

## **Annual 2013 CSDP lessons report – summary for publication**

On 20 March 2014, the European External Action Service (EEAS) presented the first report on the key lessons identified during the previous year in the field of Common Security and Defence Policy (CSDP). The report identified five key lessons:

1. A Comprehensive Approach improves efficiency and sustainability of mission results.
2. A common foundation of pre-deployment training for all CSPD mission staff can greatly enhance mission effectiveness and coherence.
3. Ownership and support by the host country is necessary if the mission is to be truly successful and sustainable.
4. The use of "preparatory measures" proved to be a useful tool.
5. Lessons should be taken into account systematically when preparing new missions.

A **Comprehensive Approach** involves a shared prior analysis and the coordinated use of all EU tools in line with the commitments of the Joint Communication "The EU's comprehensive approach to external conflict and crises".<sup>1</sup>

The report suggested that in the planning phase of an EU action the full range of options should be considered including both CSDP and other tools. The deployment of experts to EU Delegations in countries at risk of conflict – such as the DRC, Kenya, Lebanon and Mali – proved useful to help identify possible options based on first-hand analysis. Delegations are well placed to map out the various EU actions, ensuring consistency and identifying synergies. There may also be complementarity between CSDP missions and other CFSP activities, such as conventional arms control and disarmament.

On the other hand, recent experience showed the need for better coordination of the numerous fact-finding/technical assessment missions during mission planning and for greater investment in

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<sup>1</sup> (JOIN(2013) 30 final) of 11 December 2013

the coordination of efforts to compile, analyse and disseminate EU intelligence and information. Greater sharing of intelligence between Member States and EEAS would also vastly improve the EU's ability to anticipate and respond to crises more rapidly and appropriately.

In the implementation phase, the delivery of training by CSDP missions was at times affected by the lack of equipment relevant to the training objectives, and available to the trained forces. Discussions started in late 2013 on the possible provision of equipment to host-country security forces.

The second lesson identified in the report is that a common foundation of **pre-deployment training** for all CSDP mission staff can greatly enhance mission effectiveness and coherence. Despite recent improvements, much remains to be done to ensure sufficient numbers of qualified personnel for CSDP missions. In particular, staff members have different levels of knowledge and awareness about the EU and its standards, including on human rights, ethics and gender issues. Common EU pre-deployment training for CSDP staff could help address these issues.

Third, the report stressed that **ownership and support by the host country** is necessary if the mission is to be truly successful and sustainable. Mission planning needs to be informed by local realities and support local solutions. Discussion with local stakeholders and support by the authorities and by the population of the host country are necessary preconditions for the successful implementation of the mission. This includes the possible agreement of progress indicators with the host country. The Somalia Compact adopted in Brussels in September 2013 is an example of good practice.

Fourth, the report pointed out that the use of "**preparatory measures**" proved to be a useful tool. Preparatory measures are practical measures that help lay the ground for the rapid deployment of a mission. They were used successfully in 2013 for EUBAM Libya, including funding for a technical assessment mission, deployment of administration and security personnel in theatre and

procurement of equipment already during mission planning. The CSDP Warehouse was also used for this mission for the first time. In addition, a feasibility study was launched on setting up a possible Shared Services Centre and the introduction of a "crisis" notion for procurement helped increase the flexibility and speed of the tendering procedures.

Despite this progress, there is space for further improvement in certain areas. Work will pursue to enable the Union to be more flexible and speed up the deployment of EU civilian missions in line with the December 2013 European Council Conclusions.<sup>2</sup>

Finally, the report highlighted that **lessons should be taken into account systematically** when planning new missions. Lessons from previous missions and operations may be relevant to new missions and operations. Lessons from other actors including international organisations may also be relevant. At the moment, knowledge of accumulated civilian CSDP experience is fragmented and should be better integrated into planning.

### **How to implement the key lessons in practice?**

The key lessons identified are not new but they have not yet been "learned", i.e. they have not yet been fully implemented. The report included 19 key recommendations that refer to the five key lessons and describe concrete steps to be taken to implement each of them. The representatives of EU Member States in the EU Political and Security Committee discussed the report and on 11 June 2014 they endorsed its key lessons and recommendations in line with the advice of the EU Committee for Civilian Aspects of Crisis Management, Political-Military Group and Military Committee. A Lessons Management Group composed of both EEAS and European Commission departments dealing with CSDP will monitor the implementation of the key lessons and report back to Member States in the next Annual CSDP Lessons Report.

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<sup>2</sup> EUCO 217/13 of 20 December 2013