**CRISIS MANAGEMENT AND DISASTER RESPONSE**

**CENTRE OF EXCELLENCE**

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**Draft Final Report Training Requirements Analysis - Military role and tasks in Crisis Management/Disaster Relief[[1]](#footnote-1).**

**(Preliminary Report)**

References:

1. Draft EU Training Concept in ESDP, doc. 11970/04, dated 30 August 2004;
2. Draft analysis of training needs and requirements relevant to ESDP - review 2009, doc. 15310/09, dated 3 November 2009;
3. Military Training and Education in the EU - Final Draft Action Plan for the short term proposals, doc. EEAS 02648/2/14, dated 4 February 14;
4. Framework Process for Managing CSDP Military Training Requirements, doc. 17087/14, dated 19 December 2014;
5. Guidelines for EU Military Training Discipline Leader, doc. 11192/15, dated 23 July 2015.

**A. BACKGROUND**

1. EU Training Concept in ESDP (Ref. A) provided for a general requirement of the Member States and relevant EU institutions' training authorities to develop an exhaustive list of requirements related to training in ESDP aspects. Subsequently, the last analysis of training needs and requirements relevant to ESDP, conducted in 2009 (Ref. B) recommended that training requirements in the military field to be identified by the EUMC, with the support of the EUMS.
2. On 26 February 2014, EUMC agreed the "Action Plan for the short term proposals" and tasked EU Military Training Group (EUMTG), supported by the EUMS to define the CSDP military training requirements (Ref C).
3. On 17 Dec 14, EUMC noted the "Framework Process for Managing CSDP Military Training Requirements" (Ref. D) and encouraged MS and EU institutions to "take the lead for the EU military training disciplines [listed in Annex B of the referenced document, to include "Military role and tasks in Crisis Management/Disaster Relief"] and, as "discipline leader", conduct TRA with the aim of identifying training gaps and proposing appropriate corrective measures, to be subsequently validated by the EUMTG (EUMCWG/HTF in training expert format) and approved by the EUMC".
4. Following a tasking of the EU Military Committee (EUMC) (Ref. C, D), The Republic of Bulgaria has agreed to be a Discipline leader in the training discipline “Military role and tasks in Crisis Management/Disaster Relief”. The Crisis Management and Disaster Response Centre of Excellence (CMDR COE), together with the National Defence College "G.S. Rakovski", has been tasked with the coordination and performance of the Training Requirements Analysis for the Military role and tasks in Crisis management/Disaster relief training discipline identifying gaps, deficiencies and redundant training, in order to highlight the appropriate corrective measures necessary to meet the training requirements

**B. AIM**

1. The aim of this final report is to present the conclusions of the Training Requirements Analysis for the training discipline "Military role and tasks in Crisis Management /Disaster Relief" and to propose the adoption by the MS of several corrective measures.

**C. TRA METHODOLOGY**

1. On 01 May 2015, CMDR COE starts the TRA, with the **aim** to create a clear picture of the training gaps, redundancies and propose potential corrective measures. The analysis was based on current priorities and conditions for training on CSDP operations planning. It consisted of the following steps: (1) definition of thematics and CSDP specific performance objectives (requirements); (2) mapping the existing training standards and opportunities in the EU, MS, NATO, or other international organisations and (opportunities) (3) assessing how the existing training activities meet the EU military specific performance objectives (the analysis itself), which exposed gaps, deficiencies and redundancies (Ref.E).
2. CMDR COE is working in parallel on defining the CSDP military training requirements and the existing opportunities to meet these requirements. CMDR COE conducted in-house specific activities, issued a questionnaire to the MS and training providers and organized one workshop to revise the Thematics and the Performance Objectivesandto fine tune the preliminary findings and expose the initial work to the Disaster response expert community.
3. CMDR COE will organize a second workshop in April (25-26 April 2016, Brussels TBC) with the aim of conducting the analysis by matching opportunities to the requirements.
4. The TRA is conducted with understanding that the lead organization for the delivery of Humanitarian Assistance and Disaster Response within the European Union lies with DG ECHO within the EU Commission. Military role is complementary to the effort of civilian organisations. Military capacities supplement civil protection and humanitarian assistance by filling certain critical capacity gaps in natural disasters and complex emergencies.
5. Taking into consideration military use in case of disaster, as complementary to the efforts of the civilian organizations and their interaction, civilian training requirements have been considered. Moreover, common curricula, different programs and opportunities should be used for enhancing the mutual knowledge, understanding and exchange of the best practices between military and civil actors.
6. Although out of the declared scope of this military-oriented analysis, possible common civilian and military training requirements have been identified after comparing the tasks and performance objectives associated to the military and civilian contribution to disaster response, humanitarian assistance and civil protection at the political-strategic level. Therefore, the output of this analysis may have a consultative value for civilian stakeholders, to promote the comprehensive approach to overall EU disaster response.
7. The complete text and annexes of the TRA is at Annex A, which is an integral part of this final report.

**D. MAIN FINDINGS AND CONCLUSIONS (Preliminary)**

1. According to the preliminary information obtained, the number of specific E&T solutions for ("Military role and tasks in) Crisis Management/Disaster Relief Discipline is limited. Most of the training provided is for tactical level. It is related in most cases to first responders, and/or within functional areas (CBRN, MED, LOG etc.). Civil Protection mechanism training is also limited for military, even for EUMS. However, as described in the following paragraphs and in detail by the TRA Final Report, a series of gaps and deficiencies have been identified, which need to be properly addressed.
2. The increased need to conduct disaster relief and/ or humanitarian assistance operations will require the military instrument to complement and to support civil authorities in preventing and protecting civilian population from such types of threats. This military role and tasks will need to correlate with civilian training.
3. Some of the training requirements exceed in part the CSDP framework and may serve for other EU activities to include the internal security tasks (e.g. civilian protection). The potential relevance of these requirements to the military training audience requires training for both CSDP and internal security tasks.
4. Joint training (individual and collective) among civilian and military is needed, (e.g. ERCC and EUMPC). Military support would be complementary to the overall coordination of civil protection measures facilitated by the ERCC in the framework of the EU's Civil Protection Mechanism and Community humanitarian aid managed by DG ECHO.
5. Formal training is very limited on Military role and tasks in Crisis Management/ Disaster Response for the EU military decision making personnel (DG/DDG and directors EUMS; current, designated or potential EU O (F/M) HQ commanders and their deputies) and the EU military personnel at the political-strategic level (EUMS branch chiefs, military assistants and all action officers). New training solutions should be considered for decision makers (working meetings, informal discussions etc.).
6. At the military strategic and operational levels a personnel working on the situational awareness analysis and planning have to be trained from the disaster response perspective, as well. The knowledge and skills to gather and analyse military contribution in disaster response and HA specific components, data, patterns and information that can contribute to the overall analysis and assessment have to be enhanced for experts.
7. DR training would be beneficial for practitioners and functional specialist engaged with military contributions to EU disaster response, in priority for EU functional areas (MED, ENG, LOG, CBRN, SAR, Transportation (air, sea, land), Maritime support, CIMIC, etc.).
8. Training requirements for the EU military personnel at the tactical level are covered by national programmes and courses.
9. There is a need to build capacity of the personnel designing and developing training, to develop military contribution to DR and HA objectives for collective training. DR and HA perspective and respective military contribution should be integrated into training objectives for collective training events on all levels.
10. Developing required skills and competencies for the military contribution to overall EU disaster response, humanitarian assistance and civil protection would not be only achieved by an individual and collective education and training. There will always exist an intangible, in terms of achievement evaluation, part called on-the-job training. Therefore extending the time spent in classical training by practicing skills in exercises (simulating on-the-job training) should be considered a norm.
11. Multi Layer (ML) Exercises, Military Exercises (MILEX) and national level exercises offer excellent conditions for practicing these skills in a comprehensive context.

**E. PROPOSED WAY AHEAD (preliminary)**

General

1. EUMTG, supported by the EUMS, to develop a mechanism of recognition/accreditation of courses organized by national institutions that meet the learning outcomes described by the Discipline Common Core Curriculum (appendix 2 to the annex A).
2. EUMS to further investigate possible sources for financing courses that meet the identified training requirements.
3. EUMS to further investigate the possibility for more seats in DG ECHO Courses.
4. EUMS to further investigate the organization of the ML exercise by creating conditions for other EU institutions to make use of the exercise environment and planning products for their own training purposes.

Individual Training

1. Development of Discipline modules to be used in future planned events such as Senior Leaders Day, Seminars, Conferences are viable solutions to be considered
2. ESDC to be invited to consider the review and/ or development of the following training activities in support of military (and possible civilian) training requirements on Military role and tasks in CMDR:
   1. Develop a short high-level training interacting opportunity (e.g. reflection seminar, decision exercise on real-life operations / missions / situations for the EU military (and potentially civilian) decision makers).
   2. Develop an “Interagency coordination and cross-sectorial interaction during Disaster Response, Humanitarian Assistance and Civil Protection” Course for different levels in accordance with the Discipline Common Core Curriculum.
3. Training for ("Military role and tasks in) Crisis Management/Disaster Relief Discipline should be preceded by the training on CSDP fundamentals, needs which are covered by ESDC through the CSDP Orientation Course and High Level Course and by the EUMS through CSDP Foundation Training organized on behalf of EU HQ Community. These courses should be regarded as prerequisites, which would relieve discipline courses of such general topics.
4. Due to the inter-linkage among various training disciplines, interdisciplinary initiatives in individual and collective training should be promoted and coordinated by the Discipline Leaders in order to provide a better training solution.
5. Voluntary MS, supported by the EUMS and Discipline leader to consider development of e-Learning education and training solutions in accordance with Discipline Common Core Curriculum.
6. Voluntary MS, supported by the EUMS and Discipline leader, to develop (review/ amend) a blended solutions grouping theoretical presentations, examples scenarios and practical work in an e-learning sequence, thus reducing the residential session.
7. EU to establish a standing Multinational Mobile Training Team (MMTT), resourced with adequate staff, facilities and budget, to run the tailored training based on training needs.

Collective Training

1. EUMS to further analyse the opportunities of a wide and comprehensive crisis response exercise, involving EUMS and military staff of EU Member States at all planning levels. Use of existing exercise or create new exercise for training and preparing the military contribution in DR, HA and CP on different levels, to include modelling and simulation.
2. Military contribution in Disaster Response, Humanitarian Assistance and Civil Protection should be included in the exercises scenario. Support with SME expertise should be provided to developers/ development teams.
3. More military have to be involved in the exercises and exercise-related activities under different umbrella.

**F. RECOMMENDATIONS (preliminary)**

1. EUMC is invited to:
   1. note this final report;
   2. agree on the Discipline Common Core Curriculum (appendix 5 to the annex A) to serve as the EU common minimum military training requirements on Military role and tasks in Disaster Response, Humanitarian Assistance and Civil Protection;
   3. task EUMTG, supported by the EUMS, to further investigate ways to implement the proposed way ahead and report back to the EUMC through the EU Military Training and Education Annual Report;
   4. task EUMS to continue the investigation with NATO training authorities on the accessibility by EEAS and all EU MS to NATO’s training opportunities for EU Military training purposes, in accordance with the provisions of Ref. E and report back to EUMC, in due time, so as EUMC to be able to provide the adequate strategic guidance to EUMTG and to the Discipline Leaders for the way ahead.

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Annex

A. Training Requirements Analysis (TRA) for the discipline (Military role and tasks in) Crisis Management/Disaster Relief Report – 2nd Draft, 28 January 2016 (Archive "*20160128-NU\_EU-AnexA-2nd\_TRA\_MTM ver.03.16.zip*")



1. The name of discipline is defined in **Reference D**. For better understanding the discipline scope and to cover all tasks that military could perform in contribution to overall EU disaster response, Discipline Leader will propose change of the discipline name in order to cover all possible tasks and to avoid misunderstanding to **Military role and tasks in Disaster Response, Humanitarian Assistance and Civil Protection.** The change will be proposed during EUMTG meeting in March 2016. [↑](#footnote-ref-1)