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Subject : **Suggestions for Procedures for coherent, comprehensive EU crisis
management**

Delegations will find attached the document containing suggestions for procedures for coherent, comprehensive EU crisis management revised in the light of discussions within the PSC and PMG, comments by delegations and the opinions by the interim Military Body and the Committee for Civilian Aspects of Crisis Management. This revision has been prepared by an ad hoc Task Force led by the Council Secretariat and including Commission and Presidency representatives.

The purpose of this document is to serve as a basis for the PSC workshop on EU crisis management procedures to be held end of May 2001. In the light of the conclusions and lessons learned from that workshop, the document will be revised with a view to further work to be carried out during the Belgian Presidency.

**SUGGESTIONS FOR
PROCEDURES
FOR
COHERENT, COMPREHENSIVE EU CRISIS MANAGEMENT**

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**SUGGESTIONS FOR
PROCEDURES
FOR
COHERENT, COMPREHENSIVE EU CRISIS MANAGEMENT**

INTRODUCTION

The suggestions for procedures for coherent, comprehensive EU crisis management have been revised in the light of discussions within the PSC, further comments by delegations and the opinions by the interim Military Body (doc. 6449/01) and the Committee for civilian aspects of crisis management (doc. 6069/01).

The paper is intended to provide a first overview of processes and actors interacting within the Council when the EU is addressing a crisis. It is of a purely indicative nature. It is a "living" document, which will have to be reviewed and updated on the basis of experience. Its purpose is to serve as a basis for the first PSC workshop on EU crisis management procedures. In the light of the conclusions and lessons learned from that workshop, it will be revised with a view to further work to be carried out during the Belgian Presidency.

The paper has been drawn up to include crises of the highest degree of complexity. Although the widest range of activities during the crisis cycle are described and appear sequentially, this is only for ease of reference. In other terms, the paper should not be taken to imply that the EU is constrained to rigidly follow the same course of events; on the one hand, many instruments and processes mentioned might be relevant in several or all phases of a crisis, on the other hand, some of the processes mentioned could be skipped altogether.

The procedures outlined in the following are implemented in full compliance with the Treaty, the role of each Institution and the competencies attributed to Coreper by virtue of TEC Article 207.

The present suggestions are based on current Treaty provisions. After the entry into force of the Treaty of Nice these suggestions will need to be amended accordingly. They should also be amended in the light of development in the EU-NATO arrangements for the implementation of Berlin Plus.

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Phase 1 ROUTINE PHASE

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| <ul style="list-style-type: none"> - Pre-crisis, support to stability and conflict prevention - Monitoring and analysis, early warning and advance planning |
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A. Stability promotion and conflict prevention

1. Following up the principles of the UN Charter and of the OSCE Charter for European Security, the Union is active in stability promotion, early warning and conflict prevention and co-operates with the UN, the OSCE, the Council of Europe and other international organisations in a mutually reinforcing manner. The EU contributes to these objectives for example through projects to combat the destabilising accumulation of small arms, and through a broad range of programmes in support of human rights, democracy, institution building and market economy, through EU instruments, Community action and individual Member States' initiatives (see Annex I for procedures for civilian instruments). NB. These instruments can be used in all subsequent phases of a crisis.

B. Monitoring and analysis of the situation, early warning

- *Work within the EU*
2. The Member States and the Commission carry out routine monitoring and exchanges of information within the Political and Security Committee (PSC), as well as within the relevant geographic and thematic Council working groups.
 3. The EU joint Situation Centre (EU SITCEN), operating on a permanent basis, monitors international developments, provides early warning, receives and evaluates information and disseminates information and evaluation to competent bodies, and acts as point of operational contact for the SG/HR.

4. The Policy Unit provides in particular the PSC with timely assessment and early warning of events or situations which may have significant repercussions for the EU's foreign and security policy. The Policy Unit produces policy options papers.
5. The Military Staff monitors potential crisis by relying on appropriate national and multinational intelligence capabilities and performs early warning and situation assessment.
6. The Military Committee provides the forum for military consultation and co-operation between the EU Member States in the field of conflict prevention and crisis management. Its Chairman participates in the PSC. The military representatives of the Member States are encouraged to do likewise. The Military Committee assesses the risks of potential crisis and provides military advice and makes recommendations to the PSC, at the latter's request or on its own initiative, acting within guidelines forwarded by the PSC.

- Consultations and contacts

7. The EU consults and co-operates with NATO in accordance with the provisions of the standing arrangements for consultation outside times of crisis ¹. The SG/HR, the Council Secretariat and the Military Staff maintain regular contacts with their NATO counterparts.

¹ Meetings between the PSC and the NAC will be held not less than three times, and EU-NATO ministerial meetings once, per EU Presidency. Either organisation may request additional meetings as necessary. Meetings between the EU and the NATO Military Committees may be held as required, at the request of either organisation with at least one such meeting during each Presidency. There may also be:

- meetings between subsidiary groups (e.g. PMG/PCG or Military Committee working groups);
- meetings in the form of ad hoc EU/NATO groups;
- expert groups along HTF Plus lines.

When necessary, and in particular where NATO capabilities and expertise are concerned, NATO representatives will be invited to meetings, in accordance with the provisions of the TEU and on a basis of reciprocity. This will apply to:

- the Secretary General of NATO for ministerial meetings, in particular those attended by Defence Ministers;
- the Chairman of the NATO Military Committee for meetings of the Military Committee;
- DSACEUR for meetings of the Military Committee, in view of his responsibilities for the European pillar of NATO and his potential role in EU-led operations.

8. The EU consults with non-EU European NATO members and other countries which are candidates for accession to the EU in accordance with the provisions of the permanent consultation arrangements during non-crisis periods on involvement in military crisis management².
9. The EU conducts exchanges of information with third countries on ESDP and military crisis management within the framework of political dialogue.
10. Contacts with other third countries, the UN and other international and regional organisations (e.g. OSCE, Council of Europe), NGOs, etc are maintained.

C. Advance planning and preparatory actions

11. The Committee for Civilian Aspects of Crisis Management provides information, formulates recommendations and gives advice on civilian aspects of crisis management to the PSC and to the other appropriate Council bodies in accordance with their respective competencies.
12. The Member States provide the Co-ordinating Mechanism for civilian aspects of crisis management, set up at the Council Secretariat and fully interacting with the Commission services (hereafter the "Co-ordinating Mechanism"), with information on civil crisis management assets available, including their state of readiness or deployment and any bilateral contributions.
13. The Military Staff performs strategic advance planning including identification of European national and multinational forces and regularly reviews existing plans.

² The PSC plays a leading role in the implementation of these arrangements, which include notably during each Presidency:

- a minimum of two meetings in EU+15 format and of two meetings in EU+6 format;
- one ministerial meeting bringing together the 15 and the 6 countries;
- a minimum of two meetings at Military Committee representative level, as well as exchanges at military experts level (in particular concerning the establishment of capability objectives).

Each third country may appoint from its mission an ESDP interlocutor with regard to the PSC. To facilitate the association of third countries wishing to be involved in EU military activities, they may appoint an officer accredited to the EU Military Staff who will serve as a contact. A minimum of two information meetings will be held during each Presidency for these officers from the "15" and the "6" countries.

14. Police experts in the Council Secretariat conduct advance planning in close co-ordination with the Military Staff.
15. The Commission performs advance planning in close contact, where relevant, with the Co-ordinating mechanism.
16. Close co-ordination takes place between the Council Secretariat and the Commission. This includes the possibility of co-ordinated advance planning.
17. Crisis management procedures are tested and further developed within a comprehensive exercise policy. All relevant Council Secretariat services, the Commission, Member States and, possibly, appropriate external actors participate in the crisis management exercises.

D. Information policy

18. The EU Press Services keep the media informed of the EU monitoring activities and of measures taken to support stability and conflict prevention.

Phase 2 CRISIS BUILD-UP

- **Detection of the crisis, analysis, identification of instruments, first measures taken**

A. Detection of the crisis

- *Work within the EU*
19. The SG/HR, the Presidency, a Member State and/or the Commission draw the PSC's attention to a mounting crisis.
 20. The provision of information, including intelligence, from Member States and Commission is intensified. If necessary, the PSC identifies specific areas or subjects on which additional information is required.
 21. The EU SITCEN steps up the collection of information, processes it, and reports on the situation to the SG/HR and to the competent bodies for crisis management (in particular the PSC and the Military Committee).
 22. The Council Secretariat, including the police experts and the Military Staff under the military direction of the Military Committee, provides analysis papers and policy options. Provision of classified information by the Member States is paramount.
 23. The Commission provides policy analysis and policy options for action as appropriate. Where relevant, this is done in conjunction with the Council Secretariat.
 24. The Military Committee provides military advice and makes recommendations to the PSC, on the latter's request or on its own initiative, acting within guidelines forwarded by the PSC, with regard to the military dimension of a crisis situation and its implications.

25. The PSC meets to assess the causes and consequences of the crisis. This assessment will draw on information and reports from the EU SITCEN and relevant geographical working groups and on military advice provided by the Military Committee and will be used by the PSC to reach a common understanding about the kind of measures required to address both the causes and consequences of the crisis. The Commission, which participates fully in the work of the PSC, informs the PSC on measures taken or under preparation and starts reflecting on the possible use of other instruments. Member States do likewise, informing the PSC on measures taken on a national basis.
26. In accordance with its preliminary political assessment, the PSC may review its information requirements and request specific information or types of reports from the EU SITCEN, the Commission and from Member States. The PSC may ask competent bodies (Military Committee, geographical working groups etc.) to provide further analysis of the crisis. The SG/HR gives operational direction to the SatCen to ensure that it will support as effectively as possible the decision-making of the Council and he reports as appropriate to the PSC.
27. The Council Secretariat, including Military Staff and police experts, and the Commission build on advance planning.
28. The Committee for Civilian Aspects of Crisis Management provides information, formulates recommendations and gives advice on civilian aspects of crisis management to the PSC and to the other appropriate Council bodies in accordance with their respective competencies.
29. The SG/HR alerts other Council instances that might be called upon to participate in the crisis management.
30. The Council, either in a regular session or in an ad hoc session, may proceed to assess the situation and provide guidance to the PSC. Meetings of relevant bodies are convened at short notice as necessary. The Chairman of the Military Committee attends the Council meeting acting as the spokesman of the Military Committee, as appropriate.
31. Fact-finding missions (FFM), in principle civil and military, may be dispatched to verify facts and assess the needs for further EU action.

- Consultations and contacts

32. Contacts and meetings between EU and NATO are stepped up, including those at ministerial level if appropriate, so that, in the interest of transparency, consultation and co-operation, the two organisations can discuss their assessments of the crisis and how it may develop, together with any related security problems.
33. Dialogue and consultation with the non-EU European NATO members and other countries which are candidates for accession to the EU are intensified at all levels, including ministerial level, in the period leading up to the Council decision. When a crisis develops, these intensified consultations will provide an opportunity for exchanges of views on situation assessment and discussion of the concerns raised by the countries affected, particularly when they consider their security interests to be involved.
34. Exchanges of information with other potential partners take place within the framework of political dialogue. Additional meetings are organised if the Council deems it necessary.
35. Contacts with other third countries, the UN and other international and regional organisations (e.g. OSCE, Council of Europe), NGOs, etc are intensified.

B. EU action is considered appropriate³: identification of available instruments, capabilities and resources with a view to an overall approach

- Work within the EU

36. The PSC, possibly in the light of Council guidance, analyses the situation and considers that EU action is appropriate (possibly on request from an international organisation, e.g., UN or OSCE). The PSC should have access to all information processed through agreed channels, proposals and initiatives relating to the crisis in order to make a global assessment. After consulting the Presidency and without prejudice to Article 18 of the

³ It is recalled that Denmark does not participate in the elaboration and the implementation of decisions and actions of the Union which have defence implications (article 6 of Protocol N° 5 annexed to the Treaty of Amsterdam on the position of Denmark).

TEU, the SG/HR may chair the PSC.

37. The Military Committee provides military advice on the military dimension of the crisis situation, on possible military strategic objectives and available military capabilities and capacities including in support of civilian instruments. Its Chairman participates in the PSC. The military representatives of the Member States are encouraged to do likewise.
38. The Military Staff, under the military direction of the Military Committee, provides military expertise to EU bodies and in particular to SG/HR.
39. The SG/HR makes suggestions on a coherent EU response to the crisis. Such response may, from the outset or at a later stage, imply recourse to military means and thus require the development of a politico-military concept. The Chairman of the Military Committee acts as the military advisor to the SG/HR.
40. A crisis response co-ordinating team, consisting of members of the Council Secretariat, including Military Staff and police experts, of the Co-ordinating Mechanism and of the Commission services, is set up. It will ensure coherence of all proposals put to the PSC and of the implementation of measures taken. The SG/HR will draw on this work in formulating his suggestions to the PSC and in developing the draft politico-military concept.
41. Close contacts between the SG/HR and the Commission throughout the process.
42. The Member States provide the Co-ordinating Mechanism with information on civil crisis management assets available, including their state of readiness or deployment and any bilateral contributions.
43. The Committee for Civilian Aspects of Crisis Management assists the PSC and other appropriate Council bodies to acquire a comprehensive view of the non-military means available to the EU and to the Member States.
44. Community measures or CFSP measures may be taken during this phase.
45. The PSC makes the general political assessment, keeping in mind the totality of

measures applicable, with a view to preparing a cohesive set of options. The Commission, which participates fully in the work of PSC, informs the PSC on measures taken or under preparation. Each measure will be dealt with by the competent body according to the applicable procedures (see Annex I). Member States inform the PSC about measures taken or that they intend to take at national level.

46. The Presidency, the SG/HR and the Commission will ensure the consistency of the work of the Council bodies and of the different Council configurations.
47. Meanwhile, monitoring of the developing crisis continues, information gathering is strengthened from all available sources such as missions of the Member States, Commission delegations, international organisations and NGOs on the ground, exploitation of SatCen products, etc.
- Consultations and contacts
48. The EU maintains intensified dialogue and consultations with NATO (see § 32).
49. Consultations with the European non-EU NATO members and other countries which are candidates for accession to the EU:
 - a) Possibility of extra meetings if circumstances require.
 - b) Military Staff holds information meetings for officers from the "15" and the "6" countries serving as contact to the Military Staff, to address the question of how the follow-up of the crisis situation should be handled.
50. Contacts with other third countries (see § 34), the UN and other international and regional organisations (e.g. OSCE, Council of Europe), NGOs etc. that are envisaging to contribute to the management of the crisis are further intensified.

C. Information policy

51. Overall EU information strategy on the crisis and on possible EU action is developed and agreed. The SG/HR, Member States and the Commission implement a coherent information policy.

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Phase 3 DEFINITION OF OVERALL APPROACH
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A. Definition of overall approach

- Work within the EU

52. The PSC submits an opinion to the Council on the general political assessment and a cohesive set of options. The Council agrees that EU action is appropriate. In particular, the Council:
 - a) if European Council conclusions exist, further specifies the EU political objectives; otherwise, the Council will define such objectives;
 - b) agrees the overall approach, and if appropriate, the politico-military concept;
 - c) may invite the Commission to consider proposing or adopting the measures in pursuit of the political objectives thus selected which fall within its area of responsibility (see Annex I).

53. The Member States provide the Co-ordinating Mechanism with information on civil crisis management assets available, including their state of readiness or deployment and any bilateral contributions. The Committee for Civilian Aspects of Crisis Management assists the PSC and other appropriate Council bodies to acquire a comprehensive view of the means available to the EU and to the Member States.

54. The EU SITCEN continues to produce comprehensive and timely situation reports and assessments, especially to the SG/HR and the competent bodies for crisis management.

- Consultations and contacts

55. The EU maintains intensified dialogue and consultations with NATO (see § 32 and § 63.a)).
56. The EU intensifies dialogue and consultation with the "15" and with the "6" at all levels, including ministerial level, to exchange views on situation assessment and discusses the concerns raised by the countries affected, particularly when they consider their security interests to be involved (see also § 62 and § 63.b)).
57. Consultations with other potential partners:
 - a) take place in the framework of political dialogue; if the Council deems it necessary, additional meetings in the PSC Troika format are organised.
 - b) when a military operation is being considered, the Troika or the SG/HR conduct such consultations, which constitute the framework for exchanges of views and discussions on possible participation by potential partners (see also § 63.b) for Canada).
58. Intensive contacts with third countries, the UN and other international and regional organisations (e.g. OSCE, Council of Europe), NGOs, etc are maintained.

B. Development of the military elements of the EU approach

59. Upon the PSC's request, the Military Committee issues an Initiating Directive to the Director General of the Military Staff to draw up and present strategic military option(s).
60. Having received the Initiating Directive from the Military Committee, the Military Staff develops and prioritises military strategic options as the basis for the military advice of the Military Committee to the PSC by:
 - a) defining initial broad options. These options could include an assessment of feasibility and risk, a C2 structure including recommendations regarding an Operation Commander, an Operation Headquarters, a Joint Force Commander, a Force Headquarters, Force capability requirements and an indication of forces that might be available by contributing nations;

- b) drawing as appropriate on planning support from external sources which will analyse and further develop those options in more detail;
 - c) evaluating the results of this more detailed work and commissioning any further work that might be necessary;
 - d) presenting an overall assessment, with an indication of priorities and recommendations as appropriate, to the EUMC.
61. The Military Committee evaluates the strategic military options developed by the Military Staff and forwards them to the PSC, together with its evaluation and military advice.
62. Consultations with the "15" and with the "6" (which could be held at politico-military experts level) with the aim of ensuring that the countries potentially contributing to an EU-led military crisis management operation are informed of the EU's intentions, particularly with regard to the strategic military options being envisaged.
63. Should the Union intend to look more closely at an option calling for pre-determined NATO assets and capabilities:
- a) the PSC will so inform the NAC;
 - b) particular attention will be paid to consultation of the six non-EU European NATO members and with Canada.

C. Civil and civil-military co-ordination

64. In order to ensure coherence at the planning stage in the context of a possible Joint Action or where a Joint Action is initiated in parallel to existing or imminent Community measures, the crisis response co-ordinating team will:
- a) work to prepare co-ordinated plans involving civil instruments from the first and second pillar, particularly but not exclusively in the areas of police, strengthening the Rule of Law, Civil Administration and Civil Protection;
 - b) ensure consistency and develop the appropriate sequence of military and civilian instruments.

D. Information policy

65. The Presidency, SG/HR, Commission and Member States continue to give information on the EU activities according to agreed information strategy.

Phase 4 **FORMAL DECISION TO TAKE ACTION**

A. Council decision defining overall approach

66. The PSC submits an opinion to the Council recommending the adoption of a decision to take action. The Council adopts the decision to take action to tackle the crisis (this decision could, where appropriate, take the form of a Joint Action in full respect of the single institutional framework and of Article 47 of the TEU). Within that decision, the Council:

- a) takes the necessary measures to that end;
- b) defines the conditions under which the SG/HR will be responsible for implementing political and military aspects;
- c) invites the Commission to direct its action towards achieving the objectives and priorities of the Joint Action, where appropriate by pertinent Community measures or notes that the Commission intends to do so;
- d) invites Member States to direct their action in support of the Joint Action.

In parallel the Council may adopt any new Commission proposals for additional measures falling under the EC Treaty.

B. Development of military elements within the overall approach

- 67. If the operation involves the use of military means, the PSC, on advice by the Military Committee supported by the Military Staff, assesses the strategic military option(s), including its civilian-military aspects, and prepares an opinion to Council.
- 68. The Council, in the light of the opinion by the PSC based on the advice from the Military Committee, selects a strategic military option including a proposed chain of command, and invites Member States to confirm, subject to national procedures, their readiness to support the selected option.

The Chairman of the Military Committee attends the Council meeting acting as the spokesman of the Military Committee, as appropriate.

69. The strategic military option selected by the Council implies either a EU military operation without use of NATO assets and capabilities, or a EU military operation with recourse to NATO assets and capabilities:

- *Option 1: EU military operation without use of NATO assets and capabilities*

- a) Member States and, as appropriate, interested third countries, give informal notification to the Military Staff of the intention to contribute to an operation by committing military and/or other relevant forces.
- b) The Council, on the basis of the response from the Member State(s) concerned:
 - appoints the Operation Commander and designates the Operation Headquarters;
 - designates the Force Commander, (the Force Headquarters and the Component Commands, if appropriate).
- c) Non-EU European NATO members and other candidates for accession to the EU may deploy liaison officers to European operational headquarters, in order to enable the exchange of information on the operational planning and on the foreseen contribution.
- d) EU keeps NATO informed of the general progress in preparations.

- *Option 2: EU military operation with recourse to NATO assets and capabilities*

- a) Member States and, as appropriate, interested third countries, give informal notification to the Military Staff of the intention to contribute to an operation by committing military and/or other relevant forces.
- b) The PSC, on the basis of the recommendation of the Military Committee supported by the Military Staff, transmits via the Military Committee, to the Operation Commander the strategic directives permitting the preparation of necessary planning documents (CONOPS, OPLAN), using the assured access to NATO planning capability. The Military Committee provides military advice on the operational planning documents and forwards them to the PSC for approval.
- c) Staffs of the two organisations, in close contact with DSACEUR as strategic co-ordinator, meet in order to specify the pre-identified NATO assets and capabilities considered for this option.

- d) The EU addresses a formal request to NATO for the use of its assets and capabilities.
- e) NATO assets and capabilities needed for the EU operation, as well as the modalities for their release, including the possible conditions for their recall, are identified at a PSC/NAC meeting.
- f) The Council, on the basis of responses from NATO and the Member States:
 - appoints the Operation Commander and designates the Operation Headquarters;
 - designates the Force Commander, (the Force Headquarters and the Component Commands, if appropriate);
 - approves on the basis of the "Berlin Plus" agreement the arrangements for hand-over and any recall conditions.
- g) The non-EU European allies will be involved in the planning according to the procedures laid down within NATO.

- For Option 1 and Option 2

- 70. On the basis of the military strategic option selected by the Council, the Military Committee authorises an Initial Planning Directive to the Operation Commander.
- 71. On the basis of the Initial Planning Directive, the Operation Commander prepares a "Concept of operations" (CONOPS), including guidelines on the use of force. The Military Committee, based upon the evaluation by the Military Staff, provides advice and recommendations to the PSC.
- 72. The PSC submits to the Council its opinion on CONOPS.
- 73. The Council, possibly convened in an extraordinary session, approves CONOPS including guidelines on the use of force.
- 74. Subsequently, the Operation Commander prepares a "Operation Plan" (OPLAN) including an annex on Rules of Engagement (RoE). The Military Committee, based upon the evaluation by the Military Staff, provides advice and recommendations to the PSC.
- 75. The Operation Commander, assisted by the Military Staff, holds technical exchanges in order to present operational planning work to the non-EU European NATO members and the other candidates for accession to the EU which have expressed their intention in principle of taking part in the operation, so as to enable those countries to determine the nature and volume of the contribution they could make to the EU-led operation.

76. Third countries which have expressed their intention, provide the EU with an initial indication of their contribution.
77. The PSC submits to the Council its opinion on OPLAN including RoE.
78. When appropriate, the Council Secretariat prepares a Status of Forces Agreement (SOFA) which will be submitted to the Council via the Military Committee and the PSC.
79. The Council, possibly convened in an extraordinary session:
 - a) approves OPLAN including RoE;
 - b) approves, where appropriate, SOFA;
 - c) formally invites third countries to participate in the operation, taking into account the outcome of the consultation with third countries likely to take part in the operation.

The Chairman of the Military Committee, supported by the Operation Commander, attends the Council meeting acting as the spokesman of the Military Committee, as appropriate.

80. The Military Committee tasks the Operation Commander, in co-ordination with the Military Staff, to conduct the Force Generation Process
81. NATO, when appropriate, Member States and other troop contributors confirm the level and quality of their contributions at the Force Generation Conferences.
82. Following the Force Generation Conferences, the Council adopts:
 - a) the decision to launch the operation once all preconditions such as OPLAN, force generation and approval by contributors are fulfilled. This decision will define the conditions under which the execution of the OPLAN will start;
 - b) the decision setting up the Committee of Contributors.

C. Civil and Civil Military co-ordination

83. Within the PSC, the Member States and the Commission provide information on the non-military crisis management assets that they have committed for the implementation of the Council decision as well as their state of readiness or deployment and any bilateral contributions.

84. The Commission prepares plans for the measures falling within its area of responsibility. The Council Secretariat, including the police experts, prepares plans for the other civilian instruments. The planning capacity of the Council Secretariat could be reinforced by the addition, on an ad hoc basis, of national experts.
85. The crisis response co-ordinating team completes the co-ordinated planning required for a Joint Action or for any other coherent response in which military instruments, as well as first and second pillar civilian instruments (particularly but not exclusively in the areas of police, strengthening the Rule of Law, Civil Administration and Civil Protection), are used in synergy.
86. The EU SITCEN continues to produce comprehensive and timely situation reports and assessments, especially to the SG/HR and the competent bodies for crisis management.

D. Consultations and contacts

87. The EU maintains:
- a) intensified dialogue and consultations with NATO (see in particular § 69, Option 1.d) and Option 2);
 - b) dialogue and consultations with the "15" and the "6" countries (see also § 69, Option 1.c) and Option 2.g));
 - c) contacts with third countries in the framework of political dialogue;
 - d) contacts with other third countries, the UN and other international and regional organisations (e.g. OSCE, Council of Europe) concerned.

E. Information policy

88. Throughout this phase communication policy is updated. Presidency, SG/HR, Commission and Member States boost relations with the media following agreed information policy.

Phase 5 IMPLEMENTATION

A. General implementation, civil and civil-military co-ordination

- *Work within the EU*

89. The Council maintains the overall responsibility for the conduct of the action. The Chairman of the Military Committee attends the Council meeting acting as the spokesman of the Military Committee, as appropriate. The Council:

- a) receives reports and updates from the SG/HR in his role as PSC Chairman and from the Chairman of the Military Committee on the follow-up measures (political and military aspects) it entrusted to them and gives the necessary direction;
- b) adopts any further proposals presented meanwhile by the Commission;
- c) receives reports from the Commission on the implementation of measures for which the Commission is in charge;
- d) receives reports from Member States on national measures.

90. Throughout the implementation:

- a) the Commission keeps the PSC informed about the measures it has taken or is envisaging taking. The Commission ensures the proper implementation of Community measures;
- b) the SG/HR takes the necessary follow-up measures as entrusted to him by the Council in the Joint Action;

- c) the PSC monitors the implementation of the measures taken and assesses their effects and, as necessary, may recommend adjustment;
- d) the EU SITCEN continues to produce comprehensive and timely situation reports and assessments, especially to the SG/HR and the competent bodies for crisis management;
- e) the crisis response co-ordinating team will assist in ensuring full coherence between the civil and military aspects of the EU action;
- f) the PSC continues to exercise its function of global assessment. The SG/HR in his capacity as PSC Chairman, contributes with his suggestions - in understanding with the Commission for measures falling under the EC Treaty - with a view to the PSC addressing an opinion to the Council, on a set of possible measures for implementation once the military operation has terminated;
- g) the Council Secretariat, where appropriate, reinforced as foreseen in § 84, prepares plans as regards other civilian instruments.

- Consultations and contacts

The EU maintains contacts with NATO (see in particular § 94 and § 95), the "15" and the "6" countries, the UN and other relevant international and regional organisations, third countries and NGOs.

B. Conduct of the military operation

- 91. The PSC exercises, under the authority of the Council and the conditions laid down in the Joint Action, the political control and strategic direction of the military operation.
- 92. Throughout the operation, the Chairman of the Military Committee, supported by the Director General of the Military Staff, acts as the primary point of contact with the Operation Commander during the EU's military operation.

93. The Military Committee, supported by the Military Staff, monitors the proper execution of military operations conducted under the responsibility of the Operation Commander by:
 - a) providing, in co-ordination with the Operation Commander, information and assessments to support the PSC;
 - b) elaborating, as necessary, new strategic military options, in the light of political and operational developments;
 - c) advising the PSC on the advisability of carrying on, changing or terminating the operation.
94. In case of an EU operation without the use of NATO assets and capabilities, the EU keeps NATO informed of the general progress of the operation.
95. In the event of an operation calling on NATO assets and capabilities, NATO will be kept informed of the use of its assets and capabilities throughout the operation, if necessary by convening a meeting of the PSC and the NAC.
96. The Military Committee may invite the Operation Commander to report on the progress of the operation. The President of the Council and the Chairman of the PSC may invite respectively the Operation Commander to the GAC and the PSC.
97. The Committee of Contributors meets regularly during the operation, and is supplied with detailed information regarding the operation in the theatre. The Operation Commander participates or is represented in the Committee of Contributors. The Committee provides opinions and recommendations on possible adjustments to the operational planning, including possible adjustments to objectives, which may affect the situation of the forces in the theatre. It will deal with implementation, use of forces and all day to day conduct of an operation. The Chairman of the Committee of Contributors keeps the PSC informed of the outcome of the Committee's deliberations. The PSC will take account of views and recommendations expressed by the Committee of Contributors.

C. **Information policy**

98. The Presidency, the SG/HR and the Commission implement agreed information policy.

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**Phase 6 REFOCUSING OF EU ACTION ON STABILITY PROMOTION
AND PEACE BUILDING**
A. Refocusing of EU Action

- *Work within the EU*

99. The PSC, in the light of its ongoing political assessment of the situation, evaluates the political appropriateness of discontinuing some or all actions employed to resolve the crisis, in particular the military operation. The termination of the current military operation can be accompanied by the transition to other military measures.

100. The Member States provide the Co-ordinating Mechanism with information on civil crisis management assets available, including their state of readiness or deployment and any bilateral contributions.

101. The crisis response team will:
 - a) work to prepare co-ordinated plans involving civil instruments from the first and second pillar, particularly but not exclusively in the areas of police, strengthening the Rule of Law, Civil Administration and Civil Protection;
 - b) ensure consistency and develop the appropriate sequence of military and civilian instruments.

102. The SG/HR makes contributions with a view to the PSC addressing an opinion to the Council on a set of measures aimed at refocusing the EU action. The SG/HR prepares his contributions in the light of information, including classified, provided by Member States and other parties concerned, and drawing on the work of the crisis response co-ordinating team.

103. The PSC prepares its opinion to Council on a cohesive set of options. For the development of these options the procedures outlined in the preceding phases apply.

104. The Commission provides to the Council, including the PSC, policy analysis and policy options for actions within its competence. It informs the PSC of the nature and details of these plans as concerns those Community measures.

105. The formal proposals are submitted to and dealt with by the competent bodies according to normal procedures.

- Consultations and contacts

106. The EU maintains contacts with NATO (see in particular § 107), the "15" and the "6" countries, the UN and other relevant international and regional organisations, third countries and NGOs.

B. Termination of the current military operation where appropriate

107. If NATO assets and capabilities are being used in the operation, the PSC informs the NAC of the plans to terminate the operation.

109. The Committee of the Contributors is consulted on matters related to planning the end of the operation and the withdrawal of forces.

110. The PSC in the light of the advice of the Military Committee prepares its opinion to the Council on the termination of the military operation.

C. Council decision

111. The Council in the light of the opinion by the PSC advised by the Military Committee:

- a) decides to terminate the current military operation. The Chairman of the Military Committee attends the Council meeting acting as the spokesman of the Military Committee, as appropriate;
- b) decides to terminate the other measures which are no longer needed;
- c) decides about the launching of further actions needed at this stage;

- d) may invite the Commission to re-examine the measures falling under its responsibility, or to make the necessary proposals to that end;
- e) invites Member States to re-examine actions taken at national level, and if necessary, to adapt them.

D. Information policy

112. Agreed information policy concentrates on termination of the military operation, transition and follow-up measures.

E. Documentation

113. All decisions of the Council and deliberations of Council bodies leading to decisions will be recorded and archived according to the Council rules and practices.

F. Lessons learned

114. Once the military operation is terminated, the PSC:

- a) requests the Military Committee to evaluate lessons learned on the basis of the reports by the Operation Commander and the Military Staff;
- b) requests the Committee for Civilian Aspects of Crisis management to evaluate lessons learned within its area of responsibility;
- c) the Committee of Contributors may be requested to provide its assessment of the lessons drawn from the operation;
- d) proceeds to an overall assessment.

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Phase 7

**STABILITY PROMOTION, POST CONFLICT
RECONSTRUCTION**

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ANNEX 1 to Annex

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