSC fiches and Action Documents | Capacity4dev (europa.eu)

1.2 Summary of the Action

While within the EU, the Member States have the lead role in training personnel for participation in civilian crisis management / Common Security and Defence Policy (CSDP) missions, the European Commission has to date provided significant complementary support for training efforts. Since 2001, EU support has financed training activities for civilian crisis management and stabilisation missions, including the sharing of professional expertise among training actors, the drawing up elaboration of standard curricula and the establishment of training certification procedures.

Concretely, this action builds on three previous capacity-building programmes: ENTRi (Europe’s new Training Initiative, concluded in May 2019); EUPCST (European Union Police and Civilian Training Programme), which ended in February 2023 and built on the previous EU Police Services Trainings I and II, aiming to support civilian crisis management missions through joint trainings of police and civilian personnel reflecting their joint deployment and cooperation in missions; and EUCTI (EU Civilian Training Initiative, until July 2024). ENTRi focused on the preparation and training of civilians, from EU Member States and third countries, who are either going to, or already working in, crisis management missions worldwide. Such missions include those of the European Union (EU), United Nations (UN), Organisation for Security and Cooperation in Europe (OSCE) and the African Union (AU). While ENTRi focused on pre-mission training, EUCTI focuses on in-mission training activities.

This action will contribute to creating and sharing knowledge and good practice to national and international staff prior to and during their deployment to Civilian Crisis Management (CCM) missions and other peace-support missions, by providing relevant and need-based training courses, scenario-based (live) exercises as well as activities supporting efficient and effective knowledge acquisition and skills development. The action will enable the mission staff to engage more effectively in their tasks, respond to actual needs and occurring challenges in the field, and thus make a considerable contribution to a successful implementation of missions’ mandates and objectives by positively impacting the EU’s capacity to improve the security of the population in affected countries targeted by CSDP missions. Trainings will include new emerging themes like climate risks and security, cultural heritage protection in crisis and conflict and disinformation, foreign information manipulation and interference (FIMI), hybrid & cyber threats, human rights due diligence, mediation and dialogue and security sector governance. Compared to previous actions, this Action will provide additional added value by integrating the efforts of civilian actors on the one hand and police and gendarmerie organisations on the other and streamlining resources. At activity level, it will merge these training perspectives, while also enhancing the link between training and field work/deployment.

The action will utilise a three-pronged approach, in order to:

- 1) “Respond” flexibly to the needs of CCM missions and contributing Member States through versatile, need-based training activities (pre-mission and in-mission activities), and scenario-based (LIVE) exercises;
- 2) “Advise & Support” EU actors and other relevant bodies in the fields of developing, piloting and consolidation of training standards, assessment of the long-term impact of training, the EU certification mechanism for pooled and shared CSDP training, as well as support in identifying training requirements and needs;
- 3) “Innovate” by functioning as a laboratory for innovation and research intended to provide enhanced support to CSDP missions, streamlining specialist knowledge and research of Consortium members.

1.3 Zone benefitting from the Action

The action shall be carried out globally.

2 RATIONALE

2.1 Context

The current EU Policy on Training for CSDP was adopted in 2017 by the Foreign Affairs Council. It focuses on clarifying priorities for the training of professionals directly involved in CSDP, whether in national capitals, Brussels, or in CSDP missions and operations, noting that proper training is key for effectiveness, which is an essential requirement for CSDP.

In 2018, a concept paper on strengthening civilian CSDP, a Civilian Capability Development Plan (CCDP) and the civilian CSDP Compact were adopted highlighting the EU's determination to take a qualitative and quantitative leap forward in civilian CSDP. The ongoing Training Requirement Analysis (TRA) process was launched in 2019 also on the civilian side and subsequently finalising multiple TRA reports, conducted to identify the training requirements for civilian areas and military disciplines. Given the need for a more systematic link between the identification of required expertise and skills and the availability of training (both at Member States level and at EU level), the EU Civilian Training Group (EUCTG), a Council configuration, was tasked to enhance cooperation and synergies in training at EU level, seizing opportunities offered by the recognised training providers in coherence and continuity with relevant EU instruments. Related developments will inform this action as appropriate.

The action will directly respond to the objectives stipulated in the new Civilian CSDP Compact (2023-2027)² and will be consistent with the Training Requirements Assessments (TRAs) adopted by EUCTG/CIVCOM in September 2023³. The action will:

- directly contribute to the systemic approach to knowledge management and trainings by focusing on how to develop, share and retain knowledge. As no quality assurance mechanism is currently in place in the context of CSDP training in terms of standards/certification, the action will make a sustainable contribution towards establishing a certification mechanism in cooperation with EEAS, ESDC and other relevant stakeholders. According to the Commitment 18 of the Civilian CSDP Compact 2023-2027, the Member States will align their training capacities with the revised EU policy on training building on the role of the ESDC. Relevant EC-funded projects will be aligned with the Compact. The proposed activity will directly contribute to this end with its three-pronged approach aimed at supporting permanent EU structures.
- inform and prepare the transition before the European Security and Defence College (ESDC) can take over full responsibility on training as per the new CSDP compact;
- offer to the EUCTG an operational tool to implement pilot training projects.

The action will contribute to the objectives of the EU Policy on Training for CSDP and the relevant EEAS Implementing guidelines by:

- providing training in line with the CSDP Training Policy and CSDP Training Programme, and enhancing the connection between training and deployment, delivery of standardised training and exchange of lessons and good practices;
- identifying and addressing gaps as well as by successful avoidance of unintended overlaps and creating synergies with other training providers in the field of CCM and relevant actors within the CSDP architecture.
- contributing the requirement-driven approaches to training production and implementation.

Thus, the action will also be contributing to the objectives of the TRA process, including by informing its proposed measures. In accordance with the EEAS Implementing guidelines for the EU policy on training for CSDP and the emphases in the Multi-Annual Indicative Programme for the Thematic Programme on Peace, Stability and Conflict Prevention 2021-2027, to ensure overall coherence of action, identify and overcome gaps and avoid unintended overlaps with other training providers, the action will contribute to improved harmonisation and coherence of civilian training activities in the EU and beyond.

The action will contribute to enhanced coherence of action at all levels, particularly: i) at the level of EU and international stakeholders to ensure relevance and sustainability especially with EU CSDP training architecture, but also other relevant actors; ii) further enhanced coordination, cooperation and networking between diverse training providers and organisations active in the field of CCM, namely through provided support to the existing element of cross-organizational training (many of the experts working in the field of CCM switch between the major international organisations and shared training courses can also help to create a shared operational basis for mission work); iii) complementarity to already offered training through other networks and projects, taking into account the requirements and needs of CSDP missions and utilising the Goalkeeper Schoolmaster system; iv) complementarity of action in third countries, namely through the action's support to established synergies between host countries/like-minded third states and international organisations (incl. UN, the OSCE, AU and the EU); this

² Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, doc. 9588/23, dated 22 May 2023

³ Training Requirements Analysis - "Policing 4.0" EU Civilian Training Area, doc. 10899/202, dated 01 September 2023

should benefit the host countries, create a shared operational basis for mission personnel and allow faster response in the time of crisis, and scalable benefits as it is common that, over the years, skilled personnel work for different organisations active in the field of CCM. The action will incorporate lessons learned and relevant cooperation structures, incl. those directed at the action's external outreach, which were employed during the implementation of the previous actions.

2.2 Problem Analysis

There is a continued need for well-prepared experts for all CSDP missions deployed in Europe, Africa, Caucasus and the Middle East and equally for all other international operations and missions. All missions share constraints typical for post-conflict (and conflict) regions related to local political and security environments. However, while the EU Policy on Training for CSDP stipulates that appropriate training is a mandatory prerequisite of deployment and despite the existence of numerous training providers, there is still staff who have not participated in basic or pre-deployment training before deployment.

Moreover, staff members may have insufficient knowledge and awareness about the EU and its standards, including on human rights, ethics and gender issues. In addition, while competence in a certain professional field is essential for mission staff, mentoring and advising techniques to facilitate the transfer of expertise to counterparts in civilian crisis management are equally important.

There are, however, different approaches to such training and capacity development initiatives based on respective national legislations and practices. This is especially the case in areas such as the rule of law and police training. Such diversity of national approaches may be confusing for beneficiaries in the absence of appropriate information and coordination.

The EU Policy on Training for CSDP stresses that a system for harmonisation and mutual recognition is important to improve the coherence, compatibility, and complementarity of training activities for CSDP, both civilian and military. The EUCTG, together with the EU Military Training Group, assists in promoting quality standards and harmonisation of approaches at EU level. The action will build on 8 years of experience of some of the most specialised trainers in the sector and work on the overall promotion of European training standards.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

Main target group:

Civilian, police and gendarmerie experts soon to be deployed/already being deployed to CCM and peace-support missions, incl. integrated missions (international and national seconded and contracted staff).

Other target groups:

- a) CCM missions and peace-support missions (incl. headquarter staff, management) based on delivered and multiplied knowledge;
- b) representatives of the EU institutions working on evaluation, standardisation and certification procedures (*see* "Advise and Support");
- c) EU Member States as seconding authorities through their training institutions, tasked to ensure that seconded staff have been adequately trained and enabled to perform;
- d) third-country partners, incl. actors facilitating capacity-development in national and regional contexts.

The main target group will receive relevant, demand-based knowledge and good practice sustainably and equipping them to utilise the new skills. The staff of national authorities will benefit from a sustainable multiplication of knowledge and tools, incl. from results brought by the action in its efforts to contribute to EU policies and instruments (incl. comprehensive standardisation system). Third-country partners will benefit from the knowledge and good practice transferred, incl. raised awareness of EU's capacity to improve the life conditions and the security of local populations.

Stakeholders:

EEAS, including Peace, Partnerships and Crisis Management, PCM (responsible for the overall coordination of the implementation of the CSDP Training Policy, including supporting the work of EUCTG), CPCC (headquarters for

the civilian CSDP Missions, contributes to the work of the EUCTG and coordinates EEAS' and civilian Missions' inputs for training requirement analysis), and ESDC (tasked with providing training and education in the field of CSDP at the EU level in order to develop and promote a culture of excellence, a common understanding of CSDP among civilian and military personnel and to identify and disseminate best practice in relation to a variety of CSDP issues). Consortium members are also important stakeholders, together with governmental, non-governmental and university training providers.

Final beneficiaries:

Conflict-affected local populations, benefitting from the improved response of missions to current and future occurring challenges in their environments.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The overall objective of this action is to improve the EU position as a peace actor on the international scene contributing to a decrease in the number of violent and nonviolent conflicts worldwide.

Specifically, the action aims at better enabling staff in EU civilian CSDP, OSCE, UN, AU and possibly other crisis management and peace-support missions (“crisis management missions”) to work in an efficient, effective and sustainable manner in order to achieve their missions’ mandates.

The expected results are:

1. Increased pool of trained experts, higher quality of expertise and better match with needs of receiving states and mission mandates for deployment to CSDP civilian missions or international peace-support missions;
2. Delivered support to EU actors in establishing and ensuring quality assurance frameworks for training, including standardisation, certification and evaluation of long-term impact, through good practices and lessons learned from previous EU funded interventions and other relevant actors, so as to contribute to the creation of a permanent certification system.
3. Access for strategic and selected third parties to pre-mission training for EU or international peace-support operations in which these parties participate.
4. Empowerment of and support to institutional capacity-development in training institutions and other relevant beneficiaries in the EU and in third countries through knowledge-sharing and participation in relevant activities, also enhancing future cooperation between diverse training providers.
5. Created synergies, enhanced cooperation, coordination, and widened networks between diverse training providers and organisations active in CCM, incl. via mapping and contributing to improved prioritisation.
6. Improved synergy between civilian and police/gendarmerie actors (in line with EU’s Integrated Approach to External Conflicts and Crisis), responding to the identified need for complementary training in the field of CCM and for an efficient response to emerging training needs⁴.

3.2 Indicative Activities

Indicative activities are:

- Pre-mission and in-mission specialised training courses delivery, incl. pre-mission specialisation courses and also hybrid and online course delivery when applicable, offered in EN/FR. The action will build on previous experience with in-mission training and provide access to national/international staff. The training will be needs-based and maintain flexibility, thus responding to the needs of volatile operational environments and constant rotations where many field missions face difficulties in committing to sound future looking planning. Certain trainings can be assessed to be needed on a regular basis due to rotation (such as human rights mainstreaming and human rights due diligence, and gender equality as well as Security Sector Reform-SSR and

⁴ That has been, for instance, demonstrated by the ability of EUCTI to develop several need-based training activities for the EUAM Ukraine after the start of the Russia’s unprovoked and unjustified war of aggression against Ukraine.

training of trainers-ToT). Most trainings focus on thematics, but pedagogic tools are key to ensure a high standard, in addition to cultural sensitivity, how to engage diverse groups, promote an inclusive approach in training etc. Another key point is representation of the EU (basic overview of EU bodies particularly in country/region, key messages etc.).

- Scenario-based exercises, incl. live exercises, to simulate the realistic environment of a mission, adjusted to specific complex environments.
- Conferences organised around topics relevant in the context of CCM training capacity-development identified during the action, bringing together training stakeholders (both EU and non-EU) to discuss and share good practices on these topics. They can be initiated by either a need identified by the target group, consortium members or EU institutions. The action will ensure complementarity and coherence of action as addressed and led by the project coordination.
- Providing Advice and Support to: a) actors involved in the CSDP implementation to support knowledge management processes and institutional learning in missions, complementarity, incl. through assigning a Liaison Officer to ensure maximum support to EU actors, identifying good practices, knowledge management gaps, and strengthening links with the EU missions throughout planning and implementation; b) EEAS and ESDC in developing a comprehensive standardisation system - further standardising training courses developed and delivered through previous FPI-funded training projects and by other relevant actors (e.g. the UN) and complementing with course materials and elements of distance learning; developing training curricula that respond to emerging needs; continued utilisation of lessons learned and good practices and taking stock of evaluation results. A comprehensive system of standardisation with precise steps and methodologies will be set up, in close cooperation with relevant EU structures, and prepared to be utilised by the relevant EU bodies⁵, and c) ESDC in the process of development and piloting of a certification mechanism, based on the takeaways from the ENTRi certification system and EUCTI's work on standardisation & methodology, and an ongoing dialogue, in setting up a permanent mechanism, related procedures and criteria for certification. The latter will include: i) Designing a sound quality assurance framework that guarantees that training curricula respond to identified and emerging needs, capture and utilise lessons learned and good practices and take stock of evaluation results. ii) Framing the training concepts/standards and the related benchmarks upon which to establish training certification criteria; iii) Delineating a set of quality standards and guidelines/checklists – as tools to utilize to benchmark compliance to be agreed upon quality standards; iv) Defining a quality assurance review process – as a set of procedures through which quality of certified courses would be measured; v) jointly piloting the certification of several courses (e.g. as a priority HEAT and PDT) such as the Quality Assurance Framework and other outputs of the ENTRi WG on Certification. A clear handover and sustainability plan will be ensured from the outset, in close coordination with EEAS and ESDC.
- Innovation - The action will function as a laboratory of innovation for stakeholders, delivering research-based outputs, i.e. emerging topics, esp. hybrid and cybersecurity, disinformation and foreign information manipulation and interference (FIMI) management, the climate-conflict nexus, managing the impact of AI on crisis management mission practice; and innovative delivery techniques and methods incl. hybrid and blended learning, and the facilitation of experiential learning - all in support of a high-impact response to training needs.
- Developing individual and institutional capacities in addressing cross-cutting issues – promotion of human rights, environmental protection and climate sensitivity, gender mainstreaming and other cross-cutting topics in all activities via adapted course and learning materials as well as procedurally, in selecting participants. Specialisation courses will include subjects such as good governance, human rights, due diligence in security and defence support, justice and rule of law, child protection and children affected by armed conflict, gender/Women, Peace and Security (WPS) and sexual and gender based-violence, cultural awareness, conflict analysis and conflict sensitivity, protection of civilians, environmental protection, climate/peace/security, fight against corruption, and protection of cultural heritage, responding to existing and emerging training requirements as identified by EU structures (EUCTG) and other relevant stakeholders. The action will ensure accessibility for people with disabilities.
- Meetings of thematic Working Groups, composed of lead and supporting Consortium members with specialist

⁵ That is also foreseen as deliverable 18 in Civilian Compact.

expertise, supporting the actions working processes, i.e. WGs Evaluation, Methodology and Standardisation, Certification, Innovation, and Comprehensive Live Exercises.

- Project meetings, incl. Steering Board and Steering Group (inviting EU and external stakeholders).

3.3 Mainstreaming

Courses developed and implemented in the framework of this project will focus on the specific needs of EU CSDP and other international crisis management missions. The project implementers will integrate **gender mainstreaming** in their activities by ensuring that (i) course contents are reflected upon from a gender-sensitive perspective and (ii) a proper gender balance is achieved in selecting course participants and trainers. Furthermore, specialisation courses will be held on subjects that have already been developed under ENTRI I-III and EUCTI (such as **good governance, human rights, rule of law, child protection, gender, cultural awareness, conflict sensitivity and conflict analysis**). In addition, training of trainers activities will serve to build the training capacity of training institutions as well as training units of missions, specifically with regard to mainstreaming gender and children’s issues, and human rights. As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1.

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Tight available time schedule between selection and deployment.	Risk 1	M		Bringing training to the field and emphasis on training of trainer activities. In-country training will cater for personnel already deployed to a mission. Training of trainers’ activities will help build the training capacity of missions.
Training needs are not communicated timely by EUCTG and HQs of international organizations.	Risk 2	M		Development of flexible learning approaches, facilitation of regular coordination meetings among stakeholders, proactive conversations with national focal points to raise awareness about available products and trainings.

Lessons Learnt:

The current training needs of CSDP missions are described in a CPCC survey report (2023)⁶ stating that the fast-approaching deployment dates, time-consuming medical examinations, administrative issues as well as pandemic restrictions have been creating additional challenges for training delivery. As regards in-mission, the training offered has mainly consisted of recurring (standard) training. *“When it comes to specialised training, the opportunities degrade. CSDP missions recognize training gaps, and they are willing to have them covered by external providers.”* The survey report corroborates the perception shared by previous EU-funded CCM training projects: despite the efforts of EU Member States, EU training institutions and other CCM training providers, there is a verified and continuous need for additional complementary training and scenario-based exercises.

Constraints in terms of training delivery for CCM missions have been identified and described by previous FPI-funded CCM training projects as well as by the Horizon 2020 project Improving the Effectiveness of Capabilities in EU Conflict Prevention (IECEU). The experience has shown that the operational task load together with the fast-evolving mission environment makes it difficult for CCM missions at times to make their personnel available for the training. Constant rotation of the staff together with leave policies create an additional challenge particular for smaller missions. However, with development of flexible learning approaches, good communication among the stakeholders and support of management which understands that constant learning is essential for professional work in complex environments, these challenges are minimized. At times the specific political and/or security conditions limit missions’ operational activities that also have an impact on missions’ needs to receive and absorb training (e.g. Ukraine, Mali, Somalia and the Central African Republic).

The action will build on previous experiences in exploring synergies, improving interoperability and contributing to better-harmonised training through the development of transparent needs-based training concepts and exercise

⁶ EEAS CPCC. “Report on the results of the survey on pre-deployment, hostile environment awareness and in-mission-training”. (5 April 2023).

scenarios that will benefit the performance of the staff in diverse EU CSDP missions as well as in other international organisations active in the field of CCM. The action will regularly coordinate with the EU CSDP field missions as well as with other permanent EU structures (EEAS and ESDC) to identify ways to support the existing EU training architecture through its activities.

3.5 The Intervention Logic

The project intervention is based on an underlying theory of change that if the capacities of national and international civilian staff in EU, OSCE, UN, AU, and other international crisis management and stabilisation-type missions are strengthened, it will be more likely that those missions achieve their mandates. This will lead to an increased likelihood of stability and security for the population and a decrease in violent and non-violent of conflict.

3.6 Logical Framework Matrix

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	The EU's role and capacity is strengthened to improve the security of local populations in countries affected by conflict, natural or man-made disasters through an integrated approach, which is also conflict-sensitive and gender-responsive and ensures coherence.	The extent to which the action brought the expected change via an improved multilateral approach to conflict prevention, peacebuilding and stabilisation in the given context.				<i>Not applicable</i>
Outcome 1	Civilian Crisis Management (CCM) missions and peace-support operations effectively support peace processes and transitions of conflict-affected societies/communities, improving security, rule-of-law and civil administration through enhanced engagement of deployed civilian staff and utilising state-of-the-art knowledge and skills.	<p>1.1. The extent to which the action was aligned with the correct understanding of the conflict situations.</p> <p>1.2. The extent to which a gender perspective was mainstreamed throughout the action implementation.</p> <p>1.3. The extent to which mentioned support provided by CCM missions and peace operations in relevant areas are perceived by the relevant publics to be engaging effectively (M/W).</p> <p>1.4. The extent to which the activities were the appropriate response to new/emerging crises and led to expected results.</p>				
Outcome 2	EU, international and regional partners, EU Member States' and 3 rd countries' institutions engage more effectively in capacity-development in national and regional contexts, incl. via enhanced implementation of the EU Civilian CSDP Compact by utilising new tools delivered by the action intended to support efficient coordination and complementarity.	No. of instances where mentioned multi-lateral and national actors efficiently engage in processes toward achieving the objectives set in the Compact and other relevant policy action documents, incl. via enhanced alignment and coherence.				
Output 1 relating to Outcome 1	Increased knowledge, skills and attitudes of staff pre- and post-deployment to CCM missions and peace-support operations, including 3 rd countries stakeholders, delivered in an appropriate, needs-based and flexible manner.	<p>1.1.1 Number of people trained on reconciliation /mediation/conflict management/conflict sensitivity</p> <p>1.1.2 Number of entities/networks that benefitted from sustainable knowledge and support.</p> <p>1.1.3 The extent to which sustainability of knowledge- and skill transfer is ensured.</p> <p>1.1.4. No. of identified training needs addressed by the activities of the action.</p>				
Output 2 relating to Outcome 1	Training activities benefit from an integrated approach, based on the cross-fertilization of experience, knowledge among civilian and law enforcement actors.	1.2.1 The extent to which the integrated approach benefitted the learning processes in terms of mutual trust, learning content, and contributed to a better familiarisation of trainees with the mission environment.				

Output 3 relating to Outcome 1	The new technology-enabled learning approach, developed by the EUCTI action, is applied, promoted and disseminated to contribute to innovative capacity building.	1.3.1 The extent to which the approach is promoted and utilised internally (inside Consortium) and externally. 1.3.2 Number of learning tools on reconciliation /mediation/conflict management/ conflict transformation /stabilisation developed by utilising the approach and related deliverables.				
Output 4 relating to Outcome1	Standardization of implemented training activities is delivered via relevant Working Group, incorporating specialized knowledge of Consortium members.	1.4.1 No. of deliverables of the iEUTI Working Group on Standardisation. 1.4.2 No. of instances where specialised knowledge of Consortium members is contributed and incorporated. 1.4.3 No. of steps taken in the standardisation of implemented training activities.				
Output 5 Relating to Outcome 1	Innovation and research results delivered by the action in order to provide enhanced support to CSDP missions, streamlining specialist knowledge and research of Consortium members.	1.5.1 No. of relevant deliverables (discussions, written reports, proposals) contributed to the Consortium activities and those of other actors, exhibiting Consortium members’ specialised knowledge on emerging topics and training needs. 1.5.2 No. of instances where relevant deliverables improve the flexible response to training needs. 1.5.3 No. of relevant deliverables achieved through conferences held within the action.				
Output 1 relating to Outcome 2	A certification mechanism and an evaluation framework for measuring the impact of training delivered are developed and set up, including by making use of relevant EU good practice.	2.1.1 No. of steps in the development of a certification mechanism. 2.1.2 No. of instances where EU good practice is applied in the processes toward reaching a certification mechanism and evaluation framework. 2.1.3 No. of relevant analyses planned or executed based on the deliverables of the action.				
Output 2 relating to Outcome 2	Possible gaps are identified and addressed through successful avoidance of unintended overlaps and created synergies with other training providers in the field of CCM and relevant actors within the CSDP architecture	2.2.1 No. of consultations, coordination meetings and joint actions with other institutions realised. 2.2.2 No. of instances where the action supports different multi-stakeholder or EU platforms and their (formal, informal/ad hoc) processes of mutual alignment. 2.2.3 No. of instances where the action supports different multi-stakeholder or EU platforms and their (formal, informal/ad hoc) processes of identifying training needs. 2.2.4 No. of instances where enhanced alignment and coherence of action is delivered through the structures of the action. 2.2.5 No. of relevant gaps closed or prevented overlaps.				

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the partner countries.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁷.

4.3.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The overall objective of this action is to improve the EU position as a peace actor on the international scene contributing to a decrease in the number of violent and nonviolent conflicts worldwide.

The expected results of this action are:

1. Enhanced capacity to deploy specialised and highly prepared personnel to EU CSDP and other international civilian crisis management type missions;
2. Improved harmonisation and coherence of civilian training activities in Europe and beyond.

(b) Type of applicants targeted

For this action, applicants need to have a specific expertise in the design and delivery of demand-driven training for civilian crisis management missions, be they CSDP related or part of the CCM international system. To this aim the partner will need to demonstrate the availability of a diversity of training experts and profiles. The main applicant will possess this expertise and share a joint understanding that rapid response and tailor-made trainings are of crucial importance. The selected partner will need to have coordination skills and have the capacity to establish an organised secretariat to provide transparent and effective communication in order to facilitate a smooth implementation.

(c) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to a consortium of organisations composed of the previous EUCTI partners.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the beneficiary is in a legal or factual monopoly situation; and because the action has specific characteristics requiring a specific type of beneficiary for its technical competence, specialisation or administrative power or nature of the action:

The consortium is the sole existing multi-state programme at European level specialised in the field of training

⁷ www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

activities for civilian crises management and stabilisation missions. The consortium brings together highly specialised implementing partners, with exceptional technical expertise working exclusively on crisis management and stabilisation missions training. The consortium partners have a highly specialised knowledge on the development of standards for curricula and delivery. The consortium builds on eight years of experience and benefits from its coordination expertise both vis-à-vis the European institutions and training providers, thus providing for a high degree of continuity. The consortium is well designed to bring together participants to its courses with different backgrounds, nationality and specialisation. The consortium has demonstrated high professional capacity in the management of previous phases of the programme.

4.3.2 Changes from direct to indirect management mode (and vice versa) due to exceptional circumstances (one alternative second option)

In case the selection of implementing partners as per the criteria and conditions set out above might not prove successful, changes from direct to indirect management mode will provide the possibility to identify other types of applicants according to the same criteria. Specific expertise on peace and security, conflict prevention and peacebuilding and inclusive approaches in the domain will be used as identification criteria to identify partners for either direct or indirect management.

The part of the action under the budgetary envelope reserved for grants may, partially or totally and including where an entity is designated for receiving a grant without a call for proposals, be implemented in indirect management with an entity, which will be selected by the Commission's services using the criteria defined in the above section 4.3.1.c.

4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Grants (direct management) – total envelope under section 4.3.1	3 200 000
Evaluation – cf. section 5.2	May be covered by another Decision
Audit – cf. section 5.3	
Totals	3 200 000

4.6 Organisational Set-up and Responsibilities

The action is managed by the European Commission's Service for Foreign Policy Instruments (FPI) as contracting authority, in collaboration with the relevant Commission services and the European External Action Service (EEAS) as well as the European Security and Defence College, including through the guidance provided by a Steering Group established for the action.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring: Data collection, analysis and monitoring will be the responsibility of, and carried out by, the action's implementing partners and will be financed under the regular budget of the project. In the case of multi-country projects, implementing partners will be requested to present how monitoring and data collection will be operated.

5.2 Evaluation

Having regard to the nature of the action, an evaluation will not be carried out for this action or its components.

The Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

The Commission shall inform the implementing partner at least 30 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination⁸. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

⁸ https://europa.eu/capacity4dev/evaluation_guidelines/wiki/disseminating-evaluation

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 guidance document “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union’s support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are **in principle** no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will be consolidated in Cooperation Facilities established by support measure action documents instead, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e. Budget Support, blending)		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action(s)>
Contract level		
X	Single Contract 1	<foreseen individual legal commitment (or contract)>
<input type="checkbox"/>	Single Contract 2	<foreseen individual legal commitment (or contract)>
	(...)	
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>